

Librarian Personnel Handbook

Michigan State University Librarian Personnel Handbook of Policies, Procedures, and Practices

The purpose of the *Michigan State University Librarian Personnel Handbook of Policies, Procedures, and Practices* (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](#), the Library Faculty Bylaws, the affirmative action program, travel guidelines, etc.; and, specific information issued by several University offices and departments. This document does not replace or modify other existing University policies which remain in effect for all University employees. In circumstances where the Librarian Personnel Handbook is silent on an issue, the applicable policy contained in the Faculty Handbook prevails.

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*.

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Equal Opportunity & Non-Discrimination

Michigan State University Libraries affirm the policy of the University in its dedication to a policy of equal opportunity and non-discrimination.

“Michigan State University is committed to the principles of equal opportunity, nondiscrimination and, in the context of employment, affirmative action. University programs, activities, and facilities are available to all without regard to race, color, gender, gender identity, religion, national origin, political persuasion, sexual orientation, marital status, disability, height, weight, veteran status, age or familial status. The university is an affirmative action, equal opportunity employer. In carrying out this commitment, the university is guided by the applicable federal and state laws and regulations and policies adopted by the Board of Trustees.

The university has a comprehensive employment Affirmative Action Plan that includes placement goals for academic and support staff employment and an affirmative action policy for the employment of veterans and persons with disabilities. The Office for Inclusion and Intercultural Initiatives oversees the Plan by reviewing individual academic and support staff hiring recommendations,

and advises the President and other university administrators on equal opportunity, diversity and inclusion matters.

MSU is committed to achieving excellence through cultural diversity. The university actively encourages applications and/or nominations of women, persons of color, veterans and persons with disabilities.”

The following policy on Anti-Discrimination was approved by the Board of Trustees on April 9, 1993 and revised on December 5, 2003, April 13, 2007 and October 30, 2015:

“Michigan State University's scholarly community-building efforts occur within the context of general societal expectations, as embodied in the law. The University, consistent with its policies and governing law, promotes institutional diversity and pluralism through mechanisms such as affirmative action, within an over-arching strategy promoting equitable access to opportunity. The University's commitment to non-discrimination is the foundation for such efforts.

This policy states expectations for institutional and individual conduct. It applies to all University community members, including faculty, staff, students, registered student organizations, student governing bodies, and the University's administrative units, and to the University's contractors in the execution of their University contracts or engagements.”

The complete policy is available in the [MSU Faculty Handbook](#).

Affirmative Action

The [Academic Hiring Manual](#) and the [Handbook for Faculty Searches with Special Reference to Affirmative Action](#) describe the policies and procedures that are utilized in making recommendations for appointment. The latter states, in part:

“Since 1964 the federal government has passed legislation and issued executive orders designed to achieve equality of employment, end discrimination in hiring and remedy the effects of past discrimination. Michigan State University has not only complied with these measures, but has also frequently and in a variety of ways, demonstrated its commitment to ameliorate the negative effects of discrimination and to achieve the ideals of affirmative action. MSU prohibits discrimination on the basis of race, color, gender, religion, national origin, political persuasion, sexual orientation, marital status, disability, height, weight, veteran status or age. While significant progress has been made, MSU has not yet reached its goal of a heterogeneous faculty and student body with substantial representation of women and minorities. ...

Affirmative action should not be confused with passive compliance with regulations, tokenism, or good intentions. It is, instead, a proactive concept which implies initiating aggressive, vigorous, and systematic activities to achieve

equality and equity for all individuals. There is no single activity at this University more essential to realizing MSU's affirmative action goals than the selection of new faculty and academic staff. Hiring women and minorities, it has been demonstrated, adds cultural richness to an institution and enhances its vitality and excellence by broadening instructional, curricular, and research efforts. A diverse faculty also encourages greater pluralism in the student body by attracting women and minorities, while their presence as role models and their efforts at mentorship increase the retention and development of students from protected groups.

Equity, educational, organizational and business reasons require MSU to advance the diversity of its faculty/academic staff complement.”

The Academic Hiring Manual notes:

“The [University Bylaws for Academic Governance](#) (1975) defines a key role for the chairpersons and unit directors (2.1.2.), (2.1.2.1.) and provides for strong faculty involvement (2.1.2.1.), (2.1.3.), (2.2.1.), (2.2.8.) in the search and selection process.”

Further:

“This handbook is designed to assist in attracting and retaining women and minority scholars and creating a diverse workforce at Michigan State University.”

Therefore, responsibility for implementing affirmative action policies in the MSU Libraries rests with the Dean of Libraries.

Resources for affirmative action can be found in the [Handbook for Faculty Searches with Special Reference to Affirmative Action](#).

