

Michigan State University
Librarian Personnel Handbook of Policies, Procedures, and Practices
with [Library Faculty Bylaws and Appendices](#)

Chapter 1 General Academic Policies

[Librarian Appointments](#)

[Appointment, Reassignment, Reappointment, Continuing Appointment, & Promotion Recommendations](#)

[Appointment Periods](#)

[Dismissal for Cause](#)

[Resignations](#)

[Grievances](#)

[Other University Policies](#)

Chapter 2 Continuing Appointment System

[Operating Principles](#)

[Terms of Appointment](#)

[Guidelines for Position Ranking](#)

[Appointment Process](#)

[Reassignment Actions](#)

[Reappointment, Continuing Appointment, Promotion](#)

[Promotion \(within position\)](#)

[Professionalism](#)

[Professional Development](#)

[Participation in Academic Governance](#)

Chapter 3 Goals and Objective & Performance Evaluations

[Library-wide Goals and Objectives](#)

[Divisional Goals and Objectives](#)

[Unit Goals and Objectives](#)

[Individual Goals and Objectives](#)

[Annual Performance Evaluation](#)

[Performance Evaluation at the Individual Level](#)

[Evaluation of Temporary Faculty](#)

[Evaluation of Administrative Faculty](#)

[Annual Evaluation for Merit](#)

Chapter 4 Evaluation for Reappointment, Continuing Appointment, and Promotion

[Criteria for RECAP](#)

[Criterion I](#)

[Criterion II](#)

[Criterion III](#)

[Conducting the RECAP Process](#)

[Guidelines for Rating](#)

Chapter 5 [Personnel Benefits](#)

[Insurance and Retirement Benefits](#)

[Leaves](#)

[Holidays](#)

[Vacations](#)

[Compensatory Time](#)

[University Library Travel](#)

[Professional Activities](#)

Chapter 6 [General RECAP Schedule](#)

[Dossier Checklist](#)

[RECAP Committee Evaluation Workform](#)

[Recommendation for Librarian Personnel Action](#)

The following forms are available in the [Libraries Human Resource](#) Office:

- Annual Evaluation Forms
- Self-Evaluation Form
- Secondary Supervisor Form
- Primary Supervisor Form

Introduction

The purpose of the *Librarian Personnel Handbook* (referred to in this document as the *Handbook*) is to bring together all the various policies, procedures, regulations, and practices relating to personnel matters which affect librarians of Michigan State University. An objective of the *Handbook* is to make this information readily and conveniently available to all librarians when they join the staff as well as during their tenure with the Library.

The information included in this *Handbook* has been derived from a variety of sources, including: the [MSU Faculty Handbook](#); selected policies and procedures relating to librarians from the Library's *Policies and Procedures Manual*; the [Library Faculty Bylaws](#); documents from the Library's files, including those relating to rules and provisions of the continuing appointment system, the affirmative action program, travel guidelines, etc; and, specific information issued by several University offices and departments.

The Library administrative staff, in consultation with the Steering Committee of the Library Faculty Assembly, is responsible for changes in the *Handbook* that do not affect the [Library Faculty Bylaws](#). When an amendment to the *Bylaws* requires revision of the *Handbook*, the Bylaws Committee, in consultation with the Library administrative staff, is responsible for revising the *Handbook* to bring it into conformity with the amended *Bylaws*.

Chapter 1: General Academic Policies

Equal Opportunity

Michigan State University Libraries affirm the policy of the University in its dedication to a policy of equal opportunity and non-discrimination with respect to its employees. This policy was reasserted by the Board of Trustees at its February, 1970 meeting:

"The Board of Trustees of Michigan State University reaffirms its commitment to a policy of no discrimination on the basis of race, creed, ethnic origin, or sex and establishes the following procedures to prevent such discrimination in accordance with due process within the University community. In doing so, the Board recognizes that it is not enough to proclaim that we do not discriminate against minority groups. The University must also strive actively to build a community in which opportunity is equalized and use its facilities and human resources to develop the skills and opportunities of the members of all groups so they may play responsible and productive roles in society. This policy is relevant to all aspects of the University including the choice of contractors and suppliers of goods and services."

Affirmative Action

Michigan State University has made affirmative action a central component of its hiring policy. This policy has led to the issuance of procedures and forms for use in hiring, among them the evolving 14-step: "Planning and Hiring Procedures for Academic Personnel." These procedures and their accompanying guidelines are utilized by chairpersons and unit directors in making recommendations for appointment. The current version is available for review in the Libraries Human Resources Office. Responsibility for implementing the affirmative action program in the MSU Libraries rests with the Director of Libraries.

Status of Librarians in the University Community

Section 1.1.1.1. of the Michigan State University Bylaws for Academic Governance states:

"The regular faculty of Michigan State University shall consist of all persons appointed under the rules of tenure and holding the rank of professor, associate professor, assistant professor or instructor, and persons appointed as librarians..."

Persons appointed as librarians carry faculty status within the University community with respect to academic governance as defined in the MSU Bylaws for Academic Governance. Regular librarians are appointed under the librarian continuing appointment system rather than under the tenure system applicable to teaching, research, and service faculty. The term library faculty used within the Libraries and in the [Library Faculty Bylaws](#) refers to those individuals appointed as regular and temporary librarians in the MSU Libraries pursuant to the procedures of the librarian continuing appointment system.

Librarian Appointments

Librarian appointments are academic appointments made by the Provost upon recommendation of the Director of Libraries. All librarians are appointed to positions with the academic rank of Librarian I, II, III, or IV.

Regular librarians are appointed in the librarian continuing appointment system. Temporary librarians are not appointed under the rules of continuing appointment. Their appointments are short-term, usually limited to one year or less. The termination date of the appointment is always specified in the terms of the appointment.

Appointment, Reassignment, Reappointment, Continuing Appointment, and Promotion Recommendations

Library Personnel decisions are based on recommendations formulated with the objective of building a progressively stronger Library system, in accordance with the principle of excellence and the goals of equal opportunity and affirmative action. Professional growth is systematically encouraged in individual librarians.

Deliberations which result in Library personnel recommendations for reassignment, reappointment, continuing appointment, and promotion follow Library-formulated criteria, procedures, and guidelines which are consistent with University-wide policies. These serve the objective of improving the academic strength and quality of the Libraries, taking into account the mission of the Libraries, program needs related to the mission, and available resources. This *Handbook* and the [Library Faculty Bylaws](#) describe the processes that result in these recommendations.

The final recommendation for all Library personnel actions is the responsibility of the Director, who has the special obligation to build a strong Library system. The Director makes these recommendations taking into consideration library academic governance, peer review, supporting data, personnel needs of the Libraries, and other relevant factors. The Office of the Provost reviews for final approval all recommendations for appointments, reappointments, continuing appointments, promotions, and changes of status for librarians selected for positions posted internally.

Once approved for appointment as a regular librarian, a librarian is eligible for the following:

- 1) to apply for posted positions of any ranking level within the Library system;
- 2) for reassignment to other positions within the Library system;
- 3) for consideration for reappointment for another required probationary period after successful completion of a first probationary period;
- 4) for consideration for continuing appointment status after successful completion of all required probationary periods;

July 2000

Temporary librarians are eligible to apply for posted positions and for reassignment to other positions in the Library system.

Definitions

The following Library personnel actions are all preceded by consultative or peer review processes. The definitions below apply to these terms as they are used in this *Handbook* and in the [Library Faculty Bylaws](#).

Appointment is the selection of an individual to fill a vacant or newly established posted position through a search and selection process which follows the University's planning and hiring procedures.

Reassignment refers to a situation where a regular or temporary librarian changes positions within the library system, takes on significant new or additional responsibilities, or takes on a full-time or partial interim assignment.

Reappointment may be granted through the reappointment, continuing appointment, and promotion process to give a regular librarian another required probationary period, prior to eligibility for continuing appointment.

Continuing appointment status may be awarded to a regular librarian through the reappointment, continuing appointment, and promotion process upon successful completion of all required probationary periods. Continuing appointment status eliminates the terminal date of the librarian's appointment. Once achieved, continuing appointment status is not affected by reassignment.

Promotion is an elevation in ranking of a regular librarian within the position he/she occupies.

Appointment Period

Librarian appointments, regular and temporary, may be on an annual (AN) or academic year (AY) basis. The University's commitment for continuing appointment, however, is limited to the academic year. The current interpretation is as follows:

"Effective January 1, 1982, all new appointments, including those on an annual year (AN) basis, in the tenure system; the specialist job security system; and the librarian continuing appointment system, will involve the University making a continuing basic employment commitment to academic year (AY) appointments only. This policy is to insure that any individual employment commitment to annual appointment (AN) status is justified by current unit missions, programmatic needs, and the related responsibilities of individual faculty and academic staff members. If unit missions and programmatic needs change, the annual appointment status may no longer be appropriate and, consequently, the individual would then change to academic year status which is the basic employment commitment for academic personnel systems designated above. (This policy applies exclusively to individuals appointed or changed to an AN status on or after January 1, 1982.)" -- From the statement "Academic Personnel System Appointments: Basic Employment Commitment on an Academic Year Basis," Office of the Provost, December 6, 1981.

November 1994

[Return to 1.1](#)

Dismissal for Cause

Librarians with continuing appointment, librarians in the continuing appointment system who have not yet attained continuing appointment, and temporary librarians may be dismissed for incompetence or for gross violation of professional ethics. The MSU statement on professional ethics reads as follows:

"The University is a community of scholars dedicated to the advancement of knowledge. Among the functions of a University is the establishment of a proper intellectual integrity among the faculty, between the faculty and the students, and between the faculty and the national and international academic community. This intellectual integrity is fostered by the creation of an environment of personal interaction and mutual trust whereby its members are mindful of their responsibilities to maintain standards of competence, and a proper attitude of objectivity, industry, and cooperation with their associates within and without the University community. However, if the community is to be sustained it is necessary for it to take action when commonly held standards of conduct are violated. Thus disciplinary action up to and including dismissal may be undertaken for cause, with dismissal being reserved for the most serious of cases. Dismissal or the threat of dismissal may not be used to restrain faculty members in their exercise of academic freedom.

"A tenured faculty member may be dismissed for cause including but not limited to (1) intellectual dishonesty; (2) acts of discrimination, including harassment, prohibited by law or University policy; (3) acts of moral turpitude; (4) theft or misuse of University property; (5) incompetence; (6) refusal to perform reasonable assigned duties; (7) use of professional authority to exploit others; (8) violation of University policy substantially related to performance of faculty responsibilities; (9) conviction of violation(s) of law(s) which are substantially related to the fitness of faculty members to engage in teaching, research, service/outreach and/or administration."

The [MSU Faculty Handbook](#) (pp. 46-51) contains the procedures to be followed if a librarian is to be considered for dismissal. These procedures stipulate that gross misconduct or incompetence will be determined by a representative body of the librarian's peers. The Director of Libraries submits a recommendation for dismissal to the Provost.

Resignations

Librarians planning to resign should give at least sixty days' notice in writing to the Director of Libraries. Letters of resignation should include information regarding the last day to be worked as well as the termination date. A forwarding address should be left with the Libraries Human Resources Office so the final check can be delivered. The Library is required to send the resignation form to the Provost's Office at least thirty days in advance of the librarian's last working day at the University.

Librarians may contact the University's Benefits Office for information concerning the possible extension and conversion privileges of their Staff Benefits Programs. Identification cards and keys should be turned over to the Library Main Office.

The Libraries Human Resources Office will contact the librarian to offer an exit interview. The librarian may choose to meet with the Director, the Associate Director of Libraries Human Resources, or Assistant/Associate Director of their Division.

Grievances

Any librarian may initiate a grievance alleging a violation, misinterpretation, or misapplication of existing policies, legislation, or accepted standards of fairness applicable in a unit of the Library, the Library as a whole, or the University. Informal resolution of a grievance should be attempted through discussion with appropriate Library administrators, and/or the Faculty Grievance Official of the University prior to initiating a formal grievance.

Procedures for grievances are included in Appendix III of the [Library Faculty Bylaws](#).

Other University Policies

Policy on Sexual Harassment

The University policy on sexual harassment was issued by the Office of the President on September 1, 1992. In part, the policy states:

"Sexual harassment is reprehensible and will not be tolerated at Michigan State University. Such behavior subverts the mission of the University and threatens the careers, educational experience and well-being of students, faculty, and staff.

"The University prohibits sexually harassing behavior, including that made unlawful by Title VII of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972 and the Elliott-Larsen Civil Rights Act. University policy and the law also prohibit retaliation against persons who report sexual harassment."

The policy also addresses confidentiality, prohibited acts, examples of sexual harassment, seeking assistance or filing a complaint, and awareness. The complete policy is available in the [MSU Faculty Handbook](#) on pages 10.8 - 10.10.

Policy on Drugs and Alcohol

The University policy on drugs and alcohol was approved by the Board of Trustees on October 12, 1990. In part, the policy states:

"Consistent with state and federal law, Michigan State University will maintain a workplace free from the unlawful manufacture, distribution, dispensation, possession or use of a controlled substance. [Five schedules of controlled substances are defined in the comprehensive Drug Abuse Prevention and Control Act of 1970, 21 U.S.C. 812.] The unlawful manufacture, distribution, dispensation, possession or use of controlled substances, illicit drugs and alcohol are prohibited on any property under the control of and governed by the Board of Trustees of Michigan State University, and at any site where work is performed by individuals on behalf of Michigan State University."

The complete policy is available in the [MSU Faculty Handbook](#) on pages 16-17.

November 1994

[Return to 1.1](#)

Policy on a Smoke-Free Workplace

The University policy on a smoke-free workplace was approved by the Board of Trustees on July 16, 1993. In part, the policy states:

- 1) Smoking will not be permitted in any closed space, regardless of location, except specifically designated private residential space and hotel rooms. Smoking will not be permitted near exits and entrances of buildings, except at a reasonable distance or unless otherwise designated.
- 2) Cigarettes and other tobacco products will not be sold on university grounds.
- 3) This smoke-free policy applies to all Michigan State University facilities and vehicles, owned or leased."

The complete policy is available in the [MSU Faculty Handbook](#) on pages 15-16.

Ergonomics Policy

The University policy on ergonomics was developed by Human Resource Services in December 1993. The policy states:

"Michigan State University strives to maintain a safe and healthy workplace for all University employees. Workplace ergonomics is of increasing importance to employee health and safety. This policy is established to promote and protect employee health through ergonomically sound practices.

Several general principles guide MSU efforts in the ergonomic area, including the following:

1. Immediately after hiring a new employee or making significant changes in assigned responsibilities of an employee in place, supervisors should determine the adequacy of the employee's familiarity with ergonomic principles and practices applicable to the new job responsibilities and locale. When needed, training should be provided.
2. Employees receiving ergonomics training should be encouraged to consider the applicability of training content to activities undertaken outside of the workplace.
3. When employees are provided unfamiliar or significantly changed tools, equipment, or work stations, the training in the use of the tool, equipment, or work station should routinely address ergonomics issues.
4. Ergonomic features of equipment, tools, and work stations (whether existing or under consideration for acquisition, construction, or renovations) should be evaluated. The employee(s) who will be working with the aforementioned should participate in the evaluation.
5. Ergonomics training and improvement efforts by administrative units should receive appropriate programmatic and budgetary support. The efforts should be continuous, to ensure periodic reconsideration of ergonomic issues in light of environmental change and recent research. As will all such unit-level activities, a unit's intentions, priorities, and results achieved are properly discussed within the context of the annual APP&R or SSPP&R process, which permits MAU-level review and reinforcement.

November 1994

[Return to 1.1](#)

In short, routine and widespread consideration of ergonomic issues should be institutionalized as a natural component in the conduct of University affairs.

Implementation of this policy is a shared responsibility of various administrative units and of all University employees. In particular:

1. Training - Departments/MAUs are responsible for ensuring provision of ergonomic education in their units. For example, employees working with video display terminals or highly repetitive tasks should have training in the fundamentals of ergonomics and cumulative trauma disorders (CTD) risk factors. Supervisors should have training in how they can work with employees to reduce the risk of injuries and illnesses. Units that provide primary training in the use of tools or equipment (such as MSU Computer Laboratory and Administrative Information Services in the case of terminals and personal computers) are responsible for routinely incorporating ergonomics concepts within such training.
2. Work Station Design - Incorporation of ergonomics principles in work site construction or renovation planning, is a shared responsibility of all participating units, including the University Architect, Physical Plant, and Facilities Planning & Space Management. For this purpose, the work station should be considered to include furniture, electronic and other tools, lighting, and other environmental features. Departments/MAUs are responsible for individual work stations, once established. Each job-site should provide an appropriate fit between the worker, the technology, and the working environment. Employees should be empowered to share in the responsibility for the safety of their workplace with their supervisor or appropriate others.
3. Job Design - With leadership from departments and MAU, supervisors are responsible for ensuring appropriate work methods. When considering an employee's regular job assignment, both pace or work and job flow should be reviewed to avoid excessively repetitive work for any one employee and his/her specific position.
4. Medical Management - Employees suffering from job-related cumulative trauma disorders will have access to medical treatment and rehabilitative processes through the Workers' Compensation Program. In these cases, ergonomic accommodations or improvements may be coordinated by the Workers' Compensation Division. However, work station modifications and equipment cost decisions are line responsibility, both financially and administratively.
5. Individual Compliance - Employees are responsible to follow ergonomic policies and to follow work practices directed or recommended for ergonomic purposes.

Applies to: All University employees. Refer questions to: Assistant Vice President for Human Resources 355-0290, or Assistant Provost and Assistant Vice President for Academic Human Resources 353-5300.

Hazard Communication Standard

In part, the policy states:

It is the policy of Michigan State University to take every reasonable precaution to provide a working and learning environment that is free from recognized hazards for its employees.

November 1994

[Return to 1.1](#)

To this end, the Office of Radiation, Chemical and Biological Safety (ORCBS) has developed and implemented the Michigan State University Hazard Communication Standard in accordance with the requirements of the Occupational Safety and Health Administration (OSHA). This law, commonly called the Michigan Right-To-Know Law (MRTKL) was enacted in 1987. It established a mechanism by which all employees are entitled to basic safety information regarding hazardous chemicals in their work environment.

There are four main requirements of the Michigan Right-To-Know Law. They are:

- 1) To develop a written plan to meet the requirements of the Right-To-Know law
- 2) To provide, to all employees that work with hazardous chemicals, safety education and training. . . .
- 3) To provide availability and use of Material Safety Data Sheets (MSDS). . . .
- 4) To label all containers of hazardous chemicals. . . .

Summary

All individuals performing work with hazardous chemicals must accept a shared responsibility for operating in a safe manner once they have been informed about the extent of risk and safe procedures for their activities. The primary responsibility for providing chemical safety education and training, pertaining to the Michigan Right-To-Know Law, rests with individual supervisors.

The Office of Radiation, Chemical and Biological Safety is available to assist departments, supervisors, employees and students with their requirements under the Michigan Right-To-Know Law. Refer to the MSU Right-to-Know Manual as a primary source of guidance and safety information. If a manual is not readily available within your department, contact the Office of Radiation, Chemical and Biological Safety, C124 Engineering Research Complex, phone 355-0153, fax 353-4871.

The complete policy is available in the [MSU Faculty Handbook](#) on pages 114-116.

Borrowing University Equipment

University equipment is used only for University activities. Personal use or use for private gain is forbidden. University equipment must not be loaned to non-campus organizations except, under special circumstances, to departments of the state or federal government. University policy stipulates that equipment cannot be taken off campus. Any exception to this policy can only be made with written approval of the department chairperson, director of administrative head, and dean. The department or unit is responsible for equipment loss or damage.

December 1998

[Return to 1.1](#)

Chapter 2: Continuing Appointment System

Policy Statement

Michigan State University librarians are appointed to their positions under a system designated as continuing appointment with positions ranked at four professional levels. The statement on continuing appointment and ranks for librarian positions, approved by action of the Board of Trustees, June 24, 1977 and revised on June 12, 1987 and September 3, 2003, is as follows:

"The Provost of Michigan State University in recognition of the essential contributions of librarians in academic programs, appoints, upon recommendation of the Director of Libraries, librarians at those professional levels (Librarian I-IV) which do not involve an immediate award of continuous appointment status. The President approves, upon recommendation of the Director of Libraries and the Provost, appointments of librarians at the professional level (Librarian IV) which confers immediate continuous appointment status to those librarians who exhibit strong evidence of the capacity for sustained professional growth.

Continuing appointment as used in this statement, assures a librarian that she/he will not be dismissed due to capricious action by the Library administration nor will dismissal be used as a restraint on the librarian's exercise of academic freedom. Continuous appointment does not guarantee employment if positions are not funded, if there are gross violations of University or Library policies, if the librarian refuses to perform reasonable assigned duties or fails to fulfill contractual obligations, or if the librarian is no longer renders satisfactory performance in his or her professional capacity at the University."

Relation to Academic Freedom

Continuing appointment status is awarded to librarians upon the successful completion of probationary period(s) in a process involving peer evaluation. The rights and responsibilities which flow from continuing appointment are those commonly associated with the appointment of faculty and follow the provisions detailed in such documents as the Bylaws for Academic Governance and the [MSU Faculty Handbook](#). In general, the provisions of the continuing appointment system parallel those of the tenure system. They differ in the norms and standards of evaluation, but are identical in their foundation and rationale: the affording of academic freedom protection based upon the public interest in ready access to and unfettered exchange of information in the interest of research, instruction, and public service.

Operating Principles

The operating principles of the continuing appointment system parallel those of the tenure system as listed in the [MSU Faculty Handbook](#). The following have been adapted for the Libraries:

1. Appointment periods for continuing appointment purposes are calculated from July 1 of the calendar year in which the appointment is effective.
2. A librarian granted a leave of absence will have his/her appointment period extended appropriately.
3. Librarians serving abroad with one of Michigan State University's projects are treated for continuing appointment action as if they were serving the University on campus, except that:
 - a. A librarian without continuing appointment whose initial appointment to Michigan State University is to an overseas assignment of six months or more will have his/her appointment period under the continuing appointment system extended by a period equal to the duration of his/her overseas assignment.
 - b. Any other librarian without continuing appointment who serves abroad on a Michigan State University project may have his/her appointment period under the continuing appointment system similarly extended only with the concurrence in writing of the individual involved and the Director of Libraries, the Provost, and the President. Such agreement should be reached prior to departure for the overseas assignment.
4. A librarian who is not to be recommended for reappointment by the Director of Libraries must be notified in writing by the Director by December 15 preceding the expiration of his/her appointment. Copies of the notification are to be sent to the Provost. Upon written request of the librarian, the Director of Libraries shall transmit in writing the reasons for not recommending further appointment.
5. If the librarian who was recommended by the Director of Libraries is not reappointed, or if proper notification as stated in 4. is not given, an extension of one year is automatic; and the librarian shall consider this arrangement as official notification of separation from the University at the end of the one-year extension.
6. A librarian may not be transferred out of the continuing appointment system during or immediately after an appointment under the terms of the continuing appointment system, except as approved by the University Committee on Faculty Tenure upon written petition of both the librarian and the Library as a department. Subsequent appointment in the continuing appointment system requires approval of the University Committee on Faculty Tenure.
7. Foreign nationals (non-citizens of the United States) may be appointed within the continuing appointment system; however, they are not to be given indefinite appointment with continuing appointment status unless they have acquired permanent residence status.
8. Questions about the interpretation of the continuing appointment regulations, or about the solution of continuing appointment problems arising from situations not specifically covered in these regulations, are referred to the University Committee on Faculty Tenure. The Committee, after thorough study, submits its recommendations to the President of the University, the Provost, or other appropriate administrative officer or body.

