Suggested Changes to COE Handbook: Section Seven (Personnel Policies: Librarians)

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. Collection Development and Analysis Librarian
   b. Digital Resources Librarian
   c. Discovery and Metadata Librarian
   d. Information Literacy Librarian
   e. Public Services Librarian

7.1.2 The MLS degree is the terminal degree for Librarians, as determined and reaffirmed by the ACRL Board of Directors, April 2018 (http://www.ala.org/acrl/standards/statementterminal).

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 Associate 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 LIBRARIAN APPOINTMENTS

7.3.1 Members of the COE with faculty status but not part of the teaching faculty. In terms of employee status, they are members of the administrative employees.

7.4 SALARY

7.4.1 Definitions

7.4.1.1 Service step: The incremental change from one step to the next within any rank

7.4.1.2 Step limit: The maximum salary paid at a given rank in a given year

7.4.1.3 Schedule Average: The salary amount that is tied to the comparison group average and determines the salary amount at each step

7.4.1.4 Schedule Range: The percentage of the lowest step to the schedule average and the percentage of the schedule average to the highest step

7.4.1.5 Schedule adjustment: The increase in the schedule average from one year to the next

7.4.1.6 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

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

7.4.3 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.

7.4.4 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)

7.4.5 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. Note that the Table shows promotion plus the typical annual step:

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

7.4.6 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, significant financial hardship or 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 PRIMARY AREAS OF EVALUATION

All librarians have common areas of responsibility including serving as a librarian liaison with multiple departments and programs for collection development and review in their respective disciplines, providing course-specific information literacy instruction, and providing reference and research assistance to faculty and students. In addition, each librarian has unique job responsibilities as reflected in their respective position titles (Public Services, Information Literacy, Digital Resources, Discovery and Metadata, and Collection Development and Analysis). The three primary areas of evaluation include Job Performance/Teaching, Scholarship & Professional Development, and Institutional Service. Satisfactory and merit criteria for librarian evaluation for each of these areas are listed in 7.7.1-7.7.3.

7.4.1 Definition of Job Performance/Teaching

a. Content Knowledge: Increase knowledge and awareness of collection and research needs to effectively support assigned departmental liaison areas and develop skills needed to successfully
perform job responsibilities.

b. **Faith and Learning**: Contribute to the integration of faith and learning with selection of library resources, in collaboration with departmental faculty, representing diverse perspectives. Promote critical thinking and ethical use of information.
c. **Inclusive Excellence**: Deliver research assistance and information literacy instruction, in collaboration with departmental faculty, taking into account diverse backgrounds, accessibility, and learning styles of students. Design and delivery of content will promote a climate that welcomes and includes students regardless of gender, race, religion, or ethnicity.

d. **Student Engagement**: Provide opportunities for meaningful engagement with students to develop effective research and information literacy skills. Mentor library student workers in effective job and career skills and lasting relationships.

e. **Student Learning**: Identify and assess information literacy student learning outcomes and use library user experience data for future strategic planning and implementation.

7.4.2 **Definition of Scholarship and Professional Development**

Scholarship and professional development means entering into and advancing conversations (regarding the discovery of new knowledge, the integration and synthesis of ideas, and innovative applications with peers in the scholarly and/or professional community). Types of scholarship, according to Ernest Boyer’s broad understanding, include scholarship of discovery, scholarship of integration, scholarship of application, and scholarship of teaching.

7.4.3 **Definition of Institutional Service**

Institutional service includes various forms of student engagement, including academic advising, administrative work, committee work, and other non-teaching activities that promote the effective functioning of the University; and community, national, and international service that advances the mission of the University, as long as that service has a clear connection to the librarian’s role at the University.

a. **University Governance** includes assigned administrative roles and membership on University-wide committees and task forces.

b. **Student Engagement** entails activities that enrich the experiences of students outside of the classroom (examples would include mentoring and opening one’s home to students; mentoring students in research/academic projects, serving as an advisor for a student organization)

c. **University Sustainability** comprises activities that promote the University to prospective students and advances its mission in the larger world (examples would include advancing recruitment and retention efforts, engaging alumni in ways that sustain alumni interest in the University, or serving as a consultant or advisor to a church, community, or government agency in a way that connects to one’s role at the University).

d. **Institutional Effectiveness** involves activities that enhance other departmental or University-wide efforts (examples would include serving on an institutional committee, contributing to an accreditation report, or assisting with institutional assessment).