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 shall consist of all persons appointed under the rules of tenure and holding the rank of professor, associate professor, or assistant professor, 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 under the librarian continuing appointment system.

Librarian Appointments

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

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, Promotion and Continuing Appointment 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, promotion and continuing appointment 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, by 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 Dean, who has a special obligation to build a strong Library system. The Dean makes these recommendations while taking library academic governance, peer review, supporting data, personnel needs of the Libraries, and other relevant factors into consideration. The Office of the Provost reviews all recommendations for actions that do not involve the award of continuing appointment status, including appointments and reappointments, for final approval. The President approves, upon recommendation of the Dean of Libraries and the Provost, those actions that involve the award of continuing appointment status.

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

1. to apply for posted positions 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.

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, promotion and continuing appointment 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, promotion and continuing appointment process upon successful attainment of all relevant requirements set forth in this *Handbook*. 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.

Appointment Period

Librarian appointments, either regular or 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.

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 cause.

From the statement [Discipline and Dismissal of Tenured Faculty for Cause](#):

“The University’s commitment to “promote the welfare of mankind through teaching, research, and public service” is furthered by the intellectual integrity and professional honesty of faculty members mindful of their rights and responsibilities. Essential to sustaining an environment of mutual trust and respect is the need for impartial investigation of alleged violations of policies related to faculty conduct; due process; and, when necessary, disciplinary action up to and including dismissal for cause. Discipline, dismissal, or the threat of either action, may not be used to restrain faculty members in their exercise of academic freedom.

From [Discipline and Dismissal of Tenured Faculty for Cause](#), section IV:

A faculty member may be disciplined, or dismissed, for cause on grounds 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 substantially related to the fitness of faculty members to engage in teaching, research, service/outreach and/or administration; (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; and (9) violation of law(s) substantially related to the fitness of faculty members to engage in teaching, research, service/outreach and/or administration.”

The [MSU Faculty Handbook](#) 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 Dean of Libraries submits a recommendation for dismissal to the Provost.

Resignations

Librarians planning to resign should give at least sixty days' written notice to the Dean 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 Dean, the Head of Libraries Human Resources, or Assistant/Associate Dean 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 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 the [MSU Faculty Handbook](#).

Other University Policies

[Relationship Violence and Sexual Misconduct and Title IX](#)

The University policy on [Relationship Violence and Sexual Misconduct and Title IX](#) states:

“Michigan State University (“MSU” or the “University”) strives to provide an academic and work environment that fosters the values of safety; mutual respect; dignity; equity; responsibility; and clear and timely communication. Relationship violence, sexual misconduct, and stalking are in direct conflict with our institution’s values and policies and present barriers to fulfilling the University’s missions.

The University’s commitment to preventing and responding to relationship violence, sexual misconduct, and stalking applies to admissions, employment, and access to and treatment in University programs and activities.

The policy also addresses confidentiality, prohibited acts, examples of relationship violence and sexual misconduct, seeking assistance or filing a complaint, and awareness. [The complete policy is available through the Office of Civil Rights](#).

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](#).

Smoke-Free Workplace

The Board of Trustees approved a [tobacco-free ordinance](#) in 2015, which applies to all property governed by the Board of Trustees and includes not only the main campus but also all MSU sites across the state, nation, and globe. The policy states, in part:

No person shall (a) smoke, or (b) otherwise use any product derived from or containing tobacco, on any property governed by the Board.

“Product(s) derived from or containing tobacco” include, without being limited to, cigarettes (including clove, bidis, kreteks), electronic cigarettes, aerosol or vapor nicotine delivery devices, cigars and cigarillos, pipe tobacco, hookah-smoked products, and oral tobacco (spit and spitless, smokeless, chew, snuff).”

Additionally, the University Policy on a Smoke-Free Workplace 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](#).

Ergonomics Policy

The University policy on ergonomics was developed by Human Resource Services in December 1993. In part, 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 ergonomics area, including the following:

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 ergonomics principles and practices applicable to the new job responsibilities and locale. When needed, training should be provided.

Employees receiving ergonomics training should be encouraged to consider the applicability of training content to activities undertaken outside the workplace.

When employees are provided unfamiliar or significantly changed new tools, equipment, or work stations, the training in the use of the tool, equipment, or work station should routinely address ergonomics issues.

Ergonomics 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.

Ergonomics training and improvement efforts by administrative units should receive appropriate programmatic and budgetary priority. The efforts should be continuous, to ensure periodic reconsideration of ergonomics issues in light of environmental change and recent research. As with 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 major administrative unit (MAU)-level review and reinforcement.

In short, routine and widespread consideration of ergonomics 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:

Training: Departments/MAUs are responsible for ensuring provision of ergonomics 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 are responsible for routinely incorporating ergonomics concepts within such training.