December 2003

[Return to 2.1](#) -

Terms of Appointment

Under the continuing appointment system, librarians are appointed to positions ranked at four levels: Librarian I, II, III, and IV. Following are the lengths of appointments at each ranking level and eligibility for reappointment and continuing appointment status. The individual librarian will always be notified of upcoming reappointment and continuing appointment deliberations and must submit a dossier to the Libraries Human Resources Office for consideration by the RECAP Committee. Probationary appointment periods are calculated from August 16 of the calendar year in which the appointment is effective.

Probationary appointment periods are calculated from August 16 of the calendar year in which the appointment is effective.

Librarian I

1. The initial appointment to a Librarian I position will be for a probationary period that expires on the fourth August 15 after the appointment year. To be considered for reappointment to a second three-year probationary period, the librarian must submit a dossier no later than the third July 1st after his or her appointment year. The initial probationary appointment will terminate on its specified end date unless the librarian is reappointed for a second probationary period.

To be considered for continuous appointment in the MSU Libraries, the librarian must submit another dossier prior to the second July 1st of the second probationary period. At this time the librarian may choose to apply for both Continuing Appointment and Avenue One promotion within Position to Librarian II.

2. If at any time during the initial probationary period of the Librarian I appointment, the individual is approved to fill a posted Librarian II or III position or is approved for promotion within position (Avenue Two), the changed appointment will be for a period that expires on the fourth August 15 following the date of the change. If reappointed upon the conclusion of this period, continuing appointment will be awarded.
3. If at any time during the probationary periods in the Librarian I position, the individual is approved for a change of position to one which has the same ranking, the provisions for probation and continuing appointment pertinent to the initial appointment at the Librarian I level apply.
4. During the probationary appointment period, a Librarian I has the option to request reappointment or reappointment with continuing appointment prior to the conclusion of the stipulated probationary appointment period. The librarian is strongly encouraged to consult with their Assistant/Associate Director prior to requesting early reappointment. A negative decision on such a request shall not preclude consideration for reappointment at the time specified upon the first reappointment.

Librarian II

1. The initial appointment to a Librarian II position will be for a probationary period that expires on the fourth August 15 after the appointment year. To be considered for reappointment to a second three-year probationary period, the librarian must submit a dossier no later than the third July 1st after his or her appointment year. The initial probationary appointment will terminate on its specified end date unless the librarian is reappointed for a second probationary period.

To be considered for continuous appointment in the MSU Libraries, the librarian must submit another dossier prior to the second July 1st of the second probationary period. At this time the librarian may choose to apply for both Continuing Appointment and Avenue One promotion within Position to Librarian III.

2. If at any time during the initial probationary period of the Librarian II appointment, the individual is approved to fill a posted Librarian III position or is approved for promotion within position (Avenue Two), the changed appointment will be for a period that expires on the fourth August 15 following the date of the change. If reappointed upon the conclusion of this period, continuing appointment will be awarded.

June 2004

[Return to 2.1](#)

3. If at any time during the probationary periods in the Librarian II position, the individual is approved for a change of position to one which has the same or a lower ranking level, the provisions for probation and continuing appointment pertinent to the initial appointment at the Librarian II level apply.
4. During the probationary appointment period, a Librarian II has the option to request reappointment or reappointment with continuing appointment prior to the conclusion of the stipulated probationary appointment period. The librarian is strongly encouraged to consult with their Assistant/Associate Director prior to requesting early reappointment. A negative decision on such a request shall not preclude consideration for reappointment at the time specified upon the first reappointment.

Librarian III

1. The initial appointment to a librarian III position will be for a probationary period that expires on the fourth August 15th after the appointment year. To be considered for reappointment, the librarian must submit a dossier no later than the third July 1st after his or her appointment year. The initial probationary appointment will terminate on its specified end date unless the librarian is reappointed. If the librarian is reappointed, continuous appointment will be awarded.
2. If at any time during the probationary periods in the Librarian III position, the individual is approved for a change of position to one with the same or a lower ranking level, the provisions for probation and continuing appointment pertinent to the initial appointment at the Librarian III level apply.
3. A Librarian III has the option of requesting reappointment with continuing appointment at any point prior to the conclusion of the stipulated probationary appointment period. The librarian is strongly encouraged to consult with their Assistant/Associate Director prior to requesting early reappointment. A negative decision on such a request shall not preclude consideration for reappointment at the time specified upon the first reappointment.

Librarian IV

1. The initial appointment to a Librarian IV position will be for a probationary period that expires on the fourth August 15th after the appointment year. To be considered for reappointment, the librarian must submit a dossier no later than the third July 1st after his or her appointment year. The initial probationary appointment will terminate on its specified end date unless the librarian is reappointed. If the librarian is reappointed, continuous appointment will be awarded.
2. If at any time during the probationary period in the Librarian IV position, the individual is approved for a change of position to one with the same or a lower ranking level, the provisions for probation and continuing appointment pertinent to the initial appointment at the Librarian IV level apply.
3. An individual appointed to a Librarian IV position may be appointed with continuing appointment by the Director of Libraries following discussion with the RECAP committee.
4. Individuals appointed as Librarian IV have the option of requesting reappointment with continuing appointment at any point prior to the conclusion of the stipulated probationary appointment period. Librarians are strongly encouraged to consult with the Director prior to requesting early reappointment. A negative decision on such a request shall not preclude consideration for reappointment at the time specified upon the first reappointment.

FOOTNOTE: Consideration of such requests shall occur at the time normally devoted to reviews for reappointment.

September 2003

[Return to 2.1](#) .

Guidelines for Position Ranking

When the rank of a new position is determined, or when a change in ranking for an existing vacant position is considered, the Divisional Director, in consultation with the appropriate Divisional body or bodies, develops a detailed position description and recommends to the Director a ranking level for the position. It is the responsibility of the Director and the Divisional Director to ensure consistency within the Libraries in the ranking of positions.

A wide variety of skills, competencies, and educational backgrounds are required to develop an effective Library program. The appropriate Divisional body (or bodies) considers the unique requirements and responsibilities of each position in their deliberations regarding position ranking.

Minimum criteria for the ranking of the library positions are listed below:

Librarian I:

- a. Education: Master's degree in library or information science from an ALA-accredited program.
- b. Experience: No professional experience required.
- c. Previous research, scholarly, or professional activities: Desired.
- d. Responsibility: Responsible for a special interest area or activity. May involve directing the work of clerical staff.

Librarian II:

- a. Education: Master's degree in library or information science from an ALA-accredited program.
- b. Experience: A minimum of three years of successful library professional experience. Specialized background/knowledge that satisfies the requirements of the position.
- c. Previous research, scholarly, or professional activities: Active involvement in research, scholarly, or professional activities.
- d. Responsibility: Responsible for an interest area or activity requiring specialized competence. May involve supervising or directing the work of professional or clerical staff.

Librarian III:

- a. Education: Master's degree in library or information science from an ALA-accredited program.
- b. Experience: A minimum of five years of successful library professional experience. Specialized background/knowledge that satisfies the requirements of the position.
- c. Previous research, scholarly, or professional activities: Contributions to the advancement of the profession and/or activities related to inquiry and research.
- d. Responsibility: Responsible for an interest area requiring highly specialized competence and/or directs complex or interrelated operations. May involve supervising or directing the work of professional or clerical staff.

Librarian IV:

- a. Education: Master's degree in library or information science from an ALA-accredited program.
- b. Experience: A minimum of seven years of successful library professional experience. Specialized background/knowledge that satisfies the requirements of the position.
- c. Previous research, scholarly, or professional activities: Major contributions to the advancement of the profession and/or activities related to inquiry and research.
- d. Responsibility: Directs a major library program which involves several operating units and exercises responsibility beyond these units affecting overall library goals and objectives. May involve supervising or directing the work of professional or clerical staff.

These requirements may be waived at the discretion of the Director of Libraries in consultation with the appropriate Divisional body (or bodies) and the Steering Committee of the Library Faculty Assembly. The above guidelines are used in writing position postings.

Appointment Process

A request to post a position usually originates in one of the Library's major administrative areas. The Divisional Director, in consultation with library faculty within the Division, reviews Divisional programs and objectives, personnel needs, fiscal constraints, and other relevant factors in determining whether to recommend filling an established vacant position or to create a new position. The establishment of a new position is subject to approval by the Office of Provost.

Out of the above process may also come a recommendation to limit the search to librarians already appointed to the Libraries. When the Director approves or initiates such a recommendation, external posting of the position is eliminated and the personnel action which results will be a reassignment rather than an appointment. Peer review and the search process, however, are the same.

If the Director approves external posting, a recruitment, search and selection process is conducted following the University's 14-step "Planning and Hiring Procedures for Academic Personnel" which results in the recommendation of a candidate to the Director. A copy of these procedures is available in the Libraries Human Resources Office for review. The recommendation for appointment is made by the Director, with final approval by the Provost.

Process for Appointment of Regular and Temporary (More Than Half-time) Librarians

When a librarian position is to be filled, the librarians (through the Steering Committee of the Library Faculty Assembly) share responsibility with the Director of Libraries or the Director's designee for the appointment of the library faculty members of the ad hoc search committee.

The ad hoc search committee is responsible for screening the applicants, interviewing candidates on the final list, and recommending candidate(s) to be appointed. The 14-step "Planning and Hiring Procedures for Academic Personnel" and guidelines developed by the Divisional Director are used to guide the process.

Composition of, and procedures for, ad hoc search committees for appointment of regular and temporary librarians:

1. Members:
 - a. supervisor(s) of the unit(s) concerned
 - b. appointed members
2. The committee shall select a chair and an affirmative action representative.
3. A recommendation is made to the Divisional Director who reviews the recommendation and forwards it with his/her recommendation to the Director of Libraries.
4. The recommendation for appointment is made by the Director, with final approval by the Provost.

Process for Appointment of Administrative Librarians

When an administrative librarian position is to be filled, the librarians (through the Steering Committee of the Library Faculty Assembly) share responsibility with the Director of Libraries for the appointment of the library faculty members of the ad hoc search committee. The ad hoc search committee is responsible for screening the applicants, interviewing candidates on the final list, and recommending candidates to be appointed. The 14-step "Planning and Hiring Procedures for Academic Personnel" and guidelines developed by the Director of Libraries are used to guide the process.

November 1994

[Return to 2.1](#) _

Composition of, and procedures for, ad hoc search committees for appointment of administrative librarians:

1. Members
 - a. an Assistant or Associate Director
 - b. Appointed members
 - (1) Librarians from the affected Division
 - (a) two supervisors
 - (b) two or more librarians from the rest of the Division
 - (2) One librarian from each of the other Divisions
 - (3) Two other members from the Libraries support staff and/or the University community may be appointed at the discretion of the Director of Libraries.
2. The ad hoc search committee shall select a chair and an affirmative action representative.
3. The recommendation of the ad hoc search committee is made to the Director of Libraries who forwards his/her recommendation to the Provost for final approval.
4. When an administrative position not included in one of the Library's major administrative divisions is to be filled, the composition of the search committee is the same as detailed above, except for the restrictions involving Divisional representation. Instead, representation from all Library Divisions will be sought.

Process for Appointment of the Director of Libraries

The MSU Bylaws for Academic Governance (section 3.2.5.5.) stipulate that the Academic Council shall develop procedures for the appointment of specified University-level administrators, including the Director of Libraries. The voting faculty of the Libraries shall have shared responsibility with the Provost to determine procedures for the selection of the Director. The Steering Committee, as elected representatives of the Library Faculty, shall deliberate with representatives of the Provost's Office in developing a search procedure for the Director. (Bylaws, 2.1.2.1)

Reassignment Actions

The term reassignment may refer to a situation where a regular or temporary librarian changes positions within the library system, takes on significant new or additional responsibilities, or takes on a full time or partial interim assignment. The probationary period(s) required of a regular librarian who has not yet attained continuing appointment status may be altered when he/she is selected for a position of higher ranking. The probationary period is not altered if the librarian is reassigned to a full-time or partial, temporary or interim position of higher ranking. The continuing appointment status of librarians already awarded continuing appointment is not affected by reassignment actions.

Reassignment involves peer review. A search and selection process is involved in reassignment only when a librarian is selected to fill a posted position. The situations and processes related to reassignment actions are summarized below.

November 1994

[Return to 2.1](#)

A. A LIBRARIAN IS SELECTED FOR AN EXTERNALLY-POSTED POSITION OF ANY RANKING LEVEL

The process to recommend this type of reassignment is identical with that described in the preceding section, "Appointment Process."

B. A LIBRARIAN IS SELECTED FOR AN INTERNALLY-POSTED POSITION OF ANY RANKING LEVEL

1. Appropriate members of the Division and the Divisional Director recommend limiting the search for an open position to librarians already appointed to the Libraries.
2. When the Director approves such a recommendation or initiates the same, external posting is eliminated. The search and selection process includes:
 - a. peer review of the applications, qualifications, and credentials of each applicant;
 - b. interviews with each qualified internal candidate;
 - c. an advisory recommendation to the Director on a librarian to fill the position.
3. After the search and selection committee recommendation is forwarded to the Director, procedures are as follows:
 - a. if the recommendation is accepted by the Director and the position has a different ranking level, a change of status request is submitted to the Office of the Provost;
 - b. if the Director accepts the recommendation and the position has the same ranking level, no further action outside the Library is necessary.

C. A LIBRARIAN IS REASSIGNED TO A DIFFERENT, UNPOSTED POSITION AT THE SAME RANKING LEVEL

A reassignment of this type may be related to program changes which eliminate an occupied position, or to reorganization of a unit or department. In other instances, reassignment to another position may better suit a librarian's particular talents and skills. It is important that all consequences of a person's reassignment are taken into consideration and that consultation with her/his supervisor(s) occurs.

The different position may already exist or be newly-established. When this type of reassignment is not initiated by the librarian, the Library administration will make every effort to make the reassignment acceptable to the individual. Changes in a librarian's responsibilities which may constitute a reassignment include, but are not limited to:

- a) a full- or part-time assignment on a temporary or interim basis (one year or less)
- b) significant new responsibilities previously outside the scope of the position
- c) new supervisory responsibilities or a significant increase in supervisory responsibilities, such as supervising librarians in addition to support staff, or a large increase in the number of people supervised
- d) new responsibilities which are anticipated to take more than 25% of the librarian's work time
- e) new duties which have a significantly higher level of complexity or responsibility than previously
- f) new responsibilities outside of the Division

November 1994

[Return to 2.1](#) .

Peer review of a proposed reassignment is provided by the Faculty Affairs Committee through its assigned responsibility to "advise divisional administrators on other personnel matters such as administrative or avenue two promotions, and reassignments." ([Library Faculty Bylaws 4.3.2](#)) Administrators should consult with the Assistant Director for Libraries Human Resources if there is any doubt about whether a particular situation is a reassignment which should be reviewed by the Faculty Affairs Committee.

In regard to reassignments, the Faculty Affairs Committee's recommendation is based on two essential issues (although FAC may consider and comment on other issues germane to the reappointment in question):

- 1) Is the librarian being reassigned qualified to carry out the new responsibilities?
- 2) Are the goals and objectives and the assigned responsibilities of the new position appropriate and realistic? (The phrase "new position" refers not only to the newly-reassigned responsibilities but to the individual's entire position.)

In order to answer these questions, the Faculty Affairs Committee reviews the following documents provided by the supervisor of the librarian being reassigned:

Re: Qualifications of the librarian being reassigned:

- a) CV or resume of librarian being reassigned
- b) librarian's most recent position description
- c) librarian's most recent annotated goals and objectives statement
- d) librarian's most recent supervisor's evaluation

Re: Description of the new position:

- e) proposed new position description developed by the supervisor or by the supervisor and the librarian
- f) statement by the supervisor, with Division Director's approval, indicating the reasons for the reassignment and why the individual was chosen to take on the reassigned duties.
- g) statement that the current supervisor is aware of the proposed reassignment and concurs.

The Faculty Affairs Committee will forward its recommendation on a proposed reassignment to the Divisional Director, with copies to the supervisor and the Assistant Director, Libraries Human Resources, within two weeks of receiving all the materials listed above. If the recommendation is favorable, the Divisional Director forwards it to the Director for final approval. No further action outside the Library is required.

D. Reassignment of a Librarian Who Has Not Been Granted Reappointment or Continuing Appointment Due to External Factors

This situation occurs only when factors external to the librarian's performance result in his/her not being granted a reappointment or continuing appointment status.

In these instances, the librarian is eligible for reassignment consideration through any of the processes described under points A. through C., above.

Reappointment, Continuing Appointment, Promotion

Peer review recommendations which result from the evaluation procedures outlined in this Handbook form an essential component in reappointment, continuing appointment, or promotion for a librarian. Judgmental decisions are made by the Library's administrative staff, taking into consideration peer review evaluations, supporting data and information, Library personnel needs, and other relevant factors.

All recommendations for reappointment, continuing appointment, and promotion are submitted to the Office of the Provost for review. The [MSU Faculty Handbook](#) (pp. 40-43) lists additional factors considered by the Provost in making the final decision.

Four principles which reinforce and complement each other underlie all steps in consideration for reappointment, continuing appointment, and promotion. They are:

- 1) dedication to the concept and promotion of excellence;
- 2) commitment to equal opportunity/affirmative action planning and goals;
- 3) the importance of collegial involvement and participation in the process leading to recommendations for personnel action; and
- 4) recognition of the need for administrative flexibility.

MSU librarians and the Library administration are committed to the active encouragement of individual librarians in striving for professional advancement, and will support applicants for reappointment, continuing appointment, and promotion considerations in instances where evidence substantiates adherence to the principles above.

Reappointment and Continuing Appointment

The RECAP (i.e., the Reappointment, Continuing Appointment, and Promotion) evaluation process is used to arrive at recommendations for reappointment and continuing appointment. This process is outlined in Chapter 4 and in the [Library Faculty Bylaws](#).

Promotion (Within Position)

The provisions of the continuing appointment system call for the ranking of positions rather than the ranking of individual librarians. However, position rankings are not necessarily frozen at the level to which a librarian is initially appointed or subsequently reassigned. A promotion may result through one of two avenues while a position is occupied, thus elevating the ranking of the position. The avenues for promotion are:

1. Avenue One: Professional Growth and Development of the Librarian
 - a. Situation: A librarian may grow and develop professionally to the point that he/she may warrant a higher ranking within his/her position (whose purpose, function, and responsibility may remain essentially unchanged).

- b. Application for promotion: Initiated by the librarian with the submission of a dossier.
 - c. Peer review process: RECAP process. This process is outlined in Chapter IV.
 - d. If the recommendation from the RECAP committee is favorable, and the Director approves, a change of status request is submitted to the Office of the Provost.
 - e. The promotion takes effect following the schedule given in the procedures for the RECAP process.
2. Avenue Two: Change in the Character of the Position
- a. Situation Elevation in ranking of an occupied position may be warranted by changes in its purpose(s), function(s), and/or responsibilities. The changes may occur in one of two ways:
 - 1) the incumbent develops and changes the character of the position (with prior sanction of the supervisor(s) and the Library administration); or,
 - 2) the administration may decide to better utilize the recognized capabilities of the librarian, with his/her consent, by changing the character of the position in order to advance unit, departmental, and/or Library-wide programs and objectives.
 - b. The Faculty Affairs Committee is responsible for carrying out peer review of applications for Avenue Two promotions. Applications should be initiated by the head of the division where the incumbent has primary responsibility. However, an individual librarian may independently initiate a request for Avenue Two promotion if the division head has not taken appropriate action to initiate the request. Applications will be reviewed any time during the year except during the period when the FAC is reviewing merit applications. Applications must include the following documentation:
 - 1) If the application is being initiated by the head of the incumbent's division:
 - a) a letter of application from the library administration (whether the incumbent's supervisor or the division head) which describes how the change in position supports the goals and objectives of the unit, the division, or the library as a whole. The letter of application may also include any other relevant information (such as evaluation of past performance) which the sponsor wishes to share with the Faculty Affairs Committee.
 - b) a copy of the incumbent's job description before the change in the character of the position and a copy of the revised job description which reflects the change in the position.
 - c) an in-depth, evaluative statement from the head of the incumbent's division indicating whether the division head supports or does not support the promotion request, and why.
 - d) a copy of the incumbent's most recent annotated goals and objectives statement must also be included.
 - 2) If the application is being initiated by the incumbent:
 - a) a letter of application from the incumbent which describes how the change in position supports the goals and objectives of the unit, the division, or the library as a whole. The letter of application may also include any other relevant information (such as evaluation of past performance) which the incumbent wishes to share with the Faculty Affairs Committee.

July 2000

- b) a copy of the incumbent's job description before the change in the character of the position and a copy of the revised job description which reflects the change in the position.
 - c) an in-depth, evaluative statement from head of the division indicating whether the division head supports or does not support the promotion request, and why. If the incumbent does not obtain this document from the Divisional Director, the Faculty Affairs Committee will request it from the head of the division.
 - d) a copy of the incumbent's most recent annotated goals and objectives statement and a copy of the last evaluation by the supervisor. If the applicant is a unit head, the unit's most recent annotated goals and objectives statement must also be included.
- c. Review Process: the Faculty Affairs Committee will review the application and make a recommendation to the division head within two weeks after all four parts of the application have been reviewed, except during the period when the committee is reviewing merit applications. Applications received by the FAC during that period will be completed within two weeks after merit recommendations have been completed. The incumbent will not be interviewed by the FAC unless the FAC feels that clarification or more information is needed.

Professionalism

Michigan State University librarians are expected to exhibit their professionalism and commitment to librarianship by:

1. carrying out the responsibilities of their positions as specified in their individual goals and objectives statements in a competent manner;
2. being aware of and contributing to successful completion of Library-wide, Divisional, and unit missions and goals;
3. keeping themselves aware of current developments in the Library profession, especially in those areas directly related to their duties;
4. maintaining productive working relationships with supervisors, colleagues, and supervisees both in their own and in other Library units; and by
5. creating and maintaining dossiers which are utilized in making reappointment, continuing appointment, and promotion decisions.

