SECTION SEVEN

PERSONNEL POLICIES: LIBRARIANS

7   PERSONNEL POLICIES: LIBRARIANS

This section deals with personnel policies specific to Librarians. Governance responsibilities and conditions of employment are enumerated elsewhere in this Handbook and in the *Messiah College Personnel and Policies Manual*.

7.1   TERMINAL DEGREE EXPECTATIONS AND ELIGIBILITY REQUIREMENTS FOR LIBRARIANS

7.1.1   **Positions and Titles**. There are five positions in the Librarian category:
   a.   Librarian/Acquisitions Coordinator
   b.   Librarian/Automation Coordinator
   c.   Librarian/Instruction Coordinator
   d.   Librarian/Reference Coordinator
   e.   Librarian/Technical Services Coordinator

7.1.2   The MLS degree is the terminal degree for Librarians, as determined by the Board of Directors of the Association of College and Research Libraries on 23 January 1975 (see http://www.ala.org/ala/acrl/acrlstandards/statementterminal.htm).

7.1.3   A second master's degree or a doctorate in a subject area is a desirable qualification and is relevant for initial placement in and subsequent promotion in Librarian rank, but is not required for initial appointment or reappointment to the contract under which Librarians serve. To the extent possible, subject expertise will be taken into consideration in maintaining discipline balance among Librarians in their departmental liaison functions.

7.1.4   Candidates for Librarian positions must show evidence of current knowledge or demonstrated potential in the field of specialization for the Coordinator position for which they are applying.

7.2   RECRUITMENT AND APPOINTMENT OF LIBRARIANS

7.2.1   The Provost is responsible for the recruitment of Librarians in collaboration with the Vice President for Human Resources and Compliance and the Director of the Murray Library (who serves as the equivalent of a Department Chair in the hiring process).

7.3   SALARY

7.3.1   **Definitions**
7.3.1.1   Service step: The incremental change from one step to the next within any rank
7.3.1.2   Step limit: The maximum salary paid at a given rank in a given year
7.3.1.3   Schedule Average: The salary amount that is tied to the comparison group average and determines the salary amount at each step
7.3.1.4   Schedule Range: The percentage of the lowest step to the schedule average and the percentage of the schedule average to the highest step
7.3.1.5   Schedule adjustment: The increase in the schedule average from one year to the next
7.3.1.6   Total salary increase: The schedule adjustment increase plus the step increase
7.3.1.7   Yearly salary goal: The percentage that must be added to the schedule average to meet comparison targets

7.3.2   **Salary Schedule**. The current schedule is on file in the Office of the Provost.

7.3.3   **Overview of Salary Schedule**
7.3.3.1   The schedule is based on CUPA comparisons of five types of librarians: Acquisitions, Technical Services Coordinator, Reference Coordinator, Public Services Librarian, Catalog Librarian.
7.3.3.2   At initial hire, a Librarian is placed at the appropriate step in the appropriate rank in the schedule. Each year the Librarian automatically moves up a step. At promotion, the Librarian is placed in the appropriate step in the higher rank.
7.3.3.3   Each service step is the same within each rank and varies slightly across ranks.
7.3.3.4   There is a limit to the service steps in each rank; thus, there is a maximum salary paid in each rank.

7.3.4   **Initial Placement on the Schedule**
7.3.4.1   Placement in the salary schedule requires at least a master's degree. Placement in the Assistant, Associate, and Librarian ranks implies the terminal degree expectations appropriate to those ranks.
7.3.4.2   Credit for prior experience: The Director of the Library will use the following guidelines for determining initial placement on the schedule.
          a.   Full-time academic librarianship—1:1 (each year of experience is worth one step)
          b.   Part-time academic librarianship—prorated
          c.   Non-library academic professional—2:1
          d.   Paraprofessional academic library experience—2:1
          e.   Non-academic librarian experience—2:1 (up to six steps)
          f.   Public/private high school teaching—2:1 (up to six steps)

7.3.5	**Promotion**
7.3.5.1	Promotion is the one place in the proposed schedule where a salary increase is directly tied to merit. The proposed schedule is constructed to encourage Librarians to move through the ranks.
7.3.5.2	The promotion increase percentage is the percentage increase in salary due to promotion. In other words, it represents the increase beyond the salary the individual would have received if he/she had not been promoted.
7.3.5.3	At promotion, Librarians are assigned to a step in the higher rank in the following way:

Step Prior to Promotion	Step After Promotion	Promotion Increase	Step Prior to Promotion	Step After Promotion	Promotion Increase
Assistant 5	Associate 0	7.32%	Associate 5	Librarian 0	7.74%
Assistant 6	Associate 1	7.25%	Associate 6	Librarian 1	7.67%
Assistant 7	Associate 2	7.19%	Associate 7	Librarian 2	7.60%
Assistant 8	Associate 3	7.12%	Associate 8	Librarian 3	7.54%
Assistant 9	Associate 4	7.06%	Associate 9	Librarian 4	7.48%
Assistant 10	Associate 5	7.01%	Associate 10	Librarian 5	7.42%
Assistant 11-12	Associate 6	6.95%	Associate 11	Librarian 6	7.36%
			Associate 12-13	Librarian 7	7.30%

7.3.6	**Yearly Schedule Adjustment**
7.3.6.1	A Librarian's basic salary is determined by two factors: (1) the yearly service step and (2) the yearly schedule adjustment. Those who have reached the salary maximum at a given rank receive only the yearly schedule adjustment.
7.3.6.2	The yearly schedule adjustment will consider the following two factors: a. The cost of living in the previous year. b. Targeted CUPA Average: The five-year average of the average of the five CUPA librarian classifications.
7.3.6.3	The actual schedule average should be within approximately 98% to 103% of the Targeted CUPA Average. There will be an attempt minimally to adjust the schedule to keep it in line with the cost of living. However, it is possible that this will place the schedule out of line with the Targeted CUPA Average. If this should happen, the yearly schedule adjustment could be less than the cost of living. Moreover, fiscal exigency might result in schedule adjustments less than the above targets.
7.3.6.4	In the spring of each year (when the CUPA data are available), the Office of Human Resources will compile the relevant comparison data. The Provost, Vice President for Human Resources and Compliance, the Director of the Library, and one Librarian chosen by the Librarians will recommend the yearly schedule adjustment. After receiving feedback from the Librarians, the Provost will recommend this adjustment to the President.

7.4   **EXPECTATIONS OF MAJOR AREAS OF RESPONSIBILITY**. Librarians are given responsibility in three major areas:

7.4.1   **Assigned Job Responsibilities**

7.4.1.1   Under the general direction of the Director of the Murray Library and with the assistance of Library Support Staff, all Librarians are responsible for the efficient and effective operation of the library and for relevant strategic planning within the broader College planning process.

7.4.1.1.1   As the titles in *Community of Educators Handbook* Section 7.01.01 imply, the five Librarians have both common and unique responsibilities.

7.4.1.1.2   Common responsibilities include library instruction, collection development, liaison work with academic departments, traditional reference service, and electronic resource explication.

7.4.1.1.3   Unique responsibilities pertain to each Librarian's coordinator role and are clearly delineated and differentiated in up-to-date job descriptions on file in the Department of Human Resources.

7.5   **PERFORMANCE CRITERIA AND EVALUATION**

7.5.1   **Evaluation Purposes**
            a. To promote continuing professional growth and academic excellence.
            b. To assess eligibility for promotion.
            c. To assess job performance, scholarship and professional growth, and institutional service.
            d. To guide annual planning, e.g., individual and corporate goal setting.
            e. To emphasize growth in those areas of responsibility most commensurate with individual gifts and abilities.
            f. To give and receive feedback based on performance criteria.

7.5.2	**Performance Criteria**
7.5.2.1	Job Performance of Assigned Responsibilities

    a. *Satisfactory Level*

      1. Knows field of specialization.
      2. Performs responsibilities delineated in job description.
      3. Plans and organizes tasks and projects (timeliness, adequacy, accomplishment).
      4. Analyzes and solves problems, makes decisions, and follows through.
      5. Communicates effectively.
      6. Works successfully as part of a team of educators in Christian higher education.
      7. Instructs effectively in the classroom and in one-on-one settings.

    b. *Merit Level*

      1. Communicates enthusiasm for area of specialization and its practice that motivates students in effective library use.
      2. Demonstrates initiative, creativity, and flexibility in professional practice.
      3. Demonstrates high levels of expectation for provision of library services.
      4. Demonstrates a mature integration of Christian faith with the practice of librarianship.
      5. Promotes the educational mission of the library campus wide.

7.5.2.2	Scholarship and Professional Development. Exemplary activities include:

    a. *Satisfactory Level*

      1. Membership in professional organizations and attendance at professional meetings.
      2. Current knowledge of the profession (professional reading, listservs, continuing education, etc.).

    b. *Merit Level*

      1. Publication of materials, including articles, books, bibliographic indexes, reviews, software, etc.
      2. Presentations to the academic, professional, or general community.
      3. Leadership roles in professional organizations, including consultation.
      4. Additional graduate work.
      5. Receipt of fellowships, grants, awards, or other special honors.

7.5.2.3	Institutional Service. Exemplary activities include:

    a. *Satisfactory Level*

      1. Contribution to overall programs and activities of the Library.
      2. Contribution to assigned committees and other College governance assignments.
      3. Participation in spiritual, social, cultural, and other activities on or off campus.
      4. Regular attendance at required meetings, e.g., Community of Educators.

    b. *Merit Level*

      1. Support of other institutional activities and offices (e.g., admissions, student development).

2. Involvement with students in advising, mentoring, etc.
3. Outstanding leadership or effective participation in community and/or Christian service activities that support the mission of the College.