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 and 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.

Job design: With leadership from departments and MAUs, supervisors are responsible for ensuring appropriate work methods. When considering an employee's regular job assignment, both pace of work and job flow should be reviewed to avoid excessively repetitive work for any one employee and their specific position.

Medical management: Employees suffering from job-related CTDs will have access to medical treatment and rehabilitative processes through MSU Human Resources Workers' Compensation. In these cases, ergonomics accommodations or improvements may be coordinated by Workers' Compensation. However, work station modifications and equipment cost decisions are line responsibilities, both financially and administratively.

Individual compliance: Employees are responsible to follow ergonomics policies and work practices directed or recommended for ergonomics purposes.

The complete policy is available on the [MSU Human Resources website](#).

The Libraries provide its own ergonomics evaluations to employees.

University Policy on Use of Radiation, Chemical and Biological Hazards

The complete policy is available in the [MSU Faculty Handbook](#).

University Policy on Occupational Health and Safety Rules and Regulations

The complete policy is available in the [MSU Faculty Handbook](#).

University Policy on 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. Laptops and their associated peripherals (chargers, mice, etc) are understood to be an exception to this policy.

Chapter 2: Continuing Appointment System

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Michigan State University librarians are appointed under a system designated as continuing appointment at three professional levels. The statement on continuing appointment and ranks for librarians, approved by action of the Board of Trustees, June 24, 1977 and revised on June 12, 1987, September 3, 2003, and April 13, 2012, is as follows:

"The Provost of Michigan State University, in recognition of the essential contributions of librarians to academic programs, appoints, upon recommendation of the Dean of Libraries, librarians at those professional levels (Librarian I-II) which do not involve an immediate award of continuous appointment status. The President approves, upon recommendation of the Dean of Libraries and the Provost, appointments of librarians at the professional level (Librarian III)

which confer immediate continuous appointment status to those librarians who exhibit strong evidence of the capacity for sustained professional growth.

Continuous appointment, as used in this statement, assures a librarian that they will not be dismissed due to capricious action by the Library administration nor will dismissal be used as a restraint on a 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 no longer renders satisfactory performance in their 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 August 16 of the calendar year in which the appointment is effective.
2. A librarian granted a leave of absence will have their 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:
 1. A librarian without continuing appointment whose initial appointment to Michigan State University is to an overseas assignment of six months or more will have their appointment period under the continuing appointment system extended by a period equal to the duration of their overseas assignment.
 2. Any other librarian without continuing appointment who serves abroad on a Michigan State University project may have their appointment period under the continuing appointment system similarly extended only with the concurrence in writing of the individual involved and the Dean 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 Dean of Libraries must be notified in writing by the Dean by December 15 preceding the expiration of their appointment. Copies of the notification are to be sent to the Provost. Upon written request of the librarian, the Dean of Libraries shall transmit in writing the reasons for not recommending further appointment.
5. If the librarian who was recommended by the Dean 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. A foreign national holding non-immigrant status may be appointed within the continuing appointment system; however, they may not be appointed with continuing appointment unless (a) they have acquired permanent resident status or U.S. citizenship or (b) they enter into and comply with the terms of a *Faculty Tenure Policy Exemption Agreement* approved by the Provost.
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.

Terms of Appointment

Appointments in the continuous appointment system are only at the ranks of Librarian I, II, and III. 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 Reading Committee and the appropriate library faculty.

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

Personnel actions involving the award of continuing appointment require final approval by the President; these include appointments at the Librarian III level, appointments at the Librarian II level in those unusual cases in which continuous appointment has been granted from the date of appointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II). Final decisions on personnel actions that do not involve the award of continuing appointment are made by the Provost; these include appointment at the

Librarian I level, appointment at the Librarian II level without continuing appointment, reappointment (Librarian I), and promotion to Librarian III.

Librarian I

1. The initial appointment as a Librarian I 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 their 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 promotion to Librarian II with continuous appointment in the MSU Libraries, the librarian must submit another dossier prior to the second July 1st of the second probationary period.
2. If at any time during these two probationary periods a Librarian I is promoted to the rank of Librarian II, continuous appointment is granted.
3. If not promoted to the rank of Librarian II at the conclusion of the second probationary period, the individual is ineligible for an additional reappointment unless a special extension is approved (see below).
4. Extensions in the probationary appointment periods for all librarians appointed in the continuous appointment system require approval of the Dean of Libraries and the Provost (or designee).
5. If at any time during these two probationary periods a Librarian I is approved for a change of position, the provisions for probation and continuing appointment pertinent to the initial appointment as a Librarian I apply.
6. During the probationary appointment periods, a Librarian I has the option to request reappointment or promotion to Librarian II with continuing appointment prior to the conclusion of the stipulated probationary appointment period. The librarian is strongly encouraged to consult with their Assistant/Associate Dean prior to requesting early reappointment or promotion to Librarian II with continuing appointment. A negative decision on such a request shall not preclude consideration for reappointment or promotion to Librarian II with continuing appointment at the normal time.