Supervisors are responsible for explaining the continuing appointment system to newly appointed librarians and for orienting them to the goals and objectives system upon which performance evaluation is based. Supervisors are to conduct evaluations periodically to help individuals improve their performance and their service to the Libraries and to the University. The Library administration is obligated to assure all librarians, including those who have not yet attained continuing appointment, the right to exercise academic freedom in carrying out their duties. Reappointment, continuing appointment, and promotion decisions are based upon relevant and objective criteria and procedures which are delineated in this Handbook. The decision not to reappoint or award continuing appointment to a librarian may be made because the librarian has failed to meet the standards of professional competence outlined above, or because of program changes, financial exigencies, or other external factors unrelated to the individual's performance. The librarian is eligible for reassignment only if reappointment or continuing appointment is denied due to external factors unrelated to his/her performance.

Any librarian not reappointed or awarded continuing appointment who believes the decision was made at variance with the criteria and procedures outlined in this Handbook may initiate a grievance following the current procedure (Bylaws, Appendix III).

Professional Development

Part of the mission of the MSU Libraries is to "support the University's mission of preservation, creation, transmission, and application of knowledge... We accomplish this mission through broad, relevant, and accessible collections, appropriate facilities and quality service by helpful and expert staff using current technologies, collaborative strategies, and expanding information networks." Because the success of this enterprise rests ultimately on the effectiveness of the staff, it is important that library faculty have the skills, knowledge, and commitment necessary to provide appropriate levels of service. In addition, research, scholarly, and creative activities, as well as professional service, are significant criteria considered in the evaluation process. Therefore, professional development is an integral part of the Libraries' efforts to fulfill its mission.

Flexibility, perspective, and broad knowledge are valued assets in library work, a field that is affected by technology and economic realities. Professional development enables faculty to develop a range of skills within, and a broader perspective of, their area of work, thus creating a more versatile faculty better able to meet the changing needs of the Libraries and the University community.

Released Time for Continuing Education

A. Short-term conferences, workshops, professional meetings

Librarians are encouraged to take advantage of special conferences, seminars, workshops, institutes, and other short-term activities and programs designed to up-date their professional knowledge, competencies, and job-related skills. Attendance and participation in these programs are a normal and necessary activity. However, as attendance at meetings affects the operation of the work unit when programs are held during regular working hours, librarians must consult with their supervisors concerning participation in these programs. Attendance at professional meetings and participation in programs which are held outside of the Library and the immediate area require the approval of the Director of Libraries for insurance purposes and to arrange for reimbursement of expenses.

Financial assistance for travel and program fees is given whenever possible and appropriate. As funds for financial assistance are limited, the extent of reimbursement is considered individually and made in conformity with the travel guidelines listed in Chapter 5 - PERSONNEL BENEFITS.

B. Course Work

The mission of the Libraries and the continuing appointment system call for the professional development of each librarian. Continuing education through advanced degree or non-degree course work contributes significantly to the growth of the library faculty member. All full-time members of the regular library faculty are eligible to enroll in courses during the scheduled working hours upon appointment to their position. Released time for course work requires the approval of the library faculty member's supervisor. A library faculty member may appeal the supervisor's decision to the Faculty Affairs Committee.

In order not to unduly interrupt the work schedule of the unit, the individual librarian may carry an average of four credits a term for released time during no more than three consecutive terms, up to a maximum of twelve credits. All further study program cycles with released time allowance call for the same restrictions.

The Libraries Professional Activities Development Support Reimbursement allocation may be used to support tuition expenses.

Released Time for Extended Professional Activities

Library faculty professional/research leave is intended for the mutual benefit of the Libraries and the library faculty member granted a leave. The purpose is to encourage professional and institutional revitalization by providing sustained time for research, scholarly, and creative activities; acquisition of expanded and/or new qualifications and skills; extended contribution to professional associations (e.g., major office holder, national conference program chair); and contribution to the Libraries' plans to improve and/or refocus activities in accordance with the mission of the University.

Leave is not granted automatically. Each leave request must include a detailed description outlining the purposes, objectives, and professional or research activities for the leave and normally should be submitted at least six months in advance of the starting date of the leave. The plan should indicate how the objectives and accomplishments of the leave will advance the interests, objectives, and goals of the Libraries or the University. All leaves must have the approval of the appropriate administrators and of the Provost.

Within thirty days following the conclusion of the leave, a leave report, with a separate summary not to exceed one page in length, must be submitted to the Divisional Director and Library Director. The report should include an assessment and evaluation of the leave accomplishments in relation to the leave plan. The Library Director will forward the report, with comments, to the Provost. The report summary will become part of the library faculty member's personnel file.

Eligibility: Only library faculty members with continuing appointment will be eligible for leaves. A leave shall not be granted until the library faculty member has completed six years of service to the University. Years of service shall count from the date of full-time appointment or from ending date of the previous leave; however, all leaves of absence shall be excluded in determining years of service for a leave. Length of leaves shall not be extended on the basis of more than six years of service since the previously compensated leave.

Applications: All applications for professional/research leave must be made on forms available from the Libraries Human Resources Office and must be submitted to the Library Director. Responsibility for review of leave requests is shared by the Faculty Affairs Committee and the Library Director. If the application is rejected, specific reasons for the rejection are given to the applicant. The committee may also recommend revisions to the proposal.

Participation in Academic Governance

All librarians, regular and temporary, in the Michigan State University Libraries may actively participate in matters concerning academic governance of the Libraries. Such participation is recognized as an important and integral part of the individual librarian's responsibilities and as an element in continuing professional development. The nature and the means for participation in academic governance matters are set forth in the Bylaws, which are developed as the shared responsibility between the Director of Libraries and the librarians.

In order to assure consistency with changing Library policies and practices and with the University's Bylaws for Academic Governance, the Bylaws are subject to review at intervals not to exceed five years by the Library's Standing Committee on Bylaws. In addition, the Bylaws are subject to periodic review and approval by the University's Committee on Academic Governance.

Librarians formally participate in matters pertaining to academic governance by: their involvement in the search and selection process for appointment of individuals to the Library faculty; their participation in peer review for consideration and evaluation for merit, reappointment, continuing appointment and promotion; and their participation in elected and appointed membership in Library-wide and University committees and councils. Participation in these matters follows the several recommended modes as set forth in the University's Bylaws for Academic Governance.

Informal participation and involvement is also actively encouraged and supported in matters pertaining to program development of the individual Divisions, departments and units of the Library.

November 1994

[Return to 2.1](#)

Chapter 3: Goals and Objectives and Performance Evaluations

Goals and Objectives System

The Libraries' goals and objectives system forms the basis for the performance evaluation program. It employs a hierarchical model, beginning with an annual review and formulation of the overall, Library-wide goals and objectives, followed by Divisional and then unit and sub-unit statements of their goals and objectives, and culminating in the annual statements of each librarian's goals and objectives. Once the Library-wide statement is formulated each succeeding statement in the process is designed to be contingent upon, and to be compatible with, the one upon which it is based.

The hierarchy of levels for which goals and objectives statements are formulated is as follows:

The Library-wide Goals and Objectives Statement is an overall statement of the MSU Libraries mission, goals, and objectives. Objectives are developed by the Director of Libraries in consultation with the central administrative staff of the Library and with the advice of the Library faculty through the Library Faculty Steering Committee.

Divisional Goals and Objectives Statements are the goals and objectives of each of the major Divisional areas. They are developed under the coordination of the administrative heads of the divisions to direct their work toward the achievement of the overall Library-wide goals and objectives. They are prepared with the participation of librarians from the Divisional units.

Unit Goals and Objectives Statements are the goals and objectives of each reporting unit (or sub-unit) within a division, developed by the units to direct their work toward the achievement of their divisions' goals and objectives. They are prepared with the participation of all librarians in the unit under the coordination of the head of the unit.

Individual Goals and Objectives Statements are the goals and objectives of each librarian in the Library organization. They are prepared in collaboration with, and with the approval of, the individual librarian's immediate supervisor(s), and are developed to direct the librarian's work toward the achievement of the unit's goals and objectives.

The primary purpose of the goals and objectives system is to improve the Libraries' performance, both organizationally and individually. Specific purposes include the following:

1. To clarify the Libraries' role in the provision of services to the University, the academic community, and the profession.
2. To identify and establish priorities among programs and projects.
3. To improve productivity of Library units by promoting the best possible use of available resources.
4. To ensure systematic planning based upon long-range needs, thus identifying under-utilized units and obsolete programs.
5. To promote Library faculty development through active participation in the planning and problem solving process relating to the Library programs.
6. To further understanding and working relationships among and within the different divisions and units of the Library.
7. To improve communication and understanding between individual librarians and their supervisors and between the individual librarian and members of the central administrative staff of the Library.
8. To promote a better understanding of the role of the individual staff member in the overall programs of the Library, the division, and his or her unit.

November 1994

[Gen Academic Policies](#) [Continuing Appt System](#)

9. To identify training needs necessary for successful completion of performance objectives.
10. To identify and eliminate problem areas that prevent the individual librarian from meeting his/her stated goals and objectives.
11. To identify and assign accountability.
12. To provide the framework for performance evaluation at all levels of the Library organization, including Library-wide, Divisional, unit, and individual.

Terms used in the goals and objectives statements vary. The Library-wide, Divisional, and unit goals and objectives statements are organized into a mission statement, goals, and objectives. Individual goals and objectives statements are divided into goals, new and continuing objectives and specific objectives. Performance measures are incorporated into unit and individual statements of goals and objectives.

Mission statements are statements of broad direction and intent or major purpose. They are general and timeless, not concerned with particular achievement within a specified time period. These statements are used as vehicles for planning purposes and in themselves do not call for action.

Goals are general statements of intention that make it possible to fulfill the mission. Goals do not have pre-determined time limits, but usually continue as long as the mission remains unchanged.

Objectives are short-range, definite, and particular statements of what can be accomplished over a pre-determined time period to further the goals. Objectives may also be identified on the individual level as performance objectives. An objective contains three essential characteristics: (1) it refers to a specific intent, (2) the intent is measurable in some fashion, and (3) the objective is timed.

Performance Measures are statements of standards specifying the manner in which an objective will be achieved, measured, and evaluated.

On the unit level, these measures constitute the accepted level of performance of a unit, given the needs of the Library and the resources available to the unit. They are the specific, observable indicators of success in achieving unit objectives, and may be both quantifiable and subjective. They should indicate to members of a unit how they can know when the unit is successfully achieving its objectives.

On the individual level, performance measures constitute the acceptable level of performance of each librarian. They reflect an agreement between the individual and the supervisor of when, how well, how much, or how often the librarian will achieve his/her stated objectives. They should be observable and should provide a means for the individual to know when her or his work is acceptable.

Forming Goals and Objectives Statements

Library-wide Goals and Objectives

Procedures followed in the formulation of the Library-wide goals and objectives:

1. The Director of Libraries initiates the annual review and revision of the Library-wide goals and objectives in consultation with members of the Library's central administrative staff.
2. Librarians participate in the review/revision of the statement in an advisory capacity through the Library Faculty Steering Committee.
3. The revised statement is communicated to all members of the Library staff through appropriate means (Library Link, Library Link Update, e-mail, etc.).
4. A copy of the revised statement is sent to the Office of the Provost.

November 1994

[return to 3.1](#) [Gen Academic Policies](#) [Continuing Appt System](#)

Divisional Goals and Objectives

After the Library-wide goals and objectives statement is completed, it is used in the development of Divisional goals and objectives. The review/revision process in each Divisional area is coordinated by the Divisional Director and involves the participation of the librarians from the component units.

Preliminary analysis is completed by Divisional review groups, and an initial draft of the goals and objectives statement is prepared. The Divisional Directors then meet with the Executive Council and the Director of Libraries for a combined review of the statements. If revision is necessary, the statements are returned to the individual Divisional review groups.

Once general agreement is attained by review groups and by administrative staff, the Divisional statement is approved by the Director of Libraries and copies are distributed to all members of the Division and to each of the Divisions in the Library.

Each Division conducts periodic review and revision of its goals and objectives statement during the year as the need arises. Any revision is communicated to all its members as well as to other Divisions and to the Director.

Characteristics of Divisional goals and objectives:

1. Divisional goals and objectives advance the Library-wide goals and objectives;
2. statements of Divisional goals and objectives serve as a transition between the Library-wide goals and objectives and the more specific unit goals and objectives which follow them;
3. goals and objectives are formulated in accordance with resources available to the Division;
4. goals and objectives incorporated in Divisional statements are definite, clearly written, and attainable considering long-range and short-range feasibility, encompassing activities of all units within the Division;
5. the statement meets with the general approval of all units within the Division;
6. the statements are approved by the Director of Libraries;
7. Divisional goals and objectives statements undergo periodic review and revision as required, outside of the formal annual review and formulation process.

Unit Goals and Objectives

Under the coordination of the head of the unit or sub-unit, all librarians in the unit are involved in the annual goals and objectives revision process. The draft goals and objectives statement is submitted to the division head for approval. The division head submits the final, approved statement to the Director of Libraries. Copies of the fully approved statements are then distributed to members of the units where they become the basis for the individual librarian's goals and objectives statements.

Unit goals and objectives are reviewed periodically and informally throughout the year, and revised as needed. This review occurs as the head of the unit and its members deem necessary as unit resources, demands, and perceptions of what can be accomplished by the unit change.

Any revision of a unit's objectives resulting from the periodic review process are made known to the administrative head of the Division for that administrator's information and approval. The substance of the revision is also recorded in copies of the statement distributed to members of the unit. Where that revision affects any librarian's personal goals and objectives statement, necessary changes in the statement are made.

November 1994

[return to 3.1 Gen Academic Policies](#) [Continuing Appt System](#)

The characteristics of unit goals and objectives are listed below:

Unit Goals:

1. describe long-range programs of the unit;
2. contribute toward the achievement of the Divisional goals and objectives;
3. describe the unit's responsibilities;
4. reflect mutual participation and general agreement of unit members;
5. are understood and accepted by all members of the unit.

Unit Objectives:

1. are achievable;
2. contribute toward facilitating the unit's goals;
3. reflect mutual participation and general agreement on the part of unit members;
4. are distinct and specific, each related to only one activity;
5. are measurable or observable, representing an acceptable level of performance by the unit;
6. are clearly understood and accepted by the staff who will be charged with the responsibility for carrying them out;
7. are dynamic, flexible, and adaptable to change;
8. encompass all the activities of the unit.

Individual Goals and Objectives

Position Description

The librarian's position description is utilized in goals and objectives formulation and consulted during the annual performance evaluation and in peer review processes. Each librarian reviews his/her position description in relation to present responsibilities before revising goals and objectives. An up-to-date statement of the librarian's position description reflects current requirements of the position as related to the best utilization of the librarian's developing knowledge, talents, and skills.

The position description is brief, simple, and specific. It consists of the following parts:

1. the position title as it appears in the personnel records;
2. the function, or purpose, of the position;
3. the responsibilities for which the librarian is accountable;
4. a definition of the relationships, or lines of communication and reporting channels, both inside and outside the Library organization. Included are those the librarian reports to, works with inside the Libraries, works with inside and outside the University community, and supervises;
5. the signatures of both the librarian and supervisor, which signify the agreement between them concerning the content of the document, and the date of the revision or current review.

The review takes place before the librarian's annual goals and objectives statement is formulated, and whenever changes are perceived necessary throughout the performance period. The librarian and his/her immediate supervisor reach mutual agreement on areas of revision. Administrative approval is also required.¹

November 1994

[return to 3.1](#) [Gen Academic Policies](#) [Continuing Appt System](#)

¹ The presumption is that agreement is to be reached on these matters. In the event of unresolved disagreements, the librarian, pursuant to the University policy and the provisions of the Librarian Personnel Handbook, has access to the Faculty Grievance Procedure (See section 1.5 and Appendix III of the MSU Library Bylaws incorporated as the Librarian Personnel Handbook).

Formulation of Individual Goals and Objectives

Culmination of the goals and objectives-setting process at the various levels of the Library is the formulation by all librarians of annual, individual goals and objectives which are based upon the goals and objectives of the specific unit/division to which these librarians are attached. The librarian's statement of personal goals and objectives is developed with the supervisor(s) concerned.

Just as the Library-wide, Divisional, and unit goals and objectives statements provide the basis for evaluation of performance at these levels of the Library organization, annual goals and objectives statements of the librarians provide the basis for evaluating their performance. In the evaluation process, the individual's performance is appraised in relation to attainment of the objectives which have been agreed upon in advance. Characteristics of individual statements of goals and objectives are listed below.

1. Annual goals and objectives are formulated in relation to the position description statement and are compatible with the objectives of the unit.
2. The first item on the individual's annual goals and objectives statement is a written presentation defining the librarian's perception of his/her overall goals.
3. Following the presentation of goals, the statement continues with a series of continuing objectives. These objectives include both ongoing (continuing) objectives as well as ones that show new direction or emphasis.
4. After the development of continuing objectives, the librarian formulates his/her personal and specific performance objectives designed to further the continuing objectives. These objectives incorporate what the librarian will strive to accomplish over the current evaluation year.
5. The statement concludes with performance measures or standards. (These may be incorporated directly into the statement of specific objectives, or they may be listed separately.)
6. The current statement is submitted to the librarian's immediate supervisor for review and approval. The librarian and the supervisor sign the statement signifying agreement and approval.
7. Periodic, informal review/revision of the individual's goals and objectives statement continues throughout the year as the librarian or his/her supervisor(s) perceive necessary, but no less than semi-annually.
8. Prior to the year-end evaluation conference, the individual's goals and objectives are annotated with brief (one sentence) statements of accomplishment. If further explanation is needed, it should be incorporated into the self-evaluation.

The following definitions may help in the formulation of individual goals and objectives.

1. *Goals* -- The first item consists of the librarian's perception of his/her overall goals in a statement of broad direction and intent, or major purpose. The goals:
 - a. reflect what the individual believes to be the major purposes of his/her position, not reflective of a definite time period;
 - b. link those purposes to the goals of the unit and to his/her current position description.
2. *Continuing Objectives* -- Following the goals, the statement contains a series of continuing objectives that make it possible to fulfill or advance the goals. Continuing objectives are:
 - a. the presentation of on-going activities described more completely than in the individual's current position description;
 - b. more specific than the goals statement, yet general enough to remain constant as long as the goals they reflect remain constant;

November 1994

- c. descriptive of the individual's contribution toward achieving the Library's overall goals and objectives;
 - d. a reflection of new or on-going activities designed to fulfill the individual's goals;
 - e. general, challenging, yet achievable;
 - f. not a reiteration of the unit's continuing objectives, but reflect creative concern toward their attainment.
3. *Specific Performance Objectives* -- After the continuing objectives, a list of specific performance objectives, designed to further the continuing objectives, are formulated to indicate what the librarian will strive to accomplish over the current evaluation year. These specific projects are:
- a. achievement oriented;
 - b. each related to only one activity or task;
 - c. reflective of mutual understanding and agreement between the librarian and his/her supervisor;
 - d. ranked in relative importance, encompassing all activities of the librarian;
 - e. dynamic, flexible, and adaptable to change as it becomes necessary.
4. *Performance Standards* -- The goals and objectives statement concludes with performance measures or standards, which may be incorporated directly into the statement of specific objectives, or may be listed separately. Performance standards are:
- a. as specific as possible, when possible measurable and observable;
 - b. defined quantitatively in terms of: quantity (amount); rate (amount per time unit); time spent, or date of expected completion;
 - c. representative of what the librarian and his/her supervisor believe to be an acceptable level of performance by the librarian;
 - d. based upon a historical continuum, usually representing improved performance on the part of the individual in the future.

During the course of the year, periodic, informal review and evaluation of the performance objectives of the librarian is conducted between the librarian and his/her immediate supervisor(s). These informal review sessions are directed toward determining progress in attainment of the individual's objectives. They should take place whenever the librarian or the supervisor believes it is needed. There is at least one of these reviews at the midpoint of the evaluation year. Following the mid-year review of the goals and objectives, the supervisor should prepare a summary of no more than one to two paragraphs that address progress towards achieving the goals and objectives. The supervisor and the librarian sign the evaluation. This document is retained and forwarded with the formal performance evaluation as part of the annual review process.

November 1994

[return to 3.1](#) [Gen Academic Policies](#) [Continuing Appt System](#)

The librarian's immediate supervisor is responsible for training in effective goals and objectives setting and management.

Annual Performance Evaluation (Evaluation forms can be found at the [Human Resources](#) Intranet Page)

Annual evaluation of performance is an integral part of the goals and objectives system, with the hierarchy of goals and objectives statements forming the framework for an effective evaluation program. It is conducted at all levels of the hierarchy: Library-wide, Divisional, unit, and individual. At the first three of these levels, the program is directed toward an evaluation of organizational performance. At the individual level, the program is directed toward an evaluation of performance of each member of the Library faculty.

Evaluation of performance at the overall Library-wide level is primarily the concern of the central administrative staff and is carried out in consultation with members of the Steering Committee who represent the entire Library faculty in the process.

At the Divisional level, performance evaluation is conducted under the leadership and coordination of the Divisional Director as a part of the Division's annual review and revision of its goals and objectives. Criteria for conducting the evaluation are developed under the direction of Divisional Director with the participation of members from among the various Divisional units. The review group evaluates each Divisional goal and objective in relation to its success in helping achieve overall, Library-wide goals and objectives.

Evaluation of unit performance is conducted with the participation and involvement of all members of the unit under the leadership and coordination of the unit head during the annual review and revision of unit goals and objectives.

Responsibility for presenting documentation of the results of performance evaluation at each organizational level of the Library is that of the appropriate administrator or unit (or sub-unit) head who incorporates that information into the annual report.

Performance Evaluation at the Individual Level

All librarians on the Michigan State University Libraries' staff are evaluated formally and regularly for the purpose of improving their performance and service to the Library and the University. The evaluation is carried out in relation to the librarian's goals and objectives, with the librarian a fully involved participant in the evaluation process.

Annual evaluation of the Library faculty, regular or temporary, is directed toward improving performance through successful attainment of the individual's goals and objectives. Other purposes of the annual evaluation are:

1. To document in a consistent manner the total contribution which each librarian makes to Library programs.
2. To enable librarians to see the relationship between their performance and their position responsibilities.

3. To improve communication and clarify perceptions of responsibilities between the librarian and the supervisor.
4. To determine the librarian's ability to handle tasks and duties assigned to his/her position.
5. To examine possible new assignments and revised responsibilities within the librarian's position in order to best utilize the individual's special abilities, talents, and knowledge.
6. To assist the librarian in his/her orientation, training, further professional and career development in order to realize the full potential of the individual.
7. To provide a record that presents a continuous overview of the librarian's performance which can be utilized by supervisors and administrators in making informed personnel decisions and in planning career development of the staff.
 - a. For librarians appointed on or after January 1, the first written evaluation will begin the calendar year following the year of appointment.
8. To provide documentation, whose contents are made known to the individual, for peer review recommendations and for administrative decisions on appropriate personnel actions.
9. To promote an evaluation process characterized by self-evaluation, self-direction, and self-control of the individual.
10. To prepare a plan for the librarian's future performance activities based upon what has been learned from the past.