7.5.2.4 Process

7.5.2.4.1 *Annual Evaluation and Fifth-Year Peer Review*

a. By April 30 of every year of service, each Librarian will prepare a written self-evaluation. The Director of the Murray Library will write a response and schedule a meeting to discuss both the self-evaluation and the response, such meeting to take place by June 30. Both the self-evaluation and response are filed in the Librarian's Evaluation File. The third-year review will include oral feedback from peers which the Director of the Murray Library will incorporate into the response to the self-evaluation.

b. By October 15 of the fifth year of service to the College, in place of the annual evaluation, each Librarian must apply to the Director of the Murray Library for a peer evaluation. This evaluation, if favorable, will result in an additional normal 11-month contract. If unfavorable, it will result in a one-year probationary contract. Satisfactory completion of the probationary contract's terms, as determined by the Director of the Murray Library and the Provost, will result in continued employment under the usual 11-month contract. Unsatisfactory completion will result in termination.

   1. Each Librarian will be evaluated by two other Librarians, one chosen by the evaluatee and the other by the Director of the Murray Library. Additionally, one Ranked Faculty member from one of the Librarian's liaison departments, chosen by the evaluatee, will participate in the peer review. (In exceptional cases the Ranked Faculty evaluator may not be from a liaison department, but may be a Ranked Faculty member familiar with the evaluatee's work through library instruction in IDS courses.) The evaluation process may commence as early as October 30 in the fifth year of service and must be completed by the following March 30.

   2. Each evaluator will review the evaluatee's Evaluation File, observe and critique a library instruction session, and write a comprehensive evaluation based on Performance Criteria in *Community of Educators Handbook* Section 7.05. Evaluators will use standard evaluation forms appropriate to their role.

   3. Each evaluator will serve on the Evaluation Committee, which will also include the Director of the Murray Library. Normally the Ranked Faculty member chairs the committee, and in no case is the Director of the Murray Library chair. The committee meets when the individual evaluators have completed their work, in a three-part meeting. The first part of the meeting excludes the evaluatee, the second includes the evaluatee for interaction with the evaluators, and the third part, where consensus is reached on a recommendation, again excludes the evaluatee. The Committee's recommendation to the Provost will be either the awarding of the normal 11-month contract with appropriate approbation or a probationary one-year

contract, with specific issues to be addressed outlined in writing. If the committee cannot reach consensus, the Provost will decide on the matter.

4. A Librarian has a right to appeal the decision to the President within 30 days of notification. The President's decision will be final.

7.5.3 **Promotion**

a. A Librarian must apply to the Director of the Murray Library for promotion by October 15 in the year of service in which s/he believes the criteria in *Community of Educators Handbook* Section 7. 6. 1 for the next higher rank have been met.

b. The timetables and procedures for promotion are identical to those for the fifth-year peer review, but the required standards of performance are higher as outlined in *Community of Educators Handbook* Section 7. 7. 1.

c. Recommendations for Librarian promotion are taken by the Provost to the President and finally to the Board of Trustees.

7.6   **LIBRARIAN RANKS**

7.6.1   **Eligibility Requirements for the Three Librarian Ranks**
   a.   Assistant Librarian – MLS degree.
   b.   Associate Librarian – MLS degree and at least five years of experience at the Assistant Librarian level or equivalent relevant professional experience.
   c.   Librarian – MLS; an additional subject master's degree or earned doctorate; and at least five years of experience at the Associate Librarian level or equivalent relevant professional experience.

7.7   **PERFORMANCE CRITERIA FOR LIBRARIAN PROMOTION AND TERM TENURE**

7.7.1   **Promotion in Librarian Rank**. Criteria for appointment or promotion to a given Librarian rank consist of both eligibility and performance requirements. In addition to the eligibility requirements in *Community of Educators Handbook* Section 7.06, performance criteria are as follows:
   a.   Promotion from Assistant Librarian to Associate Librarian—Meritorious performance in job performance in assigned areas and satisfactory levels in scholarship and institutional service.
   b.   Promotion from Associate Librarian to Librarian—Meritorious performance in both job performance and one of the other two major areas of responsibility and satisfactory performance in the third area.

7.8   **EVALUATION FILE DOCUMENTATION**

7.8.1   The Evaluation File will include the following:
   a.   All self-evaluations since the previous fifth-year or promotion review.
   b.   All of the Director of the Murray Library's responses to the self-evaluations.
   c.   Written evaluations of the peer Librarian and Ranked Faculty evaluators.
   d.   Any letters of commendation the evaluatee presents for consideration.