Librarian II

1. The initial appointment as a Librarian II without continuous appointment will be for a probationary period that expires on the fourth August 15 after the appointment year. In some cases, upon the recommendation of the Dean of Libraries, and with the prior approval of the Provost, the probationary period may vary in length from two to five years.
2. To be considered for reappointment with continuous appointment in the MSU Libraries, the librarian must submit a dossier no later than July 1st in the year prior to the expiration of the probationary period. If a Librarian II is reappointed, continuous appointment is granted.
3. If at any time during the probationary period as a Librarian II the individual is approved for a change of position, the provisions for probation and continuing appointment pertinent to the initial appointment as a Librarian II apply.

4. During the probationary appointment period, a Librarian II without continuous appointment has the option to request reappointment with continuing appointment prior to the conclusion of the stipulated probationary appointment period.¹ The librarian is strongly encouraged to consult with their Assistant/Associate Dean prior to requesting early reappointment with continuing appointment. A negative decision on such a request shall not preclude consideration for reappointment with continuing appointment at the time specified upon appointment. (1) Consideration of such requests shall occur at the time normally devoted to reviews for reappointment.
5. In unusual cases, on recommendation of the Dean of Libraries (following consultation with all regular library faculty with continuous appointment, to provide the appropriate peer review of the individual's qualifications for appointment with continuous appointment), and with the prior approval of the Provost and the President, a librarian initially appointed at the rank of Librarian II may be granted continuous appointment from the date of appointment.

Librarian III

1. A librarian with the rank of Librarian III in the continuous appointment system is granted continuous appointment (appointment for an indefinite period without a terminal date) from the date of appointment at that rank. Prior to appointment, the Dean of Libraries will consult with all regular faculty with the rank of Librarian III, to provide the appropriate peer review of the individual's qualifications for appointment with continuous appointment at the rank of Librarian III.

Appointment Process

A request to post a position usually originates in one of the Library's major administrative areas. The Divisional Dean, 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 the Provost.

Out of the above process may also come a recommendation to limit the search to librarians already appointed to the Libraries. When the Dean 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 Dean approves external posting, a recruitment, search and selection process is conducted following the [University's Academic Hiring Manual](#) which results in the recommendation of a candidate to the Dean. The recommendation for appointment is made by the Dean, with final approval by the Provost or President, as appropriate.

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 Dean of Libraries or the Dean'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 Academic Hiring Manual and guidelines developed by the Divisional Dean are used to guide the process.

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

1. Members:
 1. supervisor(s) of the unit(s) concerned
 2. appointed members
2. The committee shall select a chair and an affirmative action advocate.
3. A recommendation is made to the Divisional Dean who reviews the recommendation and forwards it with their recommendation to the Dean of Libraries.
4. The recommendation for appointment is made by the Dean, with final approval by the Provost or President, as appropriate.

Process for Appointment of Administrative Librarians

Administrative librarians may include deputy, associate, and assistant deans. When an administrative librarian position is to be filled, the librarians (through the Steering Committee of the Library Faculty Assembly) share responsibility with the Dean 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 Academic Hiring Manual and guidelines developed by the Dean of Libraries are used to guide the process.

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

1. Members
 1. An Assistant or Associate Dean
 2. Appointed members
 1. Librarians from the affected Division
 1. two supervisors
 2. 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 Dean of Libraries.
2. The ad hoc search committee shall select a chair and an affirmative action advocate.
3. The recommendation of the ad hoc search committee is made to the Dean of Libraries who forwards their recommendation to the Provost or President, as appropriate, 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.

At the time of the initial appointment to an administrative position within the Libraries, a portion of the salary rate will be designated as an administrative increment. The administrative increment will be withdrawn if the librarian is returned to regular librarian duties in the Libraries.

Process for Appointment of the Dean of Libraries

The MSU Bylaws for Academic Governance (section 3.2.5.5.) stipulate that the University Council shall develop procedures for the appointment of specified University-level administrators, including the Dean of Libraries. The voting faculty of the Libraries shall have shared responsibility with the Provost to determine procedures for the selection of the Dean. The Steering Committee, as elected representatives of the Library Faculty, shall have shared responsibility with representatives of the Provost's Office in developing procedures for the review of the Dean. (Bylaws, 3.1.8.)

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 and the continuing appointment status of librarians already awarded continuing appointment are 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.