The performance evaluation process is designed to give both the librarian and the supervisor an opportunity to discuss events pertaining to the librarian's performance during the year and to make preliminary plans for the coming one. Written documentation of the evaluation conference and review provides a record to which supervisor, librarian, and appropriate administrative staff contribute.

The annual review and evaluation of the librarian's performance is conducted between the librarian and his/her immediate supervisor (or supervisors, if the individual is attached to more than one unit or sub-unit) generally during the months of May or June.

Forms for documenting a performance evaluation are included in the Appendix and are maintained online by Libraries Human Resources.

In addition to the formally scheduled annual performance review, informal, periodic discussion and evaluation of progress take place throughout the year between the librarian and his/her supervisor(s) whenever either of them perceives it to be necessary, but no less than semi-annually. During these periodic review sessions, the librarian's progress toward achievement of current personal objectives is discussed; and the librarian's goals and objectives may be revised. For librarians without continuing appointment or on request of librarians with continuing appointment, the supervisor will write a mid-year review that contains a brief summary (no more than one to two paragraphs) that addresses progress towards achieving the goals and objectives. The supervisor and the librarian sign the evaluation. This document is retained and forwarded with the formal performance evaluation as part of the annual review process; it is not part of the documentation that goes to the Faculty Affairs Committee, but it is retained for RECAP review.

The records of appraisal are confidential documents. For regular faculty, these records are retained for eight years in appropriate Divisional files. The librarian, the supervisor, and appropriate administrative staff have access to the documents. They will also be made available to Library advisory committees for the purpose of peer review recommendations for reappointment, continuing appointment, appointments to other positions, reassignments, and promotions within position. These individuals or groups may not divulge information included in the records unless the librarian involved concurs.

October 2005

[return to 3.1](#) [Gen Academic Policies](#) [Continuing Appt System](#)

Conducting the Performance Evaluation

The annual performance appraisal consists of a written self-evaluation of performance, an evaluation conference between the librarian and supervisor, and a written evaluation of the librarian's performance by the supervisor. Along with the two written evaluations, a current position description, the librarian's annotated statement of goals and objectives, and the summary of the mid-year review generally complete the documentation for each evaluation although comments by an intermediate supervisor, the Divisional administrator, or the Director of Libraries may be included. Each step and document in the procedure are described below.

1. The Librarian's Self-Evaluation of Performance

The evaluation process begins with the librarian's preparation of his/her self-evaluation of performance during the past year. Each librarian makes a draft document available to the supervisor in ample time for review before the conference. If the librarian and supervisor agree, the document submitted to the supervisor may be the formal completed self-evaluation rather than a preliminary draft. The self-evaluation is used as a basis for discussion during the performance review conference.

In developing the self-evaluation document, the librarian analyzes and appraises his/her own performance in relation to his/her current goals and objectives statement. The librarian prepares the document objectively, focusing both upon those objectives that were attained, and the degree of attainment, as well as upon objectives that were not attained at all. If objectives are developed in a challenging manner, there are likely some that are not fulfilled.

The self-evaluation begins with the name of the librarian, position ranking, and Library division. Dates of the last annual formal evaluation and any informal evaluations that took place during the year should be noted. Part I is a narrative giving an overview of the librarian's Criterion I activities (Performance or Responsibilities), including position responsibilities and goals and objectives. The following guidelines may be useful in developing the self-evaluation:

- a. The self-evaluation should highlight and amplify areas of performance with which the librarian is most satisfied, referring to specific and demonstrated results.
- b. Discuss solutions or means of eliminating any problems which the librarian and her/his supervisor agreed to during the last year, relating to achieving goals and objectives or carrying out responsibilities and duties.
- c. List steps taken to improve the librarian's performance if suggestions for improvement were made in previous formal and informal evaluation(s) and review(s).
- d. Describe any support the librarian's supervisor has provided to assist in carrying out goals and objectives. Support may be interpreted as physical: staff, supplies, and time; and intellectual: proper and timely advice, orientation and training, guidance, and effective supervision. Specificity is encouraged.

Part II is a comprehensive list of Criterion II activities (Research, Scholarly, and Creative Activities) (see 4.6-4.7) and may include narrative by the librarian relating to extent, impact, or importance of specific activities.

May include the librarian's suggestions for areas in which the Libraries might help by providing opportunities for professional development.

Part III is a comprehensive list of Criterion III activities (Service and/or Professional Activities) (see 4.7.-4.8) and may include narrative by the librarian relating to extent, impact, or importance of specific activities.

Attached as Part IV are the librarian's annotated goals and objectives statement and a current position description.

The self-evaluation concludes with the librarian's signature and current date

October 2005

2. The Evaluation Conference

The performance review conference between the supervisor and the librarian is conducted in a completely private, uninterrupted and unhurried atmosphere. The appraisal focuses upon the librarian's performance objectives and their corresponding performance measures. The review is not a disciplinary session, and no "surprises" in relation to the librarian's performance or the supervisor's guidance emerge as a result of the review. Both parties carry out the conference in a constructive and professional manner.

3. The Supervisor's Appraisal

After the performance conference has taken place, sufficient time is allotted for the librarian to prepare his/her final version of the self-evaluation document, if necessary, and for the supervisor to prepare the formal evaluation document of the librarian's performance. The supervisor's written evaluation indicates his/her perceptions of the depth and quality of the librarian's performance during the past year. The supervisor's document evaluates how well the librarian's major objectives were accomplished, points out any extenuating circumstances when objectives were not accomplished or only partially accomplished, and indicates the librarian's contribution to the unit, the division, and the Libraries. The following are general guidelines the supervisor may wish to follow in writing the evaluation:

- a. Consider the purpose of the evaluation and relate the comments included in the written appraisal toward its fulfillment.
- b. Omit from the evaluation non-relevant points which do not contribute toward the purposes of the evaluation.
- c. Employ constructive criticism in making suggestions for improvement, addressing specific aspects of a problem, and relating suggestions for improvement to the criteria for performance evaluation.
- d. Exclude comments which may come as a surprise to the individual being evaluated. Problems relating to performance should all have been discussed prior to the evaluation conference and the individual made fully aware of them.
- e. Utilize the librarian's self-evaluation in development of the written appraisal.
- f. Keep expectations for the evaluation reasonable. Annual performance appraisals cannot provide all the necessary information for personnel decision-making matters.
- g. Maintain constructive objectivity, avoiding both excessive praise and negativism unless they are warranted and substantiated by consistent evidence.

4. The Supervisor's Evaluation Document

Part I.

Part I is a general summary of the librarian's degree of success in attaining his or her goals, objectives, and performance measures during the evaluation period. This aspect of the appraisal focuses on the highlights and impact of the librarian's accomplishments. This section also includes an evaluation of Criterion II (Research, Scholarly, and Creative Activities) (see 4.6-4.7) and Criterion III (Service and/or Professional Activities) (see 4.7-4.8). The supervisor must include an individual evaluation of Criteria I, II, and III performance, as well as an overall rating, using the word-ratings as defined for RECAP criteria: unacceptable, satisfactory, good, very good, or excellent. The primary supervisor is to incorporate input on performance from the secondary supervisor in assigning ratings. This part of the performance evaluation is completed for librarians with and without continuing appointment.

October 2005

[return to 3.1 Gen Academic Policies](#) [Continuing Appt System](#)

The elements of Criterion II may include:

- attainment of or progress toward additional degrees
- publications, research in progress, research manuscripts, and/or creative manuscripts submitted for publication
- conference papers, lectures, seminars, etc.
- fellowships, awards, prizes, etc.
- grant proposals
- appropriate non-degree course work and/or continuing education activities
- serving as a consultant or as an academic advisor
- instruction/teaching (other than that in the division's continuing goals and objectives)
- any other pursuit which leads to and/or demonstrates advanced or applied knowledge of a research, scholarly, or creative nature in the library or library-related field, or in other subject areas

The elements of Criterion III may include:

- continuing active involvement in professional organizations relevant to librarianship
- service on Libraries and university committees and councils
- community service
- serving as an advisor
- any other pursuits which demonstrate the librarian's impact on the MSU Libraries, Michigan State University, the community, or the profession

Part II.

Part II is an evaluation of each individual element of Criterion I (see 4.3-4.5). The supervisor must include a word rating, as defined for RECAP criteria, for each element. This part of the performance appraisal is completed only for librarians without continuing appointment or on request of librarians with continuing appointment, a request that may be made as part of the goals and objectives process or at any reasonable time prior to the completion of the supervisor's written evaluation.

The individual elements of Criterion I are:

- position, subject, and/or collection knowledge
- willingness and ability to expand his/her range of responsibilities in order to achieve personal, unit, division, and/or Library-wide goals and objectives
- effectiveness in interactions with others
- ability to identify, analyze, and solve problems
- decision-making ability
- individual capabilities
- ability to plan, coordinate, and manage on the unit/Divisional level
- commitment to staff development
- knowledge of and contributions to the affirmative action goals of the University

October 2005

[return to 3.1](#) [Gen Academic Policies](#) [Continuing Appt System](#)

Part III.

Part III is an indication of any specific actions planned as a result of the evaluation -- revise objectives, shift priorities, etc. This part of the performance evaluation is completed for librarians with and without continuing appointment. In addition, for librarians without continuing appointment, the supervisor will indicate potential for and progress toward reappointment or continuing appointment and specific actions planned relating to the RECAP criteria.

The evaluation of librarians should be based on the criteria and ratings used in the RECAP process.

Once these documents have been prepared and submitted for mutual review, each of the parties involved may request an additional conference if it is believed to be necessary.

5. Secondary Evaluations

In cases of appointments where the librarian is attached to more than one unit, or to sub-units, the following apply:

- a. The librarian being evaluated has the option of writing a separate self-evaluation for each of the positions held, or a combined self-evaluation.
- b. Each supervisor holds an evaluation conference. The primary supervisor writes Parts I, II (when appropriate), and III of the evaluation document.
- c. Secondary evaluations are either formal or informal. In both cases, they are forwarded to the primary supervisor. A secondary assignment includes all formal assignments other than primary, regardless of the percentage appointment.

Formal secondary evaluations are utilized for librarians without continuing appointment and a secondary assignment of 25% or more. The secondary supervisor writes Parts I and III of the formal Secondary Evaluation document; the appraisal is of the librarian's performance as that performance relates to the responsibilities of the position under his/her supervision and the time allotted to carrying out those responsibilities.

Informal secondary evaluations are utilized for librarians with continuing appointment (regardless of percentage of secondary assignment), and for librarians without continuing appointment with a secondary assignment that is less than 25%. The secondary supervisor provides informal input to the librarian and primary supervisor.

In either case, it is the responsibility of the primary supervisor to incorporate the input of the secondary supervisor in determining the rating for the librarian's performance.

Formal secondary evaluations are written and utilize the Secondary Evaluation template that is available on the Libraries' Human Resources website, include a performance word rating using Handbook language, and are forwarded for FAC and RECAP consideration.

Informal secondary evaluations may be oral or written (such as an e-mail or a Word document), but are not recorded on the Secondary Evaluation template; may or may not include a performance word rating; and are not forwarded for FAC and RECAP consideration. The primary supervisor may request that a secondary supervisor provide their informal input in a written document rather than oral input and/or include a performance word rating. If a written informal secondary evaluation is provided to the primary supervisor, the librarian may request a copy.

Also, any librarian may request that the secondary supervisor provide a formal written Secondary Evaluation; this request may be made as part of the goals and objectives process or at any reasonable time prior to the completion of the evaluation timetable for secondary evaluations.

[October 2007](#)

[return to 3.1](#) [Gen Academic Policies](#) [Continuing Appt System](#)

- d. A primary supervisor, designated by the Library administration, has the responsibility of ensuring that each of the supervisors involved confer to agree upon the extent of the librarian's responsibilities to the areas concerned. This conference takes place before appraisal review interviews are held and the evaluations written.

Guidelines pertaining to the sequence of events in the goals and objectives and performance evaluation programs are the responsibility of the Library administrative staff. A general schedule is included in the Appendix. The sequence of events outlined in the schedule relates to a preferred timetable which recognizes that any section of the schedule may be subject to change as unforeseen circumstances dictate. When this occurs, revision of the timetable will be made.

Evaluation of Temporary Faculty

Members of the temporary faculty, who are not appointed under the provisions of the continuing appointment system, have their performance evaluated for the major purposes of improving their performance and service to the Library and to the University, for possible reappointment or extension of the temporary appointment, and for compensation if reappointed.

The evaluation of the temporary librarian, like that of the regular librarian, is performed by the librarian's immediate supervisor. In the evaluation process, librarians are given the right to review the formal written evaluation record and to add their comments on the evaluation form utilized in the process.

The evaluation program for both regular and temporary librarians, revolves around the development and statement of the individual's performance objectives and the measures for evaluating those objectives. During the term of the temporary librarian's appointment, periodic and informal review and evaluation of progress are conducted between the librarian and his/her immediate supervisor in relation to attainment of objectives. The number of these informal review and evaluation sessions is based upon perceived need, and upon the length of the librarian's appointment. At least one informal review and evaluation generally takes place during every three months of the appointment.

Evaluation of members of the Library's temporary faculty follows as much as possible the evaluation process for the Library's regular faculty. Annually, if the appointment is for more than one year, or upon the conclusion of the appointment if it is for less than a year, an evaluation packet is assembled which consists of:

- a. A current and accurate position description.
- b. The annotated statement of the librarian's personal performance objectives and their corresponding performance measures.
- c. A self-evaluation of performance.
- d. A written evaluation and the mid-year summary by the temporary librarian's immediate supervisor.
- e. Comments with respect to the evaluation by the librarian, intermediate supervisor(s), if any, the Divisional administrator, and the Director.

The current evaluation packet is made available to the appropriate administrative head of the division in which the temporary librarian is attached and the Director of Libraries. The Director makes a decision regarding possible reappointment or extension of the temporary appointment, dependent upon the need for the position and the availability of funds for this purpose. The evaluation packets are retained in the appropriate Divisional office files for four years.

October 2007

Evaluation of Administrative Faculty

Members of the Libraries' administrative faculty are appointed under the provisions of the continuing appointment system, as are members of the regular faculty who have no administrative titles. Individuals in this group include: the Director of Libraries, heads of the major Divisional areas, and individuals with staff administrative responsibilities. Divisional directors or individuals with staff administrative responsibilities may carry the title Associate or Assistant Director of Libraries.

All members of the administrative faculty formulate personal performance goals and objectives which form the basis for the annual performance evaluation. The primary purpose of that evaluation is for improving their performance and service to the Library and the University.

As with members of the regular and the temporary Library faculty, the responsibility for evaluation of administrative members of the faculty is that of their immediate supervisors in the administrative structure. The Director of Libraries is evaluated annually by the Provost. The responsibility for evaluation of members of the Library's administrative group who are immediately responsible to the Director is that of the Director. The evaluation appraises their performance relating to their administrative responsibilities within the framework of their Divisional and/or personal goals and objectives.

Annual Evaluation for Merit

The Libraries conforms with the University practice of basing salary increase recommendations on a peer review of the faculty member's performance. The purpose of merit is to recognize job performance that is of significant value for the institution's primary missions of instruction, research, and public service.

Funds for merit increases and guidelines are received from the Provost. In consultation with the Steering Committee, the Director of Libraries establishes the guidelines by which these funds will be distributed among the library faculty.

The Faculty Affairs Committee is responsible for conducting the peer review. The outcome of the peer review process is an advisory recommendation. The review is based on each librarian's annual performance documentation. Every member of the library faculty is reviewed by the Faculty Affairs Committee unless that librarian has received a rating of "unsatisfactory" from his/her supervisor or is otherwise not eligible for a merit increase (for example, if the librarian has resigned and will be leaving before the merit increase would become effective.)

The merit review documentation packet for FAC consists of the self-evaluation, statement of personal annotated goals and objectives (and statement of unit goals and objectives, if the individual is a supervisor), current position description, and Part I of the supervisor's evaluation. Parts II and III of the supervisor's evaluation, as well as the mid-year evaluation, are not forwarded to FAC but are retained in the division office for RECAP consideration, as appropriate.

The Faculty Affairs Committee is responsible for reviewing performance of Criterion I (Performance of Responsibilities), including position responsibilities and goals and objectives; Criterion II (Research, Scholarly, and Creative Activities); and Criterion III (Service and/or Professional Activities), as reflected in the librarian's and supervisor's documentation.

The Faculty Affairs Committee will review all documentation using the same criteria and definitions for "satisfactory," "good," "very good," and "excellent" as are used in the RECAP process. The top rating from FAC will be Tier I. The number of additional tiers will be determined based on FAC recommendation to the Director.

The FAC will submit its recommendations for merit increases in writing to the Director of Libraries. Recommendations for merit increases will also provide rationale for the recommendation. The form of the recommendation and supporting rationales depends on instructions given by the director of library.

October 2005

The Assistant/Associate Director prepares his/her own recommendations for merit increases for the librarians in the division and submits this advisory recommendation to the Director of Libraries. The Director considers the advisory recommendations from the FAC and the assistant/associate directors and makes the final recommendation and submits it to the Office of the Provost.

The Director of Libraries will notify each librarian, in writing, of her/his decision and the rationale for the decision. Recommendations for merit increases are retained in the Director's budget files.

A librarian who receives a notification of no merit has the option of initiating the regular grievance procedure (see appendix III of the [Library Faculty Bylaws](#).)

October 2005

[return to 3.1](#) [Gen Academic Policies](#) [Continuing Appt System](#)

Chapter 4

Evaluation for Reappointment, Continuing Appointment, and Promotion

The purpose of the evaluation process for reappointment, continuing appointment, and avenue one type promotion within position is to assess the individual librarian's capacity for sustained professional effectiveness and continuing professional growth in the M.S.U. Libraries. An elected advisory committee called the Librarian Advisory Committee on Reappointment, Continuing Appointment, and Promotion, referred to as the RECAP Committee, conducts an evaluation process. The recommendation arrived at by this committee is submitted to the Director for recommendation to the Provost. The structure and organization of the committee are outlined in the [Library Faculty Bylaws](#).

The RECAP process is different from the annual performance evaluation, which is conducted for the purpose of improving the performance and service of the individual to the Libraries and the University. The annual performance evaluation is not a peer review process since the responsibility for the evaluation lies with the supervisor. The criteria utilized are short-range in scope, directed toward appraising the librarian's performance over the past year and toward establishing the framework for improving performance in the next evaluation period.

The objective of evaluation for reappointment, continuing appointment, and avenue one type promotion is to assess the librarian in terms of possible retention in the M.S.U. libraries or promotion within the librarian's position. The process is characterized by evidence submitted by the librarian to support his/her application, by peer review, by the supervisor's appraisal of the individual's performance, and by evaluation criteria which are long-range in scope. The procedures and guidelines of this process are different from those of the annual performance evaluation process.

The fundamentals of the RECAP process are:

1. to employ an evaluation process consistent with the annual performance evaluation process, but different due to the different purpose of the evaluation;
2. to employ a process which recognizes that reappointment, continuing appointment, and promotion are part of an evolutionary continuum for professional advancement within the structure of the continuing appointment system;
3. to utilize criteria which are relevant to the unique nature of the librarian's contribution to the mission of the Libraries and the University;
4. to incorporate into the evaluation process high standards which are fair and achievable by individuals dedicated to professional competency;
5. to establish a peer review structure made up of librarians with continuing appointment status to conduct an evaluation of the candidate from a Library-wide perspective;
6. to utilize procedures and guidelines which are specific, understandable, non-ambiguous, and minimally subjective;

September 1995

[Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

7. to incorporate into the process a weighting and rating structure related to criterion significance, type of decision involved, and the position ranking level of the candidate;
8. to assure that the candidate has every opportunity to submit pertinent evidence to support his/her application;
9. to establish a formal schedule for submission of applications by the candidate and provide adequate time for conducting the review process.

Criteria for RECAP

The criteria for evaluating librarians for reappointment, continuing appointment, and avenue one type promotion within position are performance of responsibilities; research, scholarly, and creative activities; and service and/or professional activities. While each criterion is considered significant in the librarian's contribution to the mission of the Libraries and the University, performance of responsibilities is the most important of the three criteria and therefore weighted more heavily in RECAP deliberations.

Documentation

Documentation is required to support a candidate's application for reappointment, continuing appointment or avenue one promotion. In addition to documentation to support each of the criteria, each candidate should supply the following:

1. An up to date curriculum vitae that includes professional employment history, professional activities, community activities, full courses taught, publications, awards, etc., which will be forwarded to the Provost for review with the recommendations.
2. A completed dossier checklist. (see Chapter 6 for the form.)
3. A brief letter of application concisely summarizing the candidate's strengths and contributions to the Libraries and stating the action being requested.
4. Copies of any work done at MSU which is listed in the curriculum vitae. The RECAP committee may request copies of any other work listed on the curriculum vitae that it wishes to see.
5. Names and addresses of Persons other than the supervisor(s) who may be contacted to supply letters of reference.

A. Reappointment - The candidate will submit the names of at least 3 persons other than the primary supervisor who may be contacted to supply letters of reference. These individuals will be asked (by the Libraries HR Office) to evaluate the candidate's performance and/or contributions to MSU Libraries and/or the library profession. The candidate is strongly encouraged to provide at least 1 reference from outside the MSU Libraries.

A minimum of 3 and no more than 5 letters will accompany the dossier.

B. Continuing Appointment - The candidate will submit the names and addresses of at least 5 persons other than the primary supervisor who may be asked to supply letters of reference. The individuals will be asked (by the Libraries HR Office) to evaluate the candidate's performance and/or contributions to the MSU Libraries and/or the library profession. There must be one name from at least three of the four following groups:

- MSU Libraries --- Internal
- MSU Community (University) — External
- Professional Organizations (Library and/or subject related)- External
- Colleagues at other institutions — External

RECAP may solicit additional letters from persons whose names were not submitted by the candidate. A minimum of 5 and no more than 7 letters will accompany the dossier. At least 3 of the letters accompanying the dossier should be from names supplied by the candidate.

C. Promotion - The candidate will submit the names and addresses of at least 5 persons other than the primary supervisor who may be asked to supply letters of reference. The individuals will be asked (by the Libraries HR Office) to evaluate the candidate's performance and/or contributions to the MSU Libraries and/or the library profession. There must be at least one name from each of the following groups:

- MSU Libraries --- Internal
- MSU Community (University) --- External
- Professional Organizations (Library and/or subject related)- External
- Colleagues at other institutions --- External

RECAP may solicit additional letters from persons whose names were not submitted by the candidate. A minimum of 5 and no more than 7 letters will accompany the dossier. At least 3 of the letters accompanying the dossier should be from names supplied by the candidate.