7.5 **ANNUAL PROCESS OF EVALUATION**

Annual Review: By April 30 of every year of service, each librarian will complete the Librarian Performance Appraisal evaluation tool. By June 30 the librarian will meet with the Director to discuss job performance, scholarship and professional development, and institutional and professional service. Goals from the current academic year will be reviewed and goals for the upcoming year will be identified. A copy of the completed Librarian Performance Appraisal (with comments from the Director of Murray Library) will be distributed to the librarian, the Director of Murray Library, and submitted to the Human Resources and Compliance Department.
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 completion of 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 completion of at least five years of experience at the Associate Librarian level or equivalent relevant professional experience.

7.7 PERFORMANCE CRITERIA FOR LIBRARIAN PROMOTION

7.7.1 Job Performance/Teaching. Exemplary activities include:

a. Satisfactory Level
   1. Demonstrates knowledge in field of library science and area of expertise (Content Knowledge).
   2. Performs responsibilities as delineated in job description (Content Knowledge).
   3. Promotes critical thinking and ethical use of information (Faith and Learning).
   4. Collaborates with liaison-assigned teaching faculty to develop library collections representing diverse perspectives (Inclusive Excellence).
   5. Contributes to student engagement and student success through research assistance and information literacy instruction (Student Engagement).

b. Merit Level
   1. Demonstrates initiative and creativity in developing professional products, tools or services in both general library and assigned liaison areas (Content Knowledge).
   2. Develops effective partnerships with teaching faculty to promote information literacy and contributes to student learning outcomes (Student Engagement).
   3. Use library-related and user-experience data in assessment for library and institutional strategic planning (Student Learning).
   4. Contributes to student success through various types of student engagement and mentorship (Student Engagement).

7.7.2 Scholarship and Professional Development. Exemplary activities include:

a. Satisfactory Level
   1. Membership in professional organizations and attendance at professional meetings.
   2. Knowledge of current trends, issues, challenges, and opportunities within the field of librarianship.
   3. Regular participation in scholarly activities (an average of one or two per year).

b. Merit Level
   1. Gives two or more presentations to the academic, professional, or general community during the review period.
   2. Holds leadership role/position in professional organizations or serves as consultant in areas of expertise.
   3. Contributes two or more scholarly products to the professional literature and field during the review period: scholarly products may include, but are not limited to, reviews, articles, book chapters, conference proceedings, books, indexing, etc. related to academic librarianship or other area of expertise.
7.7.3 Institutional Service. Exemplary activities include:

a. Satisfactory Level
   1. Actively participates in assigned roles on University-wide committees and task forces (University Governance).
   2. Actively participates in departmental or co-curricular events or programs (Student Engagement).
   3. Contributes to library and University-wide initiatives in areas of expertise (Institutional Effectiveness).

b. Merit Level
   1. Provides or contributes to activities that enhance other Departmental or University-wide efforts such as assisting with institutional assessment or contributing to an accreditation report or review (University Sustainability).
   2. Serves in leadership role or position on University-wide committees or task forces (University Governance).
   3. Engages with students in mentoring role or participates in co-curricular activities such as serving as an advisor to a student organization or club (Student Engagement).

7.8 LIBRARIAN PROMOTION PROCESS

7.8.2 Promotion in Librarian Rank. Criteria for appointment or promotion to a given Librarian rank consist of both eligibility (see 7.6.1) and performance requirements.

a. Promotion from Assistant Librarian to Associate Librarian: A minimum of five years of service as a librarian at Messiah University as Assistant Librarian rank is required. Meritorious performance in job performance/teaching in assigned areas and satisfactory levels in scholarship & professional development and institutional service.

b. Promotion from Associate Librarian to Librarian: A minimum of five years of service as a librarian at Messiah University as Associate Librarian rank is required. Meritorious performance in both job performance/teaching and one of the other two major areas of responsibility and satisfactory performance in the third area.

7.8.3 Promotion Process Timeline and Guidelines:

a. A librarian may apply to the Director of Murray Library by October 15 in the year of service in which both the eligibility criteria have been met and s/he believes the performance criteria for the next higher rank have also been met.

b. The application for promotion file consists of two parts (1) The narrative self-assessment and (2) the Evaluation File. In the self-assessment, the librarian makes an explicit case for satisfactory or meritorious in each category using and directly referencing the supporting information that is placed in the Evaluation File.

c. The Director of Murray Library will write a letter of evaluation, either recommending or not recommending promotion and submit the letter and Evaluation File to the Provost’s Office for review – this is due November 1\textsuperscript{st} of the year in which the librarian is undergoing promotion review.

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