A Librarian Is Selected for an Externally-Posted Position

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

A Librarian Is Selected for an Internally-Posted Position

1. Appropriate members of the Division and the Divisional Dean recommend limiting the search for an open position to librarians already appointed to the Libraries.
2. When the Dean approves such a recommendation or initiates the same, external posting is eliminated. The search and selection process includes:
 1. peer review of the applications, qualifications, and credentials of each applicant;
 2. interviews with each qualified internal candidate;
 3. an advisory recommendation to the Dean on a librarian to fill the position.

3. The search and selection committee submits a recommendation to the Dean, and if the position is filled internally, no further action outside the Library is necessary.

A Librarian Is Reassigned to a Different, Unposted Position

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 their 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:

1. a full- or part-time assignment on a temporary or interim basis (one year or less)
2. significant new responsibilities previously outside the scope of the position
3. 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
4. new responsibilities which are anticipated to take more than 25% of the librarian's work time
5. new duties which have a significantly higher level of complexity or responsibility than previously assigned
6. new responsibilities outside of the Division

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 reassignments." (Library Faculty Bylaws 4.3.1.1) Administrators should consult with the Head of 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:

1. CV or resume of librarian being reassigned
2. librarian's most recent position description
3. librarian's most recent annotated goals and objectives statement
4. librarian's most recent supervisor's evaluation

Re: Description of the new position:

1. proposed new position description developed by the supervisor or by the supervisor and the librarian
2. statement by the supervisor, with Divisional Dean's approval, indicating the reasons for the reassignment and why the individual was chosen to take on the reassigned duties
3. 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 Dean, with copies to the supervisor and the Head of Libraries Human Resources, within two weeks of receiving all the materials listed above. The Divisional Dean forwards their recommendation as well as the FAC recommendation to the Dean for final approval. No further action outside the Library is required.

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 their 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 1 through 3, above.

Reappointment, Promotion, Continuing Appointment

Peer review recommendations which result from the evaluation procedures outlined in this Handbook form an essential component in reappointment, promotion, or continuing appointment 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, promotion, and continuing appointment are submitted to the Office of the Provost and the President, when appropriate, for review. The [MSU Faculty Handbook](#) 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, promotion, and continuing appointment. 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, promotion, and continuing appointment considerations in instances where evidence substantiates adherence to the principles above.

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

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, promotion, and continuing appointment 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 their 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 (Faculty Grievance Policy in the MSU Faculty Handbook).

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, 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

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 update 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 Dean of Libraries, or their designee, 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.

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 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 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 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 Dean and Library Dean. The report should include an assessment and evaluation of the leave accomplishments in relation to the leave plan. The Library Dean 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 leave must be made on forms available from the Libraries Human Resources Office and must be submitted to the Library Dean. Responsibility for review of leave requests is shared by the Faculty Affairs Committee and the Library Dean. 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 Dean 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.

Chapter 3: Goals and Objectives and Performance Evaluations

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- [Forming Goals and Objectives Statements](#)
 - [Library-Wide Goals and Objectives](#)
 - [Divisional Goals and Objectives](#)
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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 Dean 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 their unit.
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 their 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:

The Dean 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.

1. Librarians participate in the review/revision of the statement in an advisory capacity through the Library Faculty Steering Committee.

2. The revised statement is communicated to all members of the Library staff through appropriate means (e-mail, etc.).
3. A copy of the revised statement is sent to the Office of the Provost.

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 Dean 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 Deans then meet with the Executive Council and the Dean 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 Dean 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 Dean.

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 Dean 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 Dean 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.

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 their 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. (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 provisions of the *Librarian Personnel Handbook*, has access to the Faculty Grievance Procedures. See section 1.5 and [Faculty Grievance Procedure](#) in [MSU Faculty 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 their 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 their 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 their 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 their overall goals in a statement of broad direction and intent, or major purpose. The goals:
 1. reflect what the individual believes to be the major purposes of their position, not reflective of a definite time period;
 2. link those purposes to the goals of the unit and to their 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:
 1. the presentation of on-going activities described more completely than in the individual's current position description;
 2. more specific than the goals statement, yet general enough to remain constant as long as the goals they reflect remain constant;
 3. descriptive of the individual's contribution toward achieving the Library's overall goals and objectives;
 4. a reflection of new or on-going activities designed to fulfill the individual's goals;
 5. general, challenging, yet achievable;
 6. 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:
 1. achievement oriented;
 2. each related to only one activity or task;
 3. reflective of mutual understanding and agreement between the librarian and their supervisor;
 4. ranked in relative importance, encompassing all activities of the librarian;
 5. 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:
 1. as specific as possible, when possible measurable and observable;
 2. defined quantitatively in terms of: quantity (amount); rate (amount per time unit); time spent, or date of expected completion;
 3. representative of what the librarian and their supervisor believe to be an acceptable level of performance by the librarian;
 4. 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 are conducted between the librarian and their 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, for librarians without continuing appointment or on request of librarians with continuing appointment, a summary of 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 RPCA review.