Criterion: I Performance of Responsibilities

The purpose of this criterion is to evaluate how well the librarian has performed his/her responsibilities as they are reflected in the position descriptions and personal goals and objectives statements, and to assess the librarian's capacity for continuing effectiveness and growth in the performance of responsibilities. No priority of the elements is intended. Individual aspects of each element may not apply to all persons.

RECAP Committee members consider elements indicated by the symbol (*) for each librarian evaluated. For those librarians with supervisory/administrative responsibilities, elements indicated by the symbol (>) are also considered.

A. Elements of Criterion I:

1. *Knowledge and background relevant to one's position*, including:
 - * Knowledge of relevant subject area(s) and/or field(s)
 - * Understanding of unit policies, procedures, practices, and services.
 - * Knowledge of relevant M.S.U. Libraries policies, procedures, practices, and services.
 - * Knowledge of relevant University policies, procedures, practices, and services.
 - * Knowledge of relevant academic library policies, procedures, practices, and services.
2. *Demonstrated willingness and ability to expand one's range of responsibilities in order to achieve personal, unit, division and/or library-wide goals and objectives:*
 - * Identifies and participates in relevant activities
 - * Undertakes complex responsibilities of depth, and/or breadth
 - * Participates in activities which involve staff from numerous division/units

February 2001

3. *Demonstrated effectiveness in interactions with others:*
 - * Assumes, accepts, shares, and relinquishes responsibilities.
 - * Instructs Libraries users and/or staff members
 - * Offers, accepts, and utilizes constructive criticism
 - * Displays an approachable manner
 - > Receptive to suggestions and constructive criticism from staff members
 - * Inspires as well as participates in teamwork
 - > Exercises group and individual leadership skills
 - * Employs oral communication proficiently, including ability to listen and understand
 - > Trains, instructs, and provides appropriate background information/reasons for decisions and procedures; communicates necessary information to appropriate Library staff members
 - * Communicates effectively in writing
 - > Exhibits effective writing ability in procedures, policies, administrative reports, correspondence, etc.
 - * Elicits appropriate information from faculty and/or administrators in teaching departments
 - > Involves staff in goals and objectives development, decision-making processes, and the evaluation/revision of policies, procedures, and practices; acts upon suggestions from staff; provides feedback to staff
 - * Works to create supportive relationships with the diverse user community and staff of the MSU Libraries.
4. *Demonstrated ability to identify, analyze, and solve problems:*
 - * Exhibits resourcefulness, creativity, and originality
 - * Shows initiative, independence, and perseverance
 - * Reviews, analyzes and evaluates personal, unit, division, and Library-wide policies, procedures, practices, and services and proposes and implements new alternatives (including stream-lining, consolidation, expansion, or elimination of existing policies, procedures, and services) NOTE: Although applicable to all Library faculty members, this element is particularly important for those with supervisory/administrative responsibilities.
 - * Demonstrates awareness of diversity-related factors in solving problems.
5. *Decision-making ability*, including:
 - * Acceptance of decision-making responsibilities
 - * Decisiveness
 - * Delegation of authority as appropriate--NOTE: Although applicable to all Library faculty members, this element is particularly important for those with supervisory/administrative responsibilities
 - * Demonstrates awareness of diversity-related factors in making decisions.

6. *Individual capabilities*, including:
 - * Maintains a sense of humor and objectivity; uses good judgment and common sense; remains adaptable, flexible, and versatile in situations requiring these attributes
 - * Formulates realistic yet challenging personal goals and objectives
 - * Demonstrates willingness to take risks
 - * Manages time and resources
 - * Monitors and accomplishes personal goals and objectives
 - * Exhibits dependability
 - * Exhibits sensitivity to and interest in diversity issues.
7. *Ability to plan, coordinate, and manage at the unit level*:
 - > Sets and communicates priorities
 - > Monitors staff objectives
 - > Formulates, monitors, and accomplishes realistic yet challenging unit/divisional goals and objectives
 - > Coordinates and achieves assigned responsibilities within and outside the unit/division
 - > Practices long-range planning, including position management, facilities management, budgeting, etc.
 - > Creates and maintains an atmosphere of support and acceptance.
8. *Commitment to staff development*:
 - > Conducts objective, accurate, and constructive performance evaluations
 - > Provides opportunities for staff members to show capabilities for and accept greater, new, or different responsibilities
 - > Promotes staff development activities (workshops, training sessions, etc.) to libraries administration and to staff members; becomes involved in the planning and production of staff development activities
 - > Maintains and develops data in coordination with individuals supervised for the purpose of providing information to administrative staff for making personnel decisions in furthering the career development of staff
 - > Promotes staff involvement in diversity-related programs and initiatives.

B. Documentation for Criterion I:

Documents used in the evaluation of a candidate in the RECAP process are listed below. Required documents are labeled with the symbol (*), while those that are optional are labeled with the symbol (>).

Supplied by candidate:

- * 1. Position descriptions as revised each year⁽²⁾
- * 2. An annotated copy of annual personal goals and objectives statements, with revisions.¹
- *3. Annual unit goals and objectives statements, as revised (for those with supervisory/administrative responsibilities).¹
- >4. Written reports, studies, bibliographies, instructional materials, handouts, policies and procedures, planning or organizational reports/proposals, and other types of written documents relating to the elements of Criterion I.
- >5. Other relevant evidence of the quality of performance.

June 2004

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

²For candidates for reappointment and continuing appointment, documents for each year of the librarian's appointment at MSU must be provided. For candidates for promotion, documents for the previous four years must be provided.

Collected by Libraries Human Resources Office for the RECAP Committee:

- *6. Annual supervisor(s)' performance evaluations.¹
- *7. A written evaluation from the candidate's current supervisor(s) specifically addressing the librarian's capacity for continued professional growth and effectiveness based upon an appraisal of her/his performance on the elements of Criterion I clearly indicating whether reappointment, continuing appointment, or promotion is recommended or not.⁽³⁾

Criterion II: Scholarly and Creative Activities

The purpose of this criterion is to evaluate the librarian's involvement in pursuits of a scholarly, and/or creative nature; and to assess the librarian's capability for future growth in such activities.

RECAP Committee members consider activities in the library field, in related fields, and/or in other subject disciplines. Emphasis is placed upon the quality of the activities. No priority of elements included in the criterion is intended.

A. Elements of Criterion II may include:

1. Attainment of or progress toward additional degrees
2. Publications, research in progress, research manuscripts, and/or creative manuscripts submitted for publication
3. Conference papers, lectures, seminars, etc.
4. Fellowships, awards, prizes, etc.
5. Grant proposals
6. Appropriate non-degree course work and/or continuing education activities.
7. Serving as a consultant or as an academic advisor
8. Serving as an editor, abstractor, indexer, translator, etc.
9. Instruction/teaching (other than that in the division's continuing goals and objectives)
10. Any other pursuit which leads to and/or demonstrates advanced or applied knowledge of a research, scholarly, or creative nature in the library or library-related field, or in other subject areas

B. Documentation for Criterion II may include:

1. Transcripts, degree certificates, letters of completion, etc.
2. Copies of publications, summaries of research in progress, copies of research manuscripts, and/or creative manuscripts submitted for publication

April 2008

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

³For candidates appointed to positions under a new supervisor since their last evaluation, RECAP Committee will also acquire an evaluation from prior supervisor(s).

3. Copies or summaries of conference papers, lectures, seminars, etc.
4. Award letters or summaries of fellowships, awards, prizes, etc.
5. Grant proposals
6. Transcripts or official documentation of continuing education activities (e.g., attendance at workshops, seminars, conferences, C.E.U. Credits earned, etc.)
7. Summaries of professional consulting projects
8. Summary of work as an editor, abstractor, indexer, translator, etc.
9. Documentation of instruction/teaching experience. This includes examples of instructional aides prepared, syllabi, etc.
10. A summary of other pursuits which lead to and/or demonstrate advanced or applied knowledge of a research, scholarly, or creative nature in the library or library-related fields, or in other subject disciplines
11. Evidence of the quality of the achievements and evidence submitted in support of Criterion II

Criterion III: Service and/or Professional Activities

The purpose of this criterion is to evaluate the librarian's impact on the M.S.U. Libraries and Michigan State University, the community, and the profession and the probability that positive impact and sustained growth will continue in the future. No priority of the elements included is intended.

A. Elements of Criterion III may include:

1. Continuing active involvement in professional organizations relevant to librarianship
2. Service on Libraries and university committees and councils
3. Community service
4. Serving as an advisor
5. Any other pursuits which demonstrate the librarian's impact on the M.S.U. Libraries, Michigan State University, the community, or the profession

B. Documentation for Criterion III may include:

1. Summary of positions in professional associations, organization, etc.; copies of programs of conferences, workshops, talks, presentations, etc., arranged or chaired, with identity of affiliated professional association and dates
2. Summary of service on Libraries and University committees and councils, including dates.
3. Summary of positions in community organizations, associations, etc.; copies of programs of conferences, workshops, talks, presentations, etc., arranged or chaired, with identity of sponsoring organization and dates. Documentation of community activities should be included when it illustrates that the candidate has positively represented the M.S.U. Libraries, Michigan State University, or the library profession to the community.

4. Summary of advising activities performed for individuals, agencies, departments, other libraries, etc.
5. Summary of other relevant activities which demonstrate the librarian's impact on the M.S.U. Libraries, Michigan State University, the community, or the profession
6. Evidence of the quality of achievements described in Criterion III (e.g., letters of thanks, citations for service, etc.)

Conducting the RECAP Process

The following procedures are utilized in the RECAP process for evaluation and recommendation for reappointment, continuing reappointment, and avenue one type promotion.

I. Schedule

A. Reappointment, Continuing Appointment:

1. Announcement of upcoming deliberations regarding these two matters is made to eligible candidates by notification from the Office of the Director by June 1.

Librarians eligible for continuing appointment consideration are also notified that individuals at this ranking level may apply for both continuing appointment and promotion within position to the next ranking level. If the candidate does not indicate his/her intention to apply for promotion, the application submitted is reviewed only for award of continuing appointment.

2. The deadline for submission of an application, via a dossier, by the candidate for reappointment or for continuing appointment is July 1. The dossier is submitted to the Assistant Director for Human Resources. Should an application be unavoidably delayed, the RECAP Committee must be notified of the reason for the delay in order to provide an appropriate extension of time.
3. If a candidate does not wish to apply for reappointment or continuing appointment, he/she is required to submit a letter of resignation which will become effective no later than the June 30 of the appointment expiration.
4. The RECAP Committee begins its process on August 1 and concludes it and presents its recommendations to the appropriate divisional administrator by October 1.
5. The candidate is notified by the Director of Libraries by December 15 of his/her reappointment/continuing appointment status. Librarian Candidates who have applied for both continuing appointment and promotion will be notified of promotion status by April 30 of that academic year.
6. If the application for reappointment is recommended to the Provost and is approved by the President, the next probationary period begins August 16 of the following year. If continuing appointment is awarded it will take effect the following August 16, upon approval by the President of the University.

June 2004

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

B. Promotion:

1. A librarian with continuing appointment may apply for promotion by submitting a dossier to the RECAP committee no later than December 31. The promotion, if granted, will take effect the following August 16. Dossiers submitted after December 31 will be reviewed during the next calendar year with the decision being effective August 16 of that succeeding calendar year.
2. The RECAP committee concludes its deliberations and presents its recommendations to the appropriate division administrator by April 1. The candidate is notified by the Director by April 30 of the decision on his/her application.
3. If the promotion is recommended to the Provost and is approved the change in position ranking level and in salary, if appropriate, takes effect August 16.

II. Information-Gathering

All documents pertaining to applications for reappointment, continuing appointment, and promotion are submitted as confidential materials. Neither the information included nor the documents themselves will be made available to individuals or groups other than those involved in the current RECAP evaluation. Documentation supplied by any individual is made available to the candidate.

1. *The RECAP Committee:*

- a. Reviews the candidate's dossier to determine its completeness.
- b. May identify individuals whose names were not submitted by the candidate from whom additional letters may be solicited.
- c. Through the Libraries Human Resources Office:
 - 1) contacts candidate's current supervisor(s) requesting a written evaluation specifically addressing the librarian's capacity for continued professional growth and effectiveness based upon an appraisal of her/his performance on the elements of Criterion I and clearly indicating whether reappointment, continuing appointment, and/or promotion is recommended or not.
 - 2) contacts individuals within the Libraries whom the candidate has listed as references. Internal evaluators should address the quality and effectiveness of librarianship, quality and significance of scholarship, and quality and effectiveness of service, as appropriate, within the Libraries.
 - 3) contacts persons outside the Libraries whom the candidate has listed as references. External evaluators should address the quality and significance of the candidates scholarship or creative works and quality of contributions to the profession. (Criteria II and III).
 - 4) contacts persons identified by RECAP committee. External evaluators should address the quality and significance of the candidate's scholarship or creative works and quality of contributions to the profession. (Criteria II and III).

Note: All referees shall be advised that letters of reference are made available to the candidates.

June 2004

- d. May request from the candidate or any information provider in writing, any clarifications, explanations or further information deemed useful by the committee subsequent to their review of the documentation
- e. May review previous RECAP materials retained in the Libraries Human Resources Office for clarification.

2. *Role of the candidate:*

- a. The candidate is responsible for submission of a dossier to support his/her application. The contents of the dossier are as listed in the Dossier checklist.
- b. The candidate will provide written answers to any questions from the RECAP committee within 10 working days.

3. *Role of the supervisor(s)*

- a. The current supervisor(s) is/are responsible for submission of a written evaluation specifically addressing the librarian's capacity for continued professional growth and effectiveness based upon an appraisal of her/his performance on the elements of Criterion I which clearly indicates whether reappointment, continuing appointment and/or promotion is recommended or not. A copy of this letter is simultaneously sent to the candidate.
- b. The current supervisor(s) is/are responsible for answering in writing any questions addressed to her/him from the RECAP committee within 10 working days.

III. Evaluation

1. The evaluation phase is limited to the elected RECAP Committee membership.
2. The information accumulated during prior sessions is applied by the RECAP committee membership, individually and as a group, in reviewing the application.
3. Evidence submitted to support the candidate's application is rated against the individual elements of the criteria. Rating and scoring are determined by following the "Guides to Rating and Scoring" described on pages 4.12-18.
4. In the application of criteria for the evaluation process, the greatest emphasis is given to the first criterion, Performance of Responsibilities.
5. The form entitled, "RECAP Committee Evaluation Work form" is utilized as the basis for Committee internal use.
 - a. Each member of the Committee is given a copy of the evaluation form for his/her independent use in evaluating the candidate.
 - b. During the deliberation process, each member of the Committee discusses his/her comments and ratings with the entire Committee.
6. Following Committee discussion and review of the individual members' ratings, final ratings and comments reflecting Committee consensus is achieved. This consensus is accomplished through mutual verbal agreement and by tally of the ratings.

January 1998

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

7. The Committee's formal recommendation is prepared on the "Recommendation for Librarian Personnel Action" form by the chairperson, which is signed by each RECAP member.

IV. Administrative Review

1. The formal written recommendation of the RECAP Committee and the complete dossier, together with letters of reference, supervisor(s) evaluation, written questions and answers of the RECAP Committee, candidate and supervisor(s), are submitted to the appropriate divisional administrator for consideration.
2. The divisional administrator forwards all documentation along with his/her own recommendation to the Director of Libraries. That recommendation will be based upon the advisory recommendation of the RECAP Committee, his/her evaluation of the candidate, the application submitted to support the candidacy, and external factors pertinent to the division.
3. The Director's recommendation is based upon the advisory recommendation of the RECAP Committee, the advisory recommendation of the divisional administrator, his/her evaluation of the candidate, the application submitted to support the candidacy, and relevant external factors which may affect the recommendation.
4. The Director completes the "Recommendations for Librarian Personnel Action" form and sends it to the vice-provost responsible for libraries. All related documentation will be made available to the Office of the Provost. Reappointment and continuing appointment decisions require final approval by the President. Final decisions on promotion are made by the Provost.
5. The Director sends the candidate and the candidate's primary supervisor a copy of the document sent to the Office of the Provost.
 - a. The Director of Libraries will meet with the candidate for the purpose of informing her/him of the Director's recommendation.
 - b. If the candidate has questions or would like clarification regarding the meaning of any statements made in the RECAP committee recommendation, BUT NOT THE RECOMMENDATION ITSELF, s/he may contact the Assistant Director of Libraries Human Resources who will elicit a response from the committee within two weeks of such request.
6. If the recommendation is approved it becomes effective on August 16 of the following year.
7. If reappointment or continuing appointment is not approved, the following procedures are applicable:
 - a. If the reason for the denial is the elimination of the candidate's position due to budgetary constraints, the candidate will be notified of that fact in writing. He/she will then be eligible for possible reassignment, following appropriate reassignment procedures.
 - b. The candidate may request a conference with the Director to hear why reappointment or continuing appointment was not granted. The request for a conference will be granted.
 - c. If the candidate chooses, he/she may request, in writing, from the Director written reasons why reappointment or continuing appointment was not granted. These reasons will be supplied in writing.

June 2004

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

- d. If the candidate believes the decision to have been made contrary to fair established policies, procedures, or practices, he/she may file a grievance following the established procedures for a grievance.
8. If a candidate's request for promotion is not approved, the following procedures are applicable:
 - a. The candidate may reapply for promotion at the next scheduled opportunity.
 - b. The candidate may request a conference with the Director to hear why the promotion was not granted. The request for a conference will be granted.
 - c. If the candidate chooses, he/she may request, in writing, from the Director, written reasons why the promotion was not granted. These reasons will be supplied in writing.
 - d. If the candidate believes the decision to have been made contrary to fair, established policies, procedures, or practice, he/she may file a grievance following the established procedures for a grievance.

When the Recap process has been completed, the candidate's dossier is returned to the candidate.

The Human Resources office will maintain RECAP files which will include:

- 1) Copies of forms sent to the Provost Office
- 2) Letters of reference
- 3) Supervisor(s)' recommendation(s)
- 4) Any clarification documents requested by the RECAP Committee
- 5) Dossier checklist

All minutes, internal utilization of the RECAP evaluation form, etc., regarding the Committee's deliberations are destroyed.

September 1995

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

Guidelines for Rating

Criterion Significance

Performance of responsibilities is considered the criterion of major significance in the evaluation process. It is this criterion which is accepted as being most uniquely related to the role of the individual librarian with respect to his/her contribution to the goals and objectives of the Libraries and to the mission of the University. The weighting attached to it results in requiring that at least two-thirds of the candidate's total score should be achieved from evaluating the evidence submitted to support its attainment.

The second criterion, which involves pursuit of knowledge and research; scholarly and creative activities, is necessary for the development of capabilities required to meet the demands made on academic libraries by changing technologies and changing patterns in information demand and use.

The third and final criterion, service and/or professional activities, involves the inter-relationship of an academic librarian to the Library, to the University, to other libraries and professional associations and institutions, and to the community.

Criteria II and III are considered to be of equal significance, although each is less significant than Criterion I. Rating scores reflect this fact. Individual candidates may choose which of Criteria II or III they wish to emphasize in submitting evidence to support their applications.

Guides to Rating and Scoring

Rating scores are utilized by members of the RECAP Committee to summarize their evaluation of a candidate's performance on the applicable elements of each criterion. They also establish uniformity and objectivity in the evaluation process.

Each candidate is assigned a rating score on each criterion as follows:

	Criterion I	Criterion II	Criterion III
Word Rating	Rating Score	Rating Score	Rating Score
Excellent	16	4	4
Low Excellent	15	3.75	3.75
Very Good to Excellent	14	3.5	3.5
High Very Good	13	3.25	3.25
Very Good	12	3	3
Low Very Good	11	2.75	2.75
Good to Very Good	10	2.5	2.5
High Good	9	2.25	2.25
Good	8	2	2
Low Good	7	1.75	1.75
Satisfactory to Good	6	1.5	1.5
High Satisfactory	5	1.25	1.25
Satisfactory	4	1	1
Unacceptable	0	0	0

[October2007](#)

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

The assignment of rating scores for Criterion I reflects the fact that this criterion is weighted in terms of its significance. Its weighted ratio is double that assigned to Criterion II and Criterion III combined.

In order to be recommended for Reappointment, Continuing Appointment, or Promotion, a candidate's score for each of the possible categories should be at least equivalent to those shown on the relevant cell of the chart. Although a candidate may achieve a higher score than that shown for one or more of these categories, he/she should not be recommended for an award if any one of the three category scores is less than the minimum shown in the relevant cell of the chart shown on the following page.

The minimum total score required to be awarded continuing appointment and promotion is greater than the minimum total score necessary to be reappointed. To be awarded continuing appointment or avenue one promotion within position the candidate must demonstrate performance well above the minimum. The candidate may choose which criterion or criteria he/she wishes to concentrate upon in order to achieve the scoring points required.

A person requesting early reappointment or reappointment with continuing appointment is expected to be performing beyond the expectations of a person requesting reappointment at the normal time. The minimum score necessary to be granted early reappointment shall be equivalent to that required for continuing appointment for Librarian I-IV.

May 2005

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

Minimum Points Required for Positive Recommendation

	1 st Reappointment				Early Reappointment/ Continuing Appointment			Promotion			Early Continuing Appointment		
	Criteria I	II	III	Total	Criteria I	II & III	Total	Criteria I	II & III	Total	Criteria I	II & III	Total
Librarian I	8	2	2	12	12	5*	17	12	5*	17	14	6**	20
Librarian II	8	2	2	12	12	5*	17	14	5*	19	14	6**	20
Librarian III	---				12	5*	17	--***	--***	--***	14	6**	20
Librarian IV	---				12	5*	17	---			---		

**The six point total MUST include a minimum of 3 points in Criterion II and in Criterion III.

***Promotion from Librarian III to Librarian IV is based on a change in the character of the position and is not reviewed by RECAP.

May 2005

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

Examples of Scoring

The following examples illustrate different situations and the recommendations relating to them.

Example 1:

A candidate in a position ranking level of Librarian II applies for continuing appointment and for promotion to Librarian III ranking level at the same time. For continuing appointment, the candidate requires a minimum total of 17 points: 12 of the total minimum points should come from the rating on Criterion I, and a minimum of 5 points should come from Criteria II and III combined, with at least 2 points in Criteria II and 2 points in Criteria III.

For continuing appointment with promotion to Librarian III, the candidate requires a minimum total of 19 points: 14 of the total minimum points should come from rating on Criterion I, and a minimum of 5 points should come from Criteria II and III combined, with at least 2 points in Criteria II and 2 points in Criteria III.

The candidate's rating on Criterion I is very good = 12 points

The candidate's rating on Criterion II is very good = 3 points

The candidate's rating on Criterion III is good = 2 points
17 points

The RECAP Committee would recommend that the candidate be granted continuing appointment, but not recommend concurrent promotion to Librarian III since the candidate lacks the requisite 14 points required for Criteria I.