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

Performance Evaluation

Evaluation forms can be found at the [Human Resources](#) page of the Libraries' Intranet site.

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 Dean 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 Dean 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 their 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 their 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.
 1. 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 their immediate supervisor (or supervisors, if the individual is attached to more than one unit or sub-unit) generally during the months of April or May.

Forms for documenting a performance evaluation 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 their 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 RPCA review.

The records of appraisal are confidential documents. For regular faculty, these records are retained for eight years. 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. These individuals or groups may not divulge information included in the records unless the librarian involved concurs.

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 Dean 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 their 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 their own performance in relation to their 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 Document

If the self-evaluation document does not meet the structure, content, formatting, and page limit guidelines, the supervisor should return the document to the librarian for revision before signing the formal completed self-evaluation document. The Faculty Affairs Committee has no obligation to read or consider information provided beyond the maximum page limits for the documents that are included in the merit review documentation packet (see 3.19).

Outline and Maximum Page Limits

- Heading (included as part of template)
- Narrative of Criterion I activities (5 pages)
- Comprehensive list and narrative of Criterion II activities (3 pages)
- Comprehensive list and narrative of Criterion III activities (3 pages)
- Annotated goals and objectives (10 pages)
- Current position description (2 pages)

Maximum page total for document: 23 pages following the formatting guidelines

Formatting

- Font: Arial 11pt
- Line spacing: 1.5
- Margins: 1" on all sides

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 of Responsibilities), including position responsibilities and goals and objectives. The following guidelines may be useful in developing the self-evaluation:

1. The self-evaluation should highlight and amplify areas of performance with which the librarian is most satisfied, referring to specific and demonstrated results.

2. Discuss solutions or means of eliminating any problems which the librarian and their supervisor agreed to during the last year, relating to achieving goals and objectives or carrying out responsibilities and duties.
3. 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).
4. 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 (Scholarly and Creative Activities) (see 4.7) and may include narrative by the librarian relating to extent, impact, or importance of specific activities. It may also 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 4.8) 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.

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 their 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 their 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:

1. Consider the purpose of the evaluation and relate the comments included in the written appraisal toward its fulfillment.
2. Omit from the evaluation non-relevant points which do not contribute toward the purposes of the evaluation.
3. 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.
4. 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.
5. Utilize the librarian's self-evaluation in development of the written appraisal.
6. Keep expectations for the evaluation reasonable. Annual performance appraisals cannot provide all the necessary information for personnel decision-making matters.
7. 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 1

Part I is a general summary of the librarian's degree of success in attaining their 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 (Scholarly and Creative Activities) and Criterion III (Service and/or Professional Activities). 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 RPCA 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.

The elements of Criterion II may include:

- attainment of or progress toward additional degrees
- publications, research in progress, scholarly 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
- serving as an editor, abstractor, indexer, translator, etc.
- instruction/teaching (other than that in the division's continuing goals and objectives)
- participating as a mentee in a mentoring relationship
- any other pursuit which leads to and/or demonstrates advanced or applied knowledge of a 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
- serving as a mentor in a mentoring relationship
- 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. The supervisor must include commentary and may include a word rating, as defined for RPCA 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:

1. *Knowledge and background relevant to one's position, including:*
 1. Knowledge of relevant subject area(s) and/or field(s)
 2. Understanding of unit policies, procedures, practices, and services
 3. Knowledge of relevant M.S.U. Libraries policies, procedures, practices, and services
 4. Knowledge of relevant University policies, procedures, practices, and services
 5. 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:*
 1. Identifies and participates in relevant activities
 2. Undertakes complex responsibilities of depth, and/or breadth
 3. Participates in activities which involve staff from numerous division/units
3. *Demonstrated effectiveness in interactions with others:*
 1. Assumes, accepts, shares, and relinquishes responsibilities
 2. Instructs Libraries users and/or staff members
 3. Offers, accepts, and utilizes constructive criticism
 4. Displays an approachable manner
 5. Receptive to suggestions and constructive criticism from staff members
 6. Inspires as well as participates in teamwork
 7. Exercises group and individual leadership skills
 8. Employs oral communication proficiently, including ability to listen and understand

9. Trains, instructs, and provides appropriate background information/reasons for decisions and procedures; communicates necessary information to appropriate Library staff members
 10. Communicates effectively in writing
 11. Exhibits effective writing ability in procedures, policies, administrative reports, correspondence, etc.
 12. Elicits appropriate information from faculty and/or administrators in teaching departments
 13. 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
 14. 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; and decision-making ability, including:*
 1. Exhibits resourcefulness, creativity, and originality
 2. Shows initiative, independence, and perseverance
 3. 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), as appropriate
 4. Demonstrates awareness of diversity-related factors in solving problems and making decisions
 5. Acceptance of decision-making responsibilities
 6. Decisiveness
 7. Delegation of authority as appropriate
5. *Individual capabilities, including:*
 1. Maintains a sense of humor and objectivity; uses good judgment and common sense; remains adaptable, flexible, and versatile in situations requiring these attributes
 2. Formulates realistic yet challenging personal goals and objectives
 3. Demonstrates willingness to take risks
 4. Manages time and resources
 5. Monitors and accomplishes personal goals and objectives
 6. Exhibits dependability
 7. Exhibits sensitivity to and interest in diversity issues
6. *Ability to plan, coordinate, and manage at the unit level:*
 1. Sets and communicates priorities
 2. Monitors staff objectives
 3. Formulates, monitors, and accomplishes realistic yet challenging unit/divisional goals and objectives
 4. Coordinates and achieves assigned responsibilities within and outside the unit/division
 5. Practices long-range planning, including position management, facilities management, budgeting, etc.
 6. Creates and maintains an atmosphere of support and acceptance

7. *Commitment to staff development:*

1. Conducts objective, accurate, and constructive performance evaluations
2. Provides opportunities for staff members to show capabilities for and accept greater, new, or different responsibilities
3. 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
4. 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
5. Promotes staff involvement in diversity-related programs and initiatives.

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 RPCA criteria.

The evaluation of librarians should be based on the criteria and ratings used in the RPCA 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:

1. The librarian being evaluated has the option of writing a separate self-evaluation for each of the positions held, or a combined self-evaluation.
2. Each supervisor holds an evaluation conference. The primary supervisor writes Parts I, II (when appropriate), and III of the evaluation document.
3. 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.
 1. 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 their supervision and the time allotted to carrying out those responsibilities.

2. 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.
 3. 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 Reading Committee consideration.
 4. 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 Reading Committee 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.
 5. 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.
4. 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 their 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:

1. A current and accurate position description.
2. The annotated statement of the librarian's personal performance objectives and their corresponding performance measures.
3. A self-evaluation of performance.
4. A written evaluation and the mid-year summary by the temporary librarian's immediate supervisor.
5. Comments with respect to the evaluation by the librarian, intermediate supervisor(s), if any, the Divisional administrator, and the Dean.

The current evaluation packet is made available to the appropriate administrative head of the division in which the temporary librarian is attached and the Dean of Libraries. The Dean 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 for four years.

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 Dean of Libraries, heads of the major Divisional areas, and individuals with staff administrative responsibilities. Divisional deans or individuals with staff administrative responsibilities may carry the title Associate or Assistant Dean 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 Dean 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 Dean is that of the Dean. 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 Dean 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 their 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, current position description, and Part I of the supervisor's evaluation. Parts II and III of the supervisor's evaluation, the mid-year evaluation, and annotated goals and objectives (and statement of unit goals and objectives, if the individual is a supervisor), are not forwarded to FAC but are retained for Reading Committee 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 (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 RPCA process. The top rating from FAC will be Tier I. The number of additional tiers will be determined based on FAC recommendation to the Dean.

The FAC will submit its recommendations for merit increases in writing to the Dean 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 Dean of Libraries.

The Assistant/Associate Dean prepares their own recommendations for merit increases for the librarians in the division and submits this advisory recommendation to the Dean of Libraries.

The Dean considers the advisory recommendations from the FAC and the assistant/associate deans and makes the final recommendation and submits it to the Office of the Provost.

The Dean of Libraries will notify each librarian, in writing, of their decision and the rationale for the decision. Recommendations for merit increases are retained in the Dean budget files.

A librarian who receives a notification of no merit has the option of initiating the regular grievance procedure (see [Faculty Grievance Policy](#) in [MSU Faculty Handbook](#)).