Example 2: A candidate in a position ranking level of Librarian II is a candidate for reappointment. For reappointment he/she needs a minimum of 12 total points.

The candidate's rating on Criterion I is good = 8 points

The candidate's rating on Criterion II is very good = 3 points

The candidate's rating on Criterion III is satisfactory = 1 point
12 points

Although the total points equal the minimum number required, there is only 1 point from Criterion III and 2 points are required in both Criteria II and Criteria III. Thus the candidate would not be recommended for reappointment.

May 2005

Guides to Rating Candidates on Each Criterion

1. Criterion I: Performance of Responsibilities:

The individual's performance of responsibilities of her/his position is considered to have the most significance in terms of assessing the librarian's contribution to the Library and the mission of the University. As a consequence, this is the most important criterion in assessing the likelihood of an individual's continuing productivity, effectiveness, growth, and commitment to the services and resources of the M.S.U. Libraries.

From the documentation supplied in the candidate's dossier the individual's professional responsibilities are primarily determined from: annual position descriptions; annual personal goals and objectives statements; and, for those with supervisory/administrative responsibilities, annual unit goals and objectives.

Evidence of the quality and effectiveness of the candidate's performance are reflected in : annual performance evaluations; a written evaluation from the librarian's current supervisor; evaluations from other individuals familiar with the candidate's performance which specifically address the elements of Criterion I; and, written materials and other evidence supplied by the candidate, as example of his/her performance.

The following explanations of the ratings and scoring for Criterion I are intended to serve as a guide in evaluating candidates as fairly and as objectively as possible.

a. EXCELLENT RATING = 16 points

The documentation indicates that the candidate's performance in a specific area delineated in an element description is consistently superior. Position descriptions and goals and objectives reflect outstanding, dedicated professional commitment to the development and improvement of M.S.U. Library services/resources. This commitment is apparent in the inclusion of complex and challenging activities, responsibilities, pursuits, and/or endeavors which require the in-depth utilization of the abilities outlined in an element description.

Written evaluations, and other documentation, and oral presentations by individuals also verify that the candidate's skills and abilities in the area of a specific element are outstanding, are continuing to develop, and are utilized skillfully in the performance of position responsibilities.

b. VERY GOOD RATING = 12 points

The documentation indicates that the candidate's performance in the specific area delineated in the element description is of a consistently high level, approaching excellence. There is substantial evidence of the probability of continued growth and development in the skills associated with the element description. Position descriptions and goals and objectives reflect dedicated and sustained commitment to the development and improvement of M.S.U. Library services/resources by the inclusion of activities, responsibilities, pursuits, and/or endeavors requiring the effective utilization of the abilities outlined in an element description.

Written evaluations, and other documentation, and oral presentations by individuals also indicate that the candidate possesses strong and growing capabilities in the area of the element description.

c. GOOD RATING = 8 points

The documentation indicates that the candidate's performance in the specific area delineated in the element description is consistently competent, with strong points in a number of areas. Performance is above that of satisfactory, or average, expectations. There is evidence of the probability of continued growth approaching the next higher rating level in skills associated with the element description. Personal goals and objectives demonstrate that the candidate is attempting to contribute, in a competent manner, to the development of Libraries services and resources. Activities, responsibilities, pursuits, and/or endeavors utilize the abilities outlined in an element description.

Written evaluations and other documentation, as well as oral presentations supporting the candidate's application indicate that he/she possesses the capability for growth in the area of the element description.

d. SATISFACTORY RATING = 4 points

The documentation indicates that the candidate's performance in a specific area delineated in an element is adequate. In addition, there is evidence of the promise of continued professional growth beyond routine position assignments. Position descriptions and goals and objectives reflect willingness and ability to assume activities, responsibilities, pursuits and/or endeavors requiring utilization of the skills delineated in the element description.

Written evaluations, and other documentation, and oral presentations by individuals also indicate that the candidate approaches competence in the capabilities of the element description and strives to develop his/her competence.

e. UNACCEPTABLE RATING = 0 points

The documentation indicates that the candidate's performance in the specific area delineated in the element demonstrates a lack of professional competence. There is little evidence of the capability for professional growth. Position descriptions and goals and objectives reflect little commitment to the improvement of Library services by remaining fairly static.

Written evaluations, other documentation, and oral presentations indicate that the candidate needs to acquire skills in the area of the element description but makes little or no attempt to do so.

2. Criterion II: Scholarly and Creative Activities

Pursuits involving the attainment of knowledge are necessary for the development of the critical, evaluative, and empathetic capabilities needed to meet the demands made on academic librarians by changing patterns of information use which are the result of new technologies and developments in scholarship and research. Such pursuits may be directly or indirectly applicable to the librarian's position, depending upon the nature of his/her responsibilities. The following guides for evaluating a candidate focus on the quality and magnitude of the work related to this criterion rather than on the number of pursuits.

April 2008

a. EXCELLENT RATING = 4 points

The candidate has been and continues to be involved in a wide range of the elements delineated under Criterion II (see 4.6) or has been deeply involved in at least two such pursuits. His/her work has resulted in significantly augmenting/strengthening the librarian's professional knowledge base or in significantly enhancing his/her professional capabilities.

b. VERY GOOD RATING = 3 points

The candidate has been and continues to be involved in a number of pursuits delineated under Criterion II and has been deeply involved in at least one such pursuit. His/her work has resulted in substantial augmenting/strengthening the librarian's knowledge base or in enhancing his/her capabilities.

c. GOOD RATING = 2 points

The candidate has been and continues to be involved in one or two of the pursuits delineated under this criterion. His/her work in these areas demonstrates the potential for creativity and originality. There is evidence that the candidate's knowledge base has been developed through these involvements.

d. SATISFACTORY RATING = 1 point

The candidate had demonstrated minimal involvement in the type of pursuits delineated under Criterion II. Knowledge gained in such pursuits has been a benefit to the candidate, but its relationship to substantial improvements is not evident.

e. UNACCEPTABLE RATING = 0 points

The candidate has not been involved in the type or pursuits delineated under Criterion II.

3. Criterion III: Service and/or Professional Activities:

A librarian worthy of reappointment, continuing appointment, or promotion has an ongoing commitment to service and/or professional activities. In addition, he/she has a positive impact on the Libraries, the University, the local community and/or the library profession with evidence that such impact will continue. The following explanations of the ratings are intended to serve as a guide in evaluating candidates as objectively as possible on Criterion III. Involvement in community service will be considered, but cannot in isolation justify acceptable ratings.

a. EXCELLENT RATING = 4 points

The candidate has given and continues to give substantial, deeply involved, dedicated service on a number and variety of Libraries and/or MSU committees outside of the Libraries, significantly contributing to the attainment of committee objectives.

AND

The candidate has played and continues to play a vital leadership role in one or more professional organizations and associations which may have resulted in the clarification and/or resolution of library issues on a local, state, regional, or national level.

October 1998

[return to 4.1 Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

b. VERY GOOD RATING = 3 points

The candidate has served and continues to serve on a number and variety of Library and/or MSU committees outside of the Libraries and has played an important role in the work of those committees.

AND

The candidate has been and continues to be significantly involved in the work of one or more professional organizations or associations, serving as an officer or panel moderator, or in other leadership service.

c. GOOD RATING = 2 points

The candidate has served and continues to serve on a number of Library and/or MSU committees outside of the Libraries and contributes to the work of these committees in a competent manner.

AND/OR

The candidate has demonstrated involvement in the work of at least one professional organization or association at a level above that of simple membership, supplying evidence of some significant involvement in the work of that organization or association.

d. SATISFACTORY RATING = 1 point

The candidate has served on Library and/or MSU committees outside of the Libraries, but involvement in the work of the committees has been minimal.

OR

The candidate is an active member of at least one professional organization, attending and contributing to the success of meetings, workshops, etc., without significant involvement.

e. UNACCEPTABLE RATING = 0 points

The candidate plays a passive role on Library and/or University committees, fails to solicit collegial input to committee deliberations, or serves on no committees at all.

AND

Although a member, the candidate does not become actively involved in the work of professional organizations.

October 1998

[return to 4.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#)

Chapter 5: Personnel Benefits

Insurance and Retirement Benefits

Librarians are eligible for the various insurance and retirement benefits made available by the University for the members of the faculty. Each of these benefits is described briefly in the [MSU Faculty Handbook](#), pages 129-140. For more complete information, consult the University's Staff Benefits Division, 140 Nisbet Building.

Leaves

Medical Leave

The Library policy for medical leave including short-term disability, long-term disability, and maternity follows University policy for faculty and academic staff appointees and the Family and Medical Leave Act of 1993. Librarians should refer to the [MSU Faculty Handbook](#), pages 77-78.1, for a description of this policy.

Leave for Funeral Attendance

All librarians are eligible upon employment for leave to attend the funeral of a member of the individual's immediate family. Definition of the immediate family will be determined in consultation with the librarian's immediate supervisor. The librarian will be granted an excuse from work without loss of pay from the day of the death of the family member until the day after the funeral, but not generally more than a total of three days. Leave for more than a total of three days may be granted at the discretion of the Director of Libraries.

Leave for Jury Duty

The Library policy for leave for jury duty follows the University policy. Librarians should refer to the [MSU Faculty Handbook](#), page 26, for a description of this policy.

Military Service Leave

The Library policy for military service follows University policy for such leaves, which is described in the [MSU Faculty Handbook](#), page 77.

November 1994

[return to 5.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#)

Leave of Absence Without Pay

Leaves of absence without pay may be granted with the recommendation of the administrative head of the Division involved and the Director of Libraries. Specific dates for the leave must be specified in the request and should be made as far in advance as possible so that Divisional programs will not be interrupted. Such leaves usually do not extend beyond one year.

Librarians should make arrangements with the Staff Benefits Division for pre-payment of their benefits program.

Other Leaves

Librarians requiring information on leaves of absence with pay and outside work for pay are referred to the Assistant Director of Libraries Human Resources.

Holidays

Michigan State University librarians and staff are entitled to the legal holidays observed by the University. They are: New Years' Day and a day preceding or following, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the Friday following, Christmas Day and a day preceding or after Christmas.

Any member of the Library faculty who is scheduled to work during one of these holidays is granted compensatory time at a later date.

Vacations

The Library provides vacation leave to librarians for the purpose of providing rest and relaxation for the individual so that he/she will be better prepared to carry on professional responsibilities during the year. Any supplementary employment during the vacation period for full-time appointees is contrary to University policy.

The procedures for vacation are listed below:

1. Librarians who have full-time appointments are granted an annual vacation of 24 working days at full pay. Vacation allowances are granted prospectively on July 1 of each year.
2. All vacation leave must be approved by the librarian's immediate supervisor in keeping with the program of work conducted in the unit. Each supervisor maintains vacation records for all librarians in the unit.
3. Vacation must be taken during the fiscal year. It is not cumulative and no vacation days may be carried over into the next fiscal year.

November 1994

[return to 5.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#)

4. Vacation leave is proportionately reduced in the event of resignation or termination during the fiscal year. At the time of separation from the University, the librarian's appointment will be extended for any unused portion of the vacation leave earned. Such an extension, however, will not be granted beyond the fiscal year.
5. If a holiday falls during the librarian's vacation leave, the holiday is not counted as part of the leave, except when the employee has terminated and requests credit for accrued vacation time.

Compensatory Time

Compensatory time is granted to those employees who are scheduled to work during University holidays or on weekends when the total scheduled hours exceed 40 in any one week. Compensatory time should be part of the scheduling process and be taken during the week it is earned. If the work program of the unit prevents this, the time may be taken at a later date, but in no case later than 10 weeks, as approved by the supervisor.

Compensatory time should not exceed 24 hours at any one time.

University Library Travel

Library travel and reimbursement for travel are subject to general University-wide regulations as well as specific Library regulations. The [University travel regulations](#) which became effective July 1, 1970 provide the basis for travel authorization and reimbursement. Complete information regarding University regulations is contained in a separate publication entitled Manual of Business Procedures which is available at <http://www.ctrl.msu.edu>. Library travel regulations are described in this Handbook under "Professional Travel: Library Guidelines and Procedures."

In broad terms, travel may be authorized for the promotion of teaching, scholarship, research, and public service. All travel must be approved and the appropriate forms executed prior to departure. The travel authorization forms must bear the signatures of the traveler, the Director of Libraries, and the Office of the Provost when required, and must state clearly the justification for the trip.

Travel Outside of the United States

Authorization of travel outside the United States, except Canada, requires approval by the Office of the Provost after approval by the Director of Libraries and prior to the beginning of the trip.

Use of University Vehicles

A limited number of University-owned vehicles are available in the Motor Pool for travel on University business. Regulations for their use are listed in the Manual of Business Procedures, cited above.

In general, authorization for University vehicles for out-of-state trips will not be given, regardless of the nature of the funds, other than to places in Illinois, Indiana, Iowa, Minnesota, Ohio and Wisconsin or to places requiring more than one day of travel time each way (approximately 500 miles).

July 2000

The department concerned should make arrangements with the Motor Pool (3-5280) as soon as authorization is given for the use of a University-owned vehicle.

Insurance Coverage

The University carries liability and property damage insurance that covers the University and drivers of University-owned vehicles. Drivers of privately owned vehicles used on University business are not protected by liability and property damage carried by the University. As a part of the staff benefits program, the University carries a group travel accident insurance policy. See the separate publication, "Travel Accident Insurance Plan," distributed by the Staff Benefits Division, 140 Nisbet Building, for the amount of coverage and the provisions.

July 2000

[return to 5.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#)

Professional Activities and Development Support Guidelines and Procedures

1. Administratively-Directed Participation: When staff members are directed to attend an activity, release time and full reimbursement shall be provided.
2. Staff Development/Career Involvement: Non-mandatory activities that are undertaken for professional development will be supported according to the following reimbursement guidelines.

I Librarian Without Continuous Appointment

- A. \$2,900 per year. 20% of any additional costs.

II Librarians With Continuous Appointment

Following are the professional activity allocations. Please note that allocations for subsequent years will vary according to the number of tiers that result from FAC recommendations and the final decision of the Director.

- A. \$2,900 per year if ranked in Tier 1. 20% of any additional costs.
- B. \$2,700 per year if ranked in Tier 2. 20% of any additional costs.
- C. \$2,500 per year if ranked in Tier 3. 20% of any additional costs.
- D. \$2,200 per year if ranked in Tier 4. 20% of any additional costs.
- E. 20% of cost if ranked in Tier 5.

III Temporary Librarians

Negotiated at the time of appointment.

Requests for exceptions due to unusual circumstances or for additional funding for special opportunities, such as overseas travel or specialized training, can be made through the appropriate administrative channels to the Director, who will have the authority to provide additional support.

ALL travel and related expenditures must conform with [University guidelines and regulations](#). Room reimbursement will be limited to \$175 per night.

3. All reimbursements are subject to fund availability. Should sufficient funding not be available, support will be lowered until all approved participation can be accommodated.
4. Supervisors have the option of supporting "released time only" for participation in activities.

[October 2007](#)

[return to 5.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#)

5. For meetings such as ALA, there is an expectation that staff members requesting support will demonstrate "active participation" by the end of the second year. Examples of active participation include, but are not limited to, service as an officer, a committee member, discussion leader, invited participant or other indications of significant involvement. Failure to become actively involved may result in denial of future authorization.
6. All participants in staff development/career involvement activities are required to submit a summary/report on information acquired during participation to share with other staff members. Failure to produce such a report may result in denial of future requests.
7. The "[Professional Development/Career Involvement Support Request](#)" form should be used to obtain approval for travel support.

July 2000

[return to 5.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#)

Chapter 6: General Schedule

	<i>Goals & Objectives Process</i>	<i>Evaluation Merit Review Process</i>
September		Advisory Committee's (RECAP) evaluation deliberations for reappointment, continuing appointment and promotion begin.
October		Advisory Committee's (RECAP) recommendations for reappointment and continuing appointment completed by November 1.
November		
December	At least one information, periodic review/revision of individual goals and objectives has taken place.	
January	Library-wide goals and objectives completed and distributed to departmental units.	
February/ March	Departmental goals and objectives completed and distributed to departmental units.	
March/April	Unit goals and objectives completed and distributed to unit librarians.	Advisory Committee's (RECAP) recommendations for promotion completed by April 1.
		Individual performance evaluations: annual self-evaluations and annual formal performance evaluations.
May		Faculty Affairs Committee's evaluations and recommendations for merit.
June/July	Individual goals and objectives submitted to supervisors.	
July		Dossier's due July 1.
July/August	Individual goals and objectives statements completed.	Organizational performance evaluation: recorded in annual reports.

September 2002

[Gen Academic Policies](#)
 [Continuing Appt System](#)
 [G & O](#)
 [RECAP](#)
 [Personnel Benefits](#)

MSU Libraries Dossier Checklist for Librarian Application For Reappointment, Continuing Appointment, and/or Promotion

The dossier checklist is to be used by the candidate and the RECAP Committee in assembling the documents used in the evaluation process. The candidate must submit any document done at MSU which is included in the curriculum vitae. The RECAP Committee may request copies of other documents listed in the curriculum vitae. The candidate is to indicate on the document the type of material it represents and which criterion it supports as listed below, e.g. "Bibliography--to support Criterion I, #5." The lists below are somewhat abridged versions of the documentation for criteria lists in Chapter 4 of the Handbook.

Supplied by Candidate:

- Curriculum Vitae
- Brief letter of application concisely summarizing the candidate's strengths and contributions to the Libraries and stating the action being requested.
- Copies of any work (ARTICLES, BOOKS, WEB sites (URL'S), ETC.) done at MSU which is listed in the curriculum vitae. The RECAP committee may request copies of other work listed on the curriculum vitae that it wishes to see.
- Names of three - five individuals who will supply a letter of reference or an evaluation upon request of the RECAP committee. [Include the name, address and relationship to candidate.] *(For reappointment: at least 1 letter from an outside reference is encouraged) (for continuing appointment and/or promotion see criteria for recap in chapter 4 of the handbook for specific requirements)*

May 2001

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

V. GENERAL DOCUMENTATION

Position description for each year of the librarian's appointment at MSU. For evaluation for promotion position descriptions for the past four years are submitted. _____ Total number

Annotated annual personal goals and objectives statements for each year of appointment. Candidates for promotion submit statements from the previous four years. _____ Total number

Annotated annual unit goals and objectives statements for candidates with supervisory/administrative responsibilities. Candidates for promotion submit statements from the previous four years.

OPTIONAL : Copies of the Self-Evaluations for years of the appointment.

VI. DOCUMENTATION FOR CRITERION I: PERFORMANCE

(Include material created as part of the position and relating to the elements of criterion I. Examples are appropriate when there are many pieces of a given type.)

- Written reports
- Studies
- Instructional materials
- Bibliographies
- Handouts
- Policy and procedure statements
- Proposals, planning documents, organizational reports
- Web sites (include URL)
- Other - relevant evidence of the quality of performance. Append additional pages if necessary. (selected thank you notes, certificate of completion of training, list of job related HRD classes taken, etc.)

VII. DOCUMENTATION FOR CRITERION II: Research, scholarly, and creative activities. (n.b. Every candidate is not expected to have evidence related to each element listed below.)

- Transcripts, degree certificates, letters of completion, etc.
- Copies of publications, research manuscripts, and/or creative manuscripts submitted for publication; research in progress.
- Copies or summaries of conference papers, lectures, etc.
- Award letters, summaries of fellowships, prizes, scholarships.
- Grant proposals.
- Transcripts or official documentation of continuing education activities.
- Summaries of professional consulting projects.
- Summary of work as editor, abstractor, indexer, etc.
- Documentation of instruction/teaching experiences.

May 2001

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

- Summary of other pursuits which lead to and/or demonstrate advanced or applied knowledge of a research, scholarly, or creative nature in the library or library-related fields, or in other subject disciplines.
- Other evidence of the quality of the achievements and the documentation submitted in support of Criterion II.

VIII. DOCUMENTATION FOR CRITERION III: Service and/or professional activities.

(n.b. every candidate is not expected to have evidence related to each element listed below.)

- Summary of positions in professional organizations, etc.; copies of programs of conferences, etc.
- Summary of service on Library and/or University committees and councils, including dates.
- Summary of positions in community organizations, etc.; copies of programs and conferences, etc.
- Summary of advising activities performed for individuals, agencies, other libraries, etc.
- Summary of other relevant activities which demonstrate the librarian's impact on the M.S.U. Libraries, Michigan State University, the community, or the profession.
- Other evidence of the quality of achievement described in Criterion III.

Dossier and dossier checklist should be turned in to the Libraries Human Resources Office by July 1.

September 2002

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

COLLECTED BY THE LIBRARIES HUMAN RESOURCES OFFICE FOR THE RECAP COMMITTEE:

Candidate's dossier and dossier checklist.

Annual supervisor(s) performance evaluations. Evaluations from the previous four years are only for candidates for promotion. _____ Total number

A written evaluation from the candidate's current supervisor(s), or a prior supervisor if the candidate has recently been appointed to a position under a new supervisor or has had a new supervisor since the previous annual evaluation.

Written evaluations from the references submitted by the candidate and/or by the RECAP committee. The following will be sent to the references:

- a cover letter which will include a list of areas that may be addressed: publications, grants, seminars, workshops/colloquia, continuing education, offices led in library/subject organizations, collections building, research, committee work, training/teaching
- the candidates CV
- a copy of relevant publications, reports, summary of successful grant proposals, etc.

May 2001

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

RECAP Committee Evaluation Workform

This form is to be used individually by RECAP Committee members to assess the information and documentation gathered for each application, and to provide internal documentation to support the final rating and summary recommendation of the RECAP Committee as a whole to the Director of Libraries. Individually completed forms are to be destroyed once the consensus recommendation is available.

Candidate: Date:

Application for:

RECAP Committee members: Chairperson

KEY TO RATINGS

Criterion	<u>I</u>	<u>II</u>	<u>III</u>
Excellent	16	4	4
Very Good	12	3	3
Good	8	2	2
Satisfactory	4	1	1
Unacceptable	0	0	0

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

I. Criterion I: Performance

1. Knowledge and background relevant to one's position.

Comment/Evidence to support comment:

Word rating:

2. Demonstrated willingness and ability to expand one's range of responsibilities in order to achieve personal, unit, division, and/or library-wide goals and objectives.

Comment/Evidence to support comment:

Word rating:

3. Demonstrated effectiveness in interactions with others.

Comment/Evidence to support comment:

Word rating:

4. Demonstrated ability to identify, analyze, and solve problems.

Comment/Evidence to support comment:

Word rating:

5. Decision-making ability.

Comment/Evidence to support comment:

Word rating:

6. Individual capabilities.

Comment/Evidence to support comment:

Word rating:

7. Ability to plan, coordinate, and manage on the unit level.

Comment/Evidence to support comment:

Word rating:

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

8. Commitment to staff development.

Comment/Evidence to support comment:

Word rating:

9. Knowledge of and contributions to the affirmative action and diversity goals of the University.

Comment/Evidence to support comment:

Word rating:

Criterion I. Summary Recommendation

Rating Points:

September 1995

II. Criterion II: Research, Scholarly, and Creative Activities

Elements of this criterion may include:

1. Attainment of or progress toward additional degrees.
2. Publications, research in progress, research manuscripts, and/or creative manuscripts submitted for publication.
3. Conference papers, lectures, seminars, etc.
4. Fellowships, awards, prizes, etc.
5. Grant proposals.
6. Appropriate non-degree course work and/or continuing education activities.
7. Serving as a consultant or as an academic advisor.
8. Serving as editor, abstractor, indexer, translator, etc.
9. Instruction/teaching (other than that in the Division's continuing goals and objectives).
10. Any other pursuit which leads to and/or demonstrates advanced or applied knowledge of a research, scholarly, or creative nature in the library or library-related fields or in other subject areas.

Criterion II: Summary Recommendation:

Rating Points:

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

III. Criterion III: Service and/or Professional Activities.

Elements of this criterion may include:

1. Continuing active involvement in professional organizations relevant to librarianship.
2. Service on Library and University committees and councils.
3. Community service.
4. Serving as an advisor.
5. Any other pursuits which demonstrate the librarian's impact on the M.S.U. Libraries, Michigan State University, the community, or the profession.

Criterion III: Summary Recommendation

Rating Points:

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

OVERALL RATING

Criterion I _____

Criterion II _____

Criterion III _____

Minimum Point required _____

Total Points: _____

RECOMMENDATION FOR ACTION

Yes No

___ ___ Reappointment

___ ___ Continuing Appointment

___ ___ Promotion from Librarian ___ Ranking to Librarian ___ Ranking

The RECAP Committee is to submit a RECOMMENDATION FOR LIBRARIAN PERSONNEL ACTION form with its part of the form completed and the signature of each RECAP Committee member to the appropriate divisional administrator.

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

**Michigan State University Libraries
Recommendation for Librarian Personnel Action**

DATE: _____

Name: _____ Date of Birth: _____

Last First Middle

Position Title: _____

U.S. Citizen? _____ If not, country of citizenship: _____

Type of visa _____ Expires _____ Will become citizen (date) _____

Summary Information

FTE years of M.S.U. service to next July 1 _____

FTE years of experience (M.S.U. & others) _____

Degree _____ Institution _____ Date _____

Degree _____ Institution _____ Date _____

Degree _____ Institution _____ Date _____

Type of personnel action: _____

I. Recommendation of the Librarian Advisory Committee on Reappointment, Continuing Appointment, and Promotion (RECAP)

RECOMMENDATION FOR ACTION

Yes No

____ ____ Reappointment

____ ____ Continuing Appointment

____ ____ Promotion from Librarian Ranking ____ to Librarian Ranking ____

Criterion I: Performance (Comments): (Append additional pages as necessary.)

CRITERION II: Research, scholarly, and creative activities (Comments):

CRITERION III: Service and/or professional activities (Comments):

Signatures - RECAP Committee members

_____ Chairperson

Date _____

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

Department: _____

Departmental Administrator _____

_____ Reappointment

_____ Continuing Appointment

_____ Promotion from Librarian Ranking _____ to Librarian Ranking _____

_____ Termination, effective _____

Comments: (Append additional pages as necessary.)

Signature: _____ Date _____

III. Recommendation of Department Chairperson/Dean (if joint appointment)

Department: _____

Chairperson/Dean: _____

_____ Reappointment

_____ Continuing Appointment

_____ Promotion from Librarian Ranking _____ to Librarian Ranking _____

_____ Terminate, effective _____

Comments: (Append additional pages as necessary.)

Signature: _____ Date: _____

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

IV. Recommendation of Director of Libraries

_____ Reappointment

_____ Continuing Appointment

_____ Promotion from Librarian Ranking _____ to Librarian Ranking _____

_____ Termination, effective _____

Comments: (Append additional pages as necessary.)

Signature: _____ Date: _____

September 1995

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

III. LIBRARIAN'S COMMENTS (optional):

Supervisor's Signature: _____ Date: _____

Librarian's Signature: _____ Date: _____

IV. LIBRARIAN'S COMMENTS (optional):

Supervisor's Signature: _____ Date: _____

Librarian's Signature: _____ Date: _____

V. DEPARTMENT HEAD'S COMMENTS (optional):

Department Head's Signature _____ Date: _____

September 1995

VI. DIRECTOR'S COMMENTS (optional):

Director's Signature: _____ Date: _____

VII. LIBRARIAN'S ADDITIONAL COMMENTS (optional):

Librarian's Signature: _____ Date: _____

¹ The presumption is that agreement is to be reached on these matters. In the event of unresolved disagreements, the librarian, pursuant to the University policy and the provisions of the Librarian Personnel Handbook, has access to the Faculty Grievance Procedure (See section 1.5 and Appendix III of the MSU Library Bylaws incorporated as part of the Librarian Personnel Handbook).

²For candidates for reappointment and continuing appointment, documents for each year of the librarian's appointment at MSU must be provided. For candidates for promotion, documents for the previous four years must be provided.

³For candidates appointed to positions under a new supervisor since their last evaluation, RECAP Committee will also acquire an evaluation from prior supervisor(s).

[Return to 6.1](#) [Gen Academic Policies](#) [Continuing Appt System](#) [G & O](#) [RECAP](#) [Personnel Benefits](#)

[Go to Library Intranet Page](#)

Library Faculty Bylaws and Appendices

May 2008

PREAMBLE

Name of the Organization

Faculty of the Library

- 1.1. Composition of the Faculty
- 1.2. Voting Faculty
- 1.3. Faculty Governance
- 1.4. Personnel Actions
- 1.5. Dismissal for Cause
- 1.6. Evaluation of Regular Library Faculty
- 1.7. Evaluation of Temporary Library Faculty
- 1.8. Grievances
- 1.9. Meetings of the Library Faculty Assembly

2. Library Organization
 - 2.1 Director of Libraries
 - 2.2. Library Divisions

3. Steering Committee
 - 3.1. Functions of the Steering Committee
 - 3.2. Membership of Steering Committee
 - 3.3. Elections of Steering Committee members
 - 3.4. Officers of Library Faculty Assembly and Steering Committee

 - 3.5. Meetings of the Steering Committee

4. Standing Committees
 - 4.1. Nominations/Elections Committee
 - 4.2. Library Faculty Advisory Committee on Reappointment, Continuing appointment, and Promotion (RECAP Committee)
 - 4.3. Faculty Affairs Committee
 - 4.4. Bylaws Committee
 - 4.5. Bylaws and Bylaws Appendices

5. Ad-Hoc Faculty Committees
 - 5.1. Steering Committee
 - 5.2. Ad hoc committees

BYLAWS, APPENDIX I

ACRL Standards for Faculty Status for College and University Librarians

BYLAWS, APPENDIX II

Personnel Actions - Due Process

- Formulation of Individual Goals and Objectives
- Evaluation of Regular Library Faculty
- Evaluation of Temporary Library Faculty - Due Process
- Evaluation for Reappointment, Continuing Appointment and Promotion
- Reassignment

BYLAWS APPENDIX III

- Academic Unit Grievance Procedure
- Initiation of Grievance and Hearing Procedures

PREAMBLE

The Michigan State University Libraries operate within the regulations of the Board of Trustees and the policies of the University. Within the Libraries, a form of participatory management is followed in which the Director, library administrators, and library faculty share in the decision-making process according to the rules and standards of academic governance in this University.

In support of the mission and goals of Michigan State University, the library faculty* is dedicated to fulfilling the varied information needs of the university community by collecting, organizing and preserving recorded knowledge in all its forms and by providing dynamic library services based on these material resources. The library faculty is committed to the concept of academic freedom and recognizes that such freedom, accompanied by responsibility, is attached to all aspects of a librarian's professional conduct. Therefore, the library faculty subscribes to the sentiments expressed in the American College and Research Libraries' Standards for Faculty Status for College and University Librarians (See Appendix I).

These bylaws provide for the governance of the library faculty through its assembly and steering committee while the library faculty fulfills its responsibility for providing excellence in library services to the university community.

The name of the organization shall be the Michigan State University Libraries Faculty Assembly (LFA).

The purposes of this organization are: to discuss matters of concern to the faculty of the Michigan State University Libraries system, and to contribute to the governance of the libraries within the four modes of participation as defined in the Michigan State University Bylaws for Academic Governance.

*The phrase 'Library faculty' is used in these bylaws to refer to members of the regular faculty (as defined in section 1.1.1.1., pg. 1-1 of the Bylaws for Academic Governance, Michigan State University, and appointed to the Librarian Continuing Appointment System) and the temporary faculty.

1. FACULTY OF THE LIBRARY

1.1. COMPOSITION OF THE FACULTY.

1.1.1. Regular Library Faculty may be full-time or part-time persons in the MSU Libraries who have been appointed as librarians with faculty status within the Librarian Continuing Appointment System by the Provost upon recommendation of the Director of the Libraries. (See the Michigan State University Bylaws for Academic Governance, section 1.1.1.1.)

1.1.2. Temporary Library Faculty may be full-time or part-time persons in the MSU Libraries who have been granted temporary appointment as librarians.

1.2. VOTING FACULTY.

1.2.1. The voting faculty in the election of University councils and committees shall be all Regular Library Faculty as defined in 1.1.1 of these Bylaws.

1.2.2. Regular and Temporary Library Faculty shall be eligible, upon appointment, to vote on matters concerning activities within the MSU Libraries except as otherwise indicated in the Bylaws.

1.2.3. For purposes of academic governance, every member of the Library Faculty except the Director of Libraries shall be assigned to one of the divisions of the MSU Libraries.

1.3. FACULTY GOVERNANCE

As members of the faculty of Michigan State University,

(Michigan State University Faculty Handbook p.7 "The 'regular faculty' of Michigan State University shall consist of all persons appointed under the rules of tenure and holding the rank of professor, associate professor, assistant professor, or instructor, and persons appointed as librarians....")

Librarians participate in library governance in the same four modes as do all faculty at Michigan State University.

(Michigan State University By-Laws for Academic Governance, sections 1.3 and 2.2.8: "There are four modes of faculty and student participation identified for use in Academic Governance....The modes of participation specified at the University level shall be the model that guides but does not necessarily determine the modes of participation at the academic unit level.")

1.3.1. Delegated

The Library Faculty Assembly and/or Steering Committee is authorized to make decisions on specified matters. Such decisions are subject to administrative review, but will be altered only in exceptional circumstances.

1.3.2. Shared responsibility

The Library Faculty Assembly and/or Steering Committee makes recommendations to the Director of Libraries. If the Director and the LFA or Steering Committee cannot agree and action must be taken, the recommendations of the Director and the Library Faculty Assembly or Steering Committee will be submitted in writing to the Provost's office for resolution.

1.3.3. Advisory

The Library Faculty Assembly and/or Steering Committee recommends policies to the Director of Libraries. The Director is not bound by the recommendation and accepts responsibility for the decision.

1.3.4. Consultative

The Library Faculty Assembly and/or Steering Committee discuss with and inform the Director of Libraries of recommendations to the administration. The Library Faculty Assembly is not in this case a deliberative body; there is no vote. Rather, the members express their views in order to inform the Director's decision.

1.3.5. Decisions on the mode of participation shall be a shared responsibility between the Director of Libraries and the Library Faculty Assembly or the Steering Committee. Decisions on a particular issue shall be based upon past decisions and actions, the 1) MSU Faculty Handbook, 2) Bylaws for Academic Governance, Michigan State University, 3) Librarian Personnel Handbook of Policies, Procedures, and Practices (hereafter Handbook), 4) Library Faculty Bylaws and Appendices (hereafter Bylaws). Disagreements not resolved by this process shall be referred to the next higher administrative unit.

1.4. PERSONNEL ACTIONS

1.4.1. Regular Library Faculty are appointed under rules for continuing appointment, as defined by the MSU Board of Trustees' action of June 24, 1977, for either an annual or an academic year appointment period.

1.4.1.1. The operating principles of the continuing appointment system shall reflect the spirit and philosophy of the Principles of Tenure as stated in

the MSU Faculty Handbook. These principles, adapted for the Library, shall be described in the MSU Libraries' Handbook.

1.4.1.2. Temporary Library Faculty are not appointed under the rules of continuing appointment.

1.4.2. Librarians are appointed to positions at professional levels which are ranked as Librarian I, II, III, or IV. Terms of appointment are those described in the MSU Libraries' Handbook.

1.4.3. Library personnel actions for appointment, reappointment, reassignment, continuing appointment, and promotion shall follow appropriate MSU formulated criteria, procedures, and guidelines, which shall be consistent with MSU policies and shall be described in the MSU Libraries' Handbook.

1.4.4. The Director of Libraries, who shall take into consideration peer evaluation and the personnel needs of the Library, is responsible for final recommendations on all Library personnel actions.

1.4.5. The Office of the Provost shall review for final approval all personnel recommendations for appointments, reappointments, continuing appointments, promotions, and changes of status.

1.5 DISMISSAL FOR CAUSE

1.5.1. A librarian may be dismissed for cause for intellectual dishonesty; acts of discrimination, including harassment, prohibited by law or University policy; acts of moral turpitude; theft or misuse of University property; incompetence; refusal to perform reasonable assigned duties; use of professional authority to exploit others; violation of University policy substantially related to performance of faculty responsibilities; and conviction of violation(s) of law(s) which are substantially related to the fitness of faculty members to engage in their work. (see *Michigan State University Faculty Handbook*, September 1994, p.46).

1.5.2. The Director of Libraries is responsible for making the final recommendation for dismissal to the Provost.

1.5.3. Dismissal procedure for cause of librarians with continuing appointment shall follow exactly the "Dismissal of Tenured Faculty for Cause." (See the MSU Faculty Handbook).

1.5.4. Dismissal procedures for cause of regular library faculty not with continuing appointment but prior to the expiration of the current term of appointment shall be the same as those established for dismissal for cause of librarians with continuing appointment.

1.6 EVALUATION OF REGULAR LIBRARY FACULTY.

1.6.1. All librarians appointed as Regular Library Faculty shall have their performances evaluated semi-annually, formally based on individual goals and objectives, for the purposes of improving the librarian's performance and service to the Library and to the University.

1.6.1.1. The evaluation shall conform to the due process section in Appendix II of these Bylaws.

1.7 EVALUATION OF TEMPORARY LIBRARY FACULTY.

1.7.1. All librarians appointed as Temporary Library Faculty shall have their performances evaluated periodically (at least semi-annually) and informally throughout their appointment period and formally upon conclusion of the appointment, for purposes of improving the librarian's performance and service to the Library and to the University, and for the consideration for reappointment or extension of the appointment based upon stated individual goals and objectives.

1.7.1.1. The evaluation shall conform to the due process section in Appendix II of these Bylaws.

1.8 GRIEVANCES.

1.8.1. Violation, misinterpretation, or mis-application of existing policies, legislation, or accepted standards of fairness applicable in a unit of the MSU Libraries, in the Library as a whole, or in the University constitute the criteria upon which a grievance may be initiated.

1.8.2. Any librarian may initiate a grievance.

1.8.3. Prior to initiating a formal grievance, informal resolution of grievances should be attempted by discussing the grievance with the appropriate administrator(s) and/or the Faculty Grievance Officer.

1.8.4. The Library Faculty shall follow the Library Faculty Grievance Procedures in Appendix III of these Bylaws.

1.9 MEETINGS OF THE LIBRARY FACULTY ASSEMBLY.

1.9.1. Library Faculty Assembly meetings shall be held at least once during fall and spring semesters, or more frequently at the request of either the Chairperson of the Steering Committee, or the Steering Committee, or upon petition of twenty-five (25) percent of the library faculty, made through the Chairperson.

1.9.1.1. The Director, or a designee, shall generally be present at meetings of the Library Faculty Assembly.

- 1.9.1.2. If there are no agenda items for a scheduled Faculty Assembly meeting, that meeting may be cancelled by the Steering Committee provided that an all-staff meeting is held in the same semester as the cancelled LFA meeting.
- 1.9.2. Conduct of all Library Faculty Assembly meetings shall be governed by Robert's Rules of Order, Revised, except as modified by the voting faculty. A parliamentarian shall be appointed by the Chairperson of the Library Faculty Assembly to provide advice and assistance to the Chairperson on procedural matters within the rules.
 - 1.9.2.1. Any vote taken during a Library Faculty meeting will be approved if it represents a two-thirds (2/3) majority vote of those present and eligible to vote.
 - 1.9.2.2. A request for a written ballot will be approved with a simple majority vote of those present and eligible to vote.
- 1.9.3. The Chairperson of the Steering Committee shall serve as Chair of the Library Faculty Assembly and shall preside at library faculty meetings. In case of her/his absence, the Chairperson shall appoint an elected member of the Steering Committee to preside.
- 1.9.4. In accordance with Robert's Rules of Order, a quorum shall consist of fifty-one (51) percent of the Library Faculty eligible to vote with the exception of those on approved leaves (excluding vacations)..
- 1.9.5. The agenda for Library Faculty Assembly meetings shall be prepared by the Chairperson in consultation with the Steering Committee. The agenda shall be distributed to all librarians at least three (3) working days prior to a meeting unless a situation arises which requires that a meeting be called immediately.
- 1.9.6 The Secretary of the Steering Committee shall be an elected officer of the Steering Committee and shall also serve as secretary for the Library Faculty Assembly (LFA).
- 1.9.7. It shall be the responsibility of any faculty member making a motion to present that motion in written form to the secretary for inclusion in the minutes.

2. LIBRARY ORGANIZATION.

2.1 DIRECTOR OF LIBRARIES.

- 2.1.1. The chief administrative officer of the MSU Libraries shall be the Director of Libraries.
- 2.1.2. The Director of Libraries shall be appointed to that position following accepted University procedures as developed by the Executive

Committee of Academic Council for the appointment of specified University-level administrators.

2.1.3. The Director shall be responsible for planning and coordinating the administration of the services, resources, educational and research programs of the Libraries. This responsibility shall include budgetary matters, physical facilities, and personnel matters within the Libraries, taking into consideration the advisory procedures of the Library Faculty as outlined in these Bylaws.

2.1.4. The Director shall participate in academic governance as part of her/his responsibilities listed in Section 2.1.5. of the University Bylaws for Academic Governance.

2.1.5 The Director of the Libraries shall be subject to regular review at intervals not to exceed five years.

2.2. LIBRARY DIVISIONS

Each of the divisions shall be administered by an individual who is designated as the administrative head of that division and who may hold the title of Associate or Assistant Director of Libraries.

3. STEERING COMMITTEE

The primary duty of the Steering Committee is to determine the mode of participation for each issue that comes before it. The Steering Committee shall act as an agency through which individual faculty may initiate action in academic governance. The Steering Committee shall act on behalf of the Library Faculty Assembly on occasions when action is needed before a Library Faculty Assembly meeting can be called.

The Director of Libraries shall seek the advice of the library faculty by means of the Library Faculty Assembly or its Steering Committee on policies, programs, services and selected personnel matters.

3.1. FUNCTIONS OF THE STEERING COMMITTEE

3.1.1. The Steering Committee shall advise and consult with the Director of Libraries on areas that are of concern. It shall discuss and make recommendations on any issue of importance to the library faculty or brought before it by the faculty or by the Director.

The Steering Committee shall set the agenda and call meetings of the Library Faculty Assembly but will communicate with the Director of Libraries in the setting of the agenda and calling meetings of the Library Faculty Assembly.

- 3.1.2. The Steering Committee shall have delegated authority to determine the charge and membership of all faculty committees described in sections 4 and 5 of these Bylaws except for the RECAP and Faculty Affairs committees.
- 3.1.3. The Steering Committee shall have shared responsibility with the Director of Libraries or a designee in the selection of library faculty members for the ad hoc search committee for every professional position.
- 3.1.4. When faculty participation is required on an advisory council, the Steering Committee shall designate one or more faculty representatives.
- 3.1.5. The Steering Committee shall advise the Director during any budget process.
- 3.1.6. The Steering Committee shall advise the Director on policy pertaining to library programmatic decisions.
- 3.1.7. The Steering Committee shall advise the Director on guidelines for salary adjustments and merit increases.
- 3.1.8. The Steering Committee shall have shared responsibility with the Provost to determine procedures for the review of the Director.

3.2. MEMBERSHIP OF STEERING COMMITTEE:

- 3.2.1. Composition of the Steering Committee shall consist of the seven members elected to the committee by the regular Library Faculty, plus the chairs of RECAP and Faculty Affairs committees, and the Library Faculty Representatives elected to Faculty Council..
- 3.2.2. The chairs of the RECAP and Faculty Affairs committees and the Library Faculty representatives to the Faculty Council shall be voting members of the Steering Committee.

3.3. ELECTIONS OF STEERING COMMITTEE MEMBERS

- 3.3.1. The term of office shall be for two years, staggered, with four members elected each even-numbered year, and three members each odd-numbered year.

No librarian shall serve simultaneously as an elected member to the Steering Committee and the RECAP or Faculty Affairs committees. Elections shall be held in April of each year and newly elected representatives shall take office on August 1 of that year.

- 3.3.2. All regular library faculty except the Director and members of Executive Council shall be eligible for election to the Steering Committee upon

appointment. Elected representatives may not serve more than two consecutive terms.

In the event a term of office cannot be completed, and there are more than 60 days remaining in that term, another librarian shall be elected to complete the term. If it is for more than twelve (12) months (one year), the term shall count as one full term. If there are fewer than 60 days remaining in the term, that term shall go unfilled, unless there is more than one vacancy, in which case an election will be held.

3.4. OFFICERS OF LIBRARY FACULTY ASSEMBLY AND STEERING COMMITTEE

3.4.1. Members of the Steering Committee shall choose from amongst themselves by written ballot a Chairperson, a Secretary and the Chairs of the Nominations/Elections and the Bylaws Committees.

3.4.2. It shall be the duty of the Chairperson of the Steering Committee to act as Chair of the Library Faculty Assembly, to call meetings of the LFA and to preside at these meetings. The Chairperson and the Secretary shall provide notices and agendas for all meetings.

3.4.3 It shall be the duty of the Secretary of the Steering Committee to maintain and distribute minutes of the meetings of the Library Faculty Assembly and the Steering Committee, and to assist the chairperson in the preparation of all agendas and notices.

The Secretary shall prepare and issue a current list of Steering Committee members and their terms and library faculty committees and their members.

3.5. MEETINGS OF THE STEERING COMMITTEE

3.5.1. The Steering Committee shall meet at least once a month, unless both the Chairperson and the Director of Libraries agree to cancel. Either the Chairperson or the Director can call additional meetings.

3.5.1.1. The Director, or a designee, shall generally be present at meetings of the Steering Committee.

3.5.2. A majority of the elected members of the Steering Committee shall constitute a quorum.

4. STANDING COMMITTEES

The Standing Committees of the Library Faculty Steering Committee are the Nominations/Elections Committee, Library Faculty Advisory Committee on Reappointment, Continuing Appointment and Promotion (RECAP), Faculty Affairs Committee (FAC), and the Bylaws Committee.

Standing Committees may be proposed by the Steering Committee or by the Director. Formation of new Standing Committees requires amendment of these *Bylaws*.

The nature of the membership at each committee (i.e., appointed and/or elected and by whom) shall be as follows:

4.1. THE NOMINATIONS/ELECTIONS COMMITTEE shall be composed of three (3) representatives. The chairperson shall be chosen from and by the Steering Committee. The other two members shall be chosen by the Steering Committee from the regular faculty.

4.1.1. The purpose of this committee shall be to solicit names and prepare a slate of candidates for each elected committee position of the Library Faculty Assembly. The committee shall verify that each candidate is eligible for the position according to the Bylaws. A preliminary slate shall be distributed to the library faculty electronically or in writing, with a call for further nominations. Members of the Nominations/Elections Committee shall subsequently prepare and distribute the ballot, count the returned ballots, and announce the results. Voting may be conducted by electronic or paper ballot, but not by both formats simultaneously.

4.1.1.1. The members of the Nominations/Elections Committee may be nominated for any committee position for which they are eligible to run. In the event that a member is on a slate for the purpose of counting the ballots a member of the Steering Committee shall be selected.

4.2. LIBRARY FACULTY ADVISORY COMMITTEE ON REAPPOINTMENT, CONTINUING APPOINTMENT, AND PROMOTION (RECAP COMMITTEE).

4.2.1. The RECAP Committee shall review and make advisory recommendations for all applicants of the regular Library faculty for reappointment, continuing appointment and promotion according to the following general criteria; performance of responsibilities; research, scholarly and creative activities; and service and/or professional activities.

4.2.2. Composition of RECAP Committee.

The RECAP Committee shall consist of seven librarians holding continuing appointment. The term of office shall be for two years, staggered, with four members elected each even-numbered year, and three members elected each odd-numbered year.

All elected members shall have full acting rights in the committee except as limited by sections 4.2.2.5. and 4.2.2.6. of these Bylaws.

- 4.2.2.1. All regular members of the Library faculty with continuing appointment status, except for the Director of Libraries, and the Assistant/Associate directors of Libraries shall be eligible for election to the RECAP Committee.
- 4.2.2.2. No librarian shall serve simultaneously as an elected member of the RECAP Committee, the Steering Committee or FAC.
- 4.2.2.3. All regular members of the Library Faculty shall be eligible to vote for the election of the RECAP members.
- 4.2.2.4. The elected members of the RECAP Committee shall choose a chairperson for the purpose of facilitating and coordinating the work of the committee. The chair shall become a member of the Steering Committee.
- 4.2.2.5. An elected member of the RECAP Committee, who becomes a candidate for promotion shall not participate in the work of the RECAP Committee until the committee completes its recommendation regarding this candidate.
- 4.2.2.6. A candidate's current primary supervisor, who is also an elected member of the RECAP committee, shall not participate in deliberations concerning that candidate.
- 4.2.2.7. Elected members of the RECAP, with the exception of the current primary supervisor, may write reference letters for candidates before the Committee. These members shall not be excluded from deliberations concerning the candidate.
- 4.2.3. Term of Office for RECAP Committee Membership
 - 4.2.3.1. The term of office for all members shall be two years. No elected representative may serve consecutive terms.
 - 4.2.3.2. In the event a term of office cannot be completed, and there are more than 60 days remaining in that term, another librarian shall be elected to complete the term. If it is more than 12 months (1 year), the term shall count as one full term. If there are fewer than 60 days remaining in the term, that term shall go unfilled, unless there is more than one vacancy, in which case an election will be held.
 - 4.2.3.3. Elections for the RECAP Committee shall be held during April of each year and newly elected members shall take office on August 1 of that year.
- 4.2.4. Meetings of RECAP Committee.
 - 4.2.4.1. RECAP Committee meetings shall be open only to its regular members.

4.3. FACULTY AFFAIRS COMMITTEE (FAC)

4.3.1 The FAC shall review and make advisory recommendations for all applicants of the regular library faculty for merit awards according to the standards of performance outlined in the MSU Libraries' Handbook.

4.3.1.1. The FAC shall advise divisional administrators on other personnel matters such as administrative promotions or avenue two promotions, and reassignments.

4.3.1.2. The FAC shall advise the Director of Libraries in reviewing and granting professional/research leave requests, including the amount of time granted and the time period covered, according to the standards set forth in the MSU Libraries' Handbook.

4.3.1.2.1. The FAC shall advise the Director of a designee in hearing appeals relating to the denial of released time for course work.

4.3.2 Composition of the Committee

The FAC shall be composed of five (5) librarians elected from the regular library faculty including at least two librarians holding continuing appointment.

All elected members shall have full acting rights in the committee except as limited by section 4.3.2.5 of these Bylaws.

4.3.2.1 All regular members of the Library Faculty, except for the Director of Libraries, and the Assistant/Associate Directors of Libraries shall be eligible for election to the FAC upon appointment.

4.3.2.2. No librarian shall serve simultaneously as an elected member of the FAC, the Steering Committee or the RECAP Committee.

4.3.2.3. All regular members of the Library Faculty shall be eligible to vote for the election of the FAC members.

4.3.2.4. A chairperson shall be chosen by the committee and shall become a member of the Steering Committee.

4.3.2.5. An elected member of the FAC, when he or she is discussed in the merit evaluation process or as a candidate for promotion or reassignment, shall not participate in the work of the FAC until the committee completes its recommendation regarding him or her.

4.3.3. Term of Office for FAC

4.3.3.1. The term of office for all members shall be one year. No elected member shall serve consecutive terms. The past Chair will serve a 2nd term as an ex-officio (without vote) member of the Committee.

4.3.3.2. In the event a term of office cannot be completed, and there are more than 90 days remaining in that term, another member of the library faculty shall be elected to complete the term. If there are fewer than 90 days remaining in the term, that vacancy shall go unfilled, unless there is more than one vacancy, in which case an election will be held.

4.3.3.3. Elections shall be held during April of each year and members shall take office on August 1 of that year.

4.3.4. Meetings of the FAC

4.3.4.1. FAC meetings shall be open only to its regular members when personnel matters are under discussion.

4.4. BYLAWS

4.4.1. The Bylaws Committee shall consist of three (3) representatives. The chairperson shall be chosen from and by the Steering Committee. The other two members shall be chosen by the Steering Committee from the regular faculty.

4.4.2. The objectives of the Bylaws Committee shall be to prepare appropriate language for proposed amendments to the Bylaws and Bylaws Appendices (henceforth referred to as Bylaws) and to review the Bylaws at intervals not to exceed every five years for compliance with the University's Bylaws for Academic Governance and current Library practice.

4.4.3. Members of the committee shall be eligible for all other Library and University appointments or election to committees or councils.

4.4.4. The term of office of members of the Bylaws Committee shall be one year. No member may serve more than two consecutive terms.

4.5. BYLAWS AND BYLAWS APPENDICES.

4.5.1. The approval of these Bylaws shall be the shared responsibility of the Library Faculty and the Director of Libraries.

4.5.2. Interpretation.

4.5.2.1. In a case where there is a dispute as to interpretation of the Bylaws and Bylaws Appendices the Steering Committee shall consult the Director of Libraries but shall remain the final authority with regard to

interpretation of these Bylaws and Bylaws Appendices unless such interpretation brings them into conflict with the Bylaws for Academic Governance, Michigan State University. In that case the interpretation would rest with the University Committee on Academic Governance and finally with the Academic Council.

4.5.2.2. Nothing in these Bylaws shall be construed as opposing provisions of the Bylaws for Academic governance of Michigan State University. Should such provisions of this document be in conflict with the University Bylaws, or any other duly enacted rule or regulation of the University, such provisions shall be inoperative.

4.5.3. Amendments.

4.5.3.1. The amendment of these Bylaws shall be the shared responsibility of the Library Faculty and the Director of Libraries.

4.5.3.2. Proposed amendments are to be submitted to the Steering Committee for review and placement on the agenda of the next Library Faculty Assembly meeting. The Steering Committee shall have no authority to revise or refuse to place on the ballot any proposed amendment.

4.5.3.2.1. In the event that similar amendments are submitted simultaneously, the Steering Committee may request the authors to resubmit a jointly prepared statement.

4.5.3.3. No motions to approve an amendment shall be recognized at a Library Faculty Assembly meeting unless the introduction of a Bylaws amendment is made an explicit item on the agenda, and a copy of the proposed amendment is distributed to the library faculty at least one week in advance of the meeting.

4.5.3.4. There shall be a ballot following the Library Faculty Assembly meeting at which the amendment is discussed. Voting may be conducted by electronic or paper ballot, but not by both formats simultaneously. Voting shall be final no earlier than one week after the distribution of ballots. Approval of the amendment(s) by two-thirds of those voting shall constitute their approval by the Library Faculty. Approved amendments shall take effect upon their acceptance by the Chairperson of the Library Faculty and the Director of Libraries.

4.5.3.5. These Bylaws shall be reviewed by the University Committee on Academic Governance at intervals not to exceed five years. Decisions of the Committee on Academic Governance on college and department bylaws are subject to review by Academic Council.

4.5.3.6. Changes made in the MSU Libraries' Handbook as a result of amendments to the Bylaws shall be overseen by the Steering Committee.

4.5.3.7. A copy of these Bylaws and of the MSU Librarian Personnel Handbook of Policies, Procedures and Practices shall be given to each librarian upon appointment to the Library Faculty.

5. AD-HOC FACULTY COMMITTEES

The establishment of ad-hoc committees dealing with issues of academic governance, unless specified otherwise, shall be the shared responsibility of the Director of Libraries and the Steering Committee. A description of the purpose, make-up, and operation of a proposed ad-hoc committee must be submitted to the library faculty at the next scheduled Library Faculty Assembly.

5.1. The Steering Committee shall recommend to the Library Faculty Assembly the composition, method of selecting members, functions, and procedures of ad hoc committees.

5.2. The following ad hoc committees shall be created:

5.2.1. Search committees for professional positions.

5.2.1.1. The Steering Committee shall have shared responsibility with the Director of Libraries or a designee to select the library faculty representatives to each search committee.

5.2.1.2. The membership of each search committee shall be at least 1/4 to 1/3 regular library faculty.

5.2.2. Other types of ad hoc committees may be task forces or other bodies created with a specific and limited task or charge.

MICHIGAN STATE UNIVERSITY LIBRARY FACULTY

BYLAWS, APPENDIX I

ACRL Standards for Faculty Status for College and University Librarians

The academic librarian makes unique contributions to the university community and to higher education itself. These contributions range from developing collections to providing bibliographic access to all library materials and interpreting these materials to all members of the college and university community. Specific services include instruction in the use of print and online library resources and the creation of new tools to enhance access to information available locally, regionally, nationally, or internationally. Librarians add to the sum of knowledge through their research into the information process and other areas of study. Service improvements and other advances in the field result from their participation in library and other scholarly organizations.

The intellectual contribution of the librarian who has completed formal graduate training enhances the quality of teaching, research, and public service in our colleges and universities. College and university librarians are partners with other faculty in the academic experience. A true partnership based on equivalent contributions translates to equal rights and privileges for all faculty members.

In order to recognize formally the importance of faculty status for academic librarians, the Association of College and Research Libraries, American Library Association, endorses these standards.

1. **PROFESSIONAL RESPONSIBILITIES.** Librarians must be able to exercise independent judgment in the performance of professional duties. While librarians must have considerable latitude in fulfilling their assigned responsibilities, there must also be a regular and rigorous review of their performance. A necessary element of this review must be appraisal by the committee of peers who have access to the evidence pertaining to job performance, service, and scholarship, subject to appropriate institution policy.
2. **LIBRARY GOVERNANCE.** College and university librarians should adopt an academic form of governance similar in manner and structure to other faculties on the campus.
3. **COLLEGE AND UNIVERSITY GOVERNANCE.** Librarians should be eligible for membership in the faculty senate or equivalent governing body on the same basis as other faculty. They should have the same degree of representation as other academic units on all college or university governing bodies.
4. **COMPENSATION.** Salaries should be comparable to and within the range of salaries paid to other faculty of equivalent rank. The appointment period for librarians should be the same as it is for equivalent faculty. Salary scales should be adjusted in an equitable manner for any additional periods of appointment. Fringe benefits should be equivalent to those for faculty in general.
5. **TENURE.** Librarians should be covered by tenure policies equivalent to those of other faculties. During the probationary period, librarians should have annual written contracts or agreements the same as those of faculty.
6. **PROMOTION.** Librarians should be promoted in rank on the basis of their academic proficiency and professional effectiveness (job performance, service, and scholarship). A peer review system is the primary process for academic librarians. The standards used by the library should be consistent with the campus standards for faculty.
7. **LEAVES.** Sabbatical and other research leaves should be available to librarians on the same basis, and with the same requirements, as they are available to faculty.
8. **RESEARCH AND DEVELOPMENT FUNDS.** Librarians should have access to funding for research projects and professional development on the same basis as other faculty.
9. **ACADEMIC FREEDOM.** Librarians must have the same protection of academic freedom as all other faculty. Censorship of any type is unacceptable whether individual or organizational. All librarians must be free to provide access to information, regardless of content.(from College and Research Libraries News 53 (May 1992):317-318.)

BYLAWS, APPENDIX II

Personnel Actions - Due Process

1.1. Formulation of Individual Goals and Objectives

- 1.1.1. Annually, each librarian shall formulate goals and objectives which are related to an up-to-date position description and contribute to the achievement of the unit objectives.
- 1.1.2. The librarian shall submit his/her individual goals and objectives to the appropriate supervisor(s) for review and approval.
- 1.1.3. The librarian and his/her supervisor(s) shall come to a mutual understanding and agreement on his/her annual goals and objectives and any revisions with regard to the librarian's position description, practicality, and contribution to the achievement of the unit objectives.
- 1.1.4. Each librarian is guaranteed the right of periodic formal and informal review throughout the year as the librarian or his/her supervisor(s) perceive as necessary because of changing circumstances, responsibilities, or reassignment of duties. A formal review of individual goals and objectives will be conducted at mid-year. Revisions shall be appended to the original goals and objectives.
- 1.1.5. The librarian is guaranteed the right to attach written comments to his/her annual goals and objectives and to any further revisions that might occur during the year.

1.2. Evaluation of Regular Library Faculty

- 1.2.1. The evaluation shall be carried out by the individual's immediate supervisor(s), with the individual an involved participant in the process. Librarians shall be guaranteed the right to review and to make written comments on the original evaluation and on any additions and emendations thereto.
- 1.2.2. Annually, an evaluation packet shall be assembled consisting of a current job description; a statement of the librarian's individual goals and objectives and their corresponding performance measures with annotation by the librarian; a self-evaluation by the librarian in relation to attainment of the stated goals and objectives; and a written evaluation by the immediate supervisor(s).
 - 1.2.2.1. The annual evaluation packets shall be made available to appropriate Library committees for peer review recommendations and to administrative personnel for the purpose of assistance in making personnel decisions.

1.2.2.2. The annual evaluation packets shall be retained in the appropriate divisional administrator's files for eight (8) years.

1.3. Evaluation Of Temporary Library Faculty - Due Process

1.3.1. The evaluation shall be carried out by the individual's immediate supervisor(s) with the individual an involved participant in the process. Librarians shall be guaranteed the right to review and to make written comments on the original evaluation and on any additions and emendations thereto.

1.3.2. Annually, if the appointment is for more then one year, an evaluation packet shall be assembled consisting of: a current job description; a statement of the librarian's individual goals and objectives and their corresponding performance measures with annotation by the librarian; a self-evaluation by the librarian in relation to attainment of the stated goals and objectives; and a written evaluation by the immediate supervisor(s).

1.3.2.1. The annual evaluation packets shall be made available to the appropriate administrator and the Director of Libraries. The Director shall make decisions regarding reappointment or extension of temporary appointment based upon the evaluation packet and the recommendation of the divisional administrator.

1.3.2.2. The annual packets shall be retained in the appropriate divisional administrator's files for four years.

1.4. Evaluation for Reappointment, Continuing Appointment and Promotion

1.4.1. All Regular Library Faculty are eligible to apply for reappointment, continuing appointment and promotion, according to guidelines in the MSU Libraries' Handbook.

1.4.2. The RECAP Committee shall have the responsibility of conducting a fair and objective peer review, following the evaluation process as described in the MSU Libraries' Handbook.

1.4.3. The RECAP Committee shall utilize the evaluative criteria and their interpretations as specified in the MSU Libraries' Handbook in assessing the individual librarian's capacity for sustained professional effectiveness, and continuing professional growth in the MSU Libraries.

1.4.4. The RECAP Committee shall submit its formal written recommendation to the appropriate divisional administrator(s) for consideration.

1.4.5. The divisional administrator(s) shall submit the RECAP Committee's recommendation, along with his/her recommendation, to the Director of Libraries.

- 1.4.6. The Director of Libraries shall consider the advisory recommendations given by the RECAP Committee and the divisional administrator(s) in the formulation of his/her recommendation to the Provost.
- 1.4.7. If reappointment, continuing appointment or promotion is denied the librarian may request in writing from the Director of Libraries a written statement indicating the reasons for denial. The statement will be supplied.
- 1.4.8. A librarian who is denied reappointment, continuing appointment or promotion may appeal the decision through the grievance procedure in Appendix III of these Bylaws.
- 1.5. Reassignment
 - 1.5.1. Both Regular and Temporary Librarians are eligible for and subject to reassignment according to the guidelines in the MSU Libraries' Handbook.
 - 1.5.2. The Director of Libraries is responsible for the final recommendation.

BYLAWS APPENDIX III

Academic Unit Grievance Procedure

1. Definition
 - 1.1. Any Library faculty member with the rank of professor, associate professor, assistant professor, lecturer, instructor, assistant instructor, research associate, specialist, or librarian may initiate a grievance procedure, alleging violation of existing policies or established practices by an administrator, by filing a complaint with the Faculty Grievance Officer (FGO) pursuant to the procedures set forth in the Faculty Grievance Procedure.
2. Initiation of Grievance and Hearing Procedures
 - 2.1. Initiation of Grievance
 - 2.1.1. A Faculty member who feels aggrieved may without delay discuss the matter in a personal conference with the FGO. The FGO shall determine if the grievance falls under the Faculty Grievance Procedure, the University Committee on Faculty Tenure or the Anti-Discrimination Judicial Board.
 - 2.1.1.1 A faculty member may also exercise the option of informally discussing the matter with the Libraries Assistant Director for Human Resources.

- 2.1.2. In order to establish and retain access to the formal hearing mechanisms at the Library level, a faculty member must submit a written grievance statement to the FGO within 30 days of his/her first knowledge of the alleged violation.
- 2.1.3. The grievance statement shall set forth the alleged violation of existing policy or established practices, a concise statement of the facts relevant to the grievance, the names(s) of any supervisor(s) and/or administrator(s) whose action is at issue, the approximate date on which the alleged action took place, and the redress sought.
- 2.1.4. The FGO shall forward a copy of the grievance statement to the supervisor(s) and/or administrator(s) named within 10 days of receipt of the grievance.

2.2. Informal Resolution

- 2.2.1. The FGO shall investigate the grievance and make every reasonable effort to resolve it informally. The FGO may recommend dropping the grievance as lacking in merit or for other just cause. Such a recommendation, however, shall not be binding on the grievant.
- 2.2.2. Within 30 days of the filing of the grievance statement, the parties and the FGO shall attempt to resolve the grievance informally. If the FGO determines that the grievance cannot be resolved informally, notice shall be provided to the parties. If the faculty member wishes to pursue the grievance, a written request for a formal hearing must be submitted to the FGO within 30 days of such notice. Failure to submit such a request will constitute a waiver of the faculty member's right to pursue the grievance.
- 2.2.3. The FGO shall determine after consultation with both parties the appropriate hearing level (department/unit, college, university) and shall notify the Libraries Assistant Director for Human Resources and the Library Director (or the University) administrator at the appropriate level of the written request for hearing.

3. Formal Hearing Procedures

- 3.1. Library Hearing Panel: A Library hearing panel shall be established by the FGO in the following manner:
 - 3.1.1. A hearing panel shall consist of 3 members, drawn by lot from the Library faculty. All drawing shall be conducted by the FGO.
 - 3.1.2. The FGO shall notify each party of the names drawn for the hearing panel and within 10 days either party may challenge any member for cause. In addition, each party shall have one peremptory challenge. Cause shall be determined by the Library Faculty Steering Committee or

its designee(s). Challenged members shall be replaced pursuant to the procedures stated in 3.1.1.

- 3.2. Procedures: The hearing panel shall conduct a hearing according to the procedures stated below and according to guidelines in Articles 3 and 6 of the Faculty Grievance Procedure.
 - 3.2.1. A hearing shall commence within 14 days of the establishment of the hearing panel.
 - 3.2.2. The FGO shall assemble the hearing panel and shall supervise selection of the Presiding Officer from among the members of the hearing panel.
 - 3.2.3. The Presiding Officer shall apply the rules of procedure consistent with the guidelines stated in Article 6 of the Faculty Grievance Procedure.
 - 3.2.4. The hearing panel shall decide whether the preponderance of the evidence does or does not support the allegation(s) made by the grievant.
 - 3.2.5. Findings and recommendations of hearing panels shall conform to existing policy and procedures in the Library.
 - 3.2.6. Whenever a hearing panel loses a member, the hearing shall be terminated and a new panel selected.
 - 3.2.7. Hearing panels shall report their findings and recommendations in writing within 14 days of the completion of the hearing to the FGO, who shall forward them to the grievant, the respondent, the supervisor and/or administrator who is the respondent's primary supervisor, the Libraries Assistant Director for Human Resources, and the Director of Libraries.
- 3.3. The Library Director shall provide written notification of his/her decision to the parties to the grievance and to the FGO within 14 days of his/her receipt of the findings and recommendations of the hearing panel. Failure of the Library Director to provide written notification shall result in automatic appeal.
- 3.4. If the grievance is not satisfactorily resolved, either party may appeal the decision within 14 days of the receipt of the decision by the appropriate administrator, in accordance with the procedures established in Article 5 of the Faculty Grievance Procedure.
 - 3.4.1. Failure of either party to appeal within the prescribed time shall be deemed to be acceptance of the decision.

Based on Model Academic Grievance Procedure that was approved by UCFA April 30, 1991

[Return to Handbook](#)

[Return to Bylaws](#)