Chapter 4: Evaluation for Reappointment, Promotion, and Continuing Appointment (RPCA)

- [The fundamentals of the RPCA process are:](#)
- [Criteria for RCPA](#)
 - [Documentation Supplied by Candidate](#)
 - [Reappointment](#)
 - [Promotion to Librarian II with Continuing Appointment/ Reappointment with Continuing Appointment \(Librarian II\)](#)
 - [Promotion to Librarian III](#)
 - [Documentation Collected by Libraries Human Resources Office for the Reading Committee:](#)
 - [Criterion: I Performance of Responsibilities](#)
 - [Elements of Criterion I for All Candidates:](#)
 - [Elements of Criterion I for Candidates with Supervisory/Administrative Responsibilities:](#)
 - [Documentation for Criterion I for All Candidates](#)
 - [Elements of Criterion I for Candidates with Supervisory/Administrative Responsibilities:](#)
 - [Criterion II: Scholarly and Creative Activities](#)
 - [Elements of Criterion II may include:](#)
 - [Documentation for Criterion II may include:](#)
 - [Criterion III: Service and/or Professional Activities](#)
 - [Elements of Criterion III may include:](#)
 - [Documentation for Criterion III may include:](#)
- [Conducting the RPCA Process](#)
 - [Recommendations for Appointment, Reappointment, Promotion, and Continuing Appointment](#)
 - [Schedule](#)
 - [Librarian I: Reappointment; Promotion to Librarian II with Continuing Appointment:](#)
 - [Librarian II: Reappointment with Continuing Appointment:](#)
 - [Librarian II: Promotion to Librarian III:](#)
 - [Appointment with Continuing Appointment:](#)
 - [Information-Gathering](#)
 - [Role of the Reading Committee:](#)
 - [Role of the candidate:](#)
 - [Role of the supervisor\(s\):](#)
 - [Review and Evaluation by the Reading Committee and the Library Faculty](#)

- [Reappointment, Promotion, and Continuing Appointment \(RPCA\) Procedures](#)
 - [Administrative Review](#)
- [Guidelines for Evaluation](#)
 - [Criterion Significance](#)
- [Guide to Word Ratings](#)
- [Guides to Evaluating Candidates on Each Criterion](#)
 - [Criterion I: Performance of Responsibilities:](#)
 - [EXCELLENT RATING](#)
 - [VERY GOOD RATING](#)
 - [GOOD RATING](#)
 - [SATISFACTORY RATING](#)
 - [UNACCEPTABLE RATING](#)
 - [Criterion II: Scholarly and Creative Activities](#)
 - [EXCELLENT RATING](#)
 - [VERY GOOD RATING](#)
 - [GOOD RATING](#)
 - [SATISFACTORY RATING](#)
 - [UNACCEPTABLE RATING](#)
 - [Criterion III: Service and/or Professional Activities:](#)
 - [EXCELLENT RATING](#)
 - [VERY GOOD RATING](#)
 - [GOOD RATING](#)
 - [SATISFACTORY RATING](#)
 - [UNACCEPTABLE RATING](#)
- [Calendar for RPCA:](#)
 - [March 1](#)
 - [March 15](#)
 - [April 15](#)
 - [April-June](#)
 - [May-June](#)
 - [June-July](#)
 - [July 1](#)
 - [Early to mid-July](#)
 - [July 15](#)
 - [August 1](#)
 - [Friday after Labor Day \(approximately September 7\)](#)
 - [Two weeks prior to RPCAM \(meeting of all librarians with continuing appointment\)](#)
 - [Mid to late September](#)
 - [October 1](#)
 - [November 1](#)
 - [December 15](#)

The purpose of the evaluation process for reappointment, promotion, and continuing appointment is to assess the individual librarian's capacity for sustained professional effectiveness and continuing professional growth in the MSU Libraries. The Library Faculty,

assisted by an appointed Reading Committee, conducts an evaluation process. The vote of the Library Faculty and the summary statement of the Reading Committee are submitted to the Dean of Libraries to advise the Dean's recommendation to the Provost. The structure and organization of the Reading Committees are outlined in the Library Faculty Bylaws.

The RPCA 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, promotion, and continuing appointment is to assess the librarian in terms of possible retention and promotion in the MSU Libraries. The process includes evidence submitted by the librarian to support their application, peer review, the supervisor's appraisal of the individual's performance, and evaluation criteria which are long-range in scope.

The fundamentals of the RPCA 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, promotion, and continuing appointment 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;
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 their 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 RCPA

The criteria for evaluating librarians for reappointment, promotion, and continuing appointment are performance of responsibilities; 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 RPCA deliberations.

Documentation Supplied by Candidate

Documentation is required to support a candidate's application for reappointment, promotion, and continuing appointment. 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 letter of application of no more than two pages concisely summarizing the candidate's strengths and contributions to the Libraries and profession, stating the action being requested, and making a case in support of the application.
4. Copies of any work done at MSU which is listed in the curriculum vitae. The Reading 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.

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.

Promotion to Librarian II with Continuing Appointment/ Reappointment with Continuing Appointment (Librarian II)

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

External referees must be professionally capable to evaluate the candidate's contributions objectively and to comment on their significance in the profession. A list of potential external referees will be formed, which will include the names submitted by the candidate as well as names added by the Dean of Libraries or designee and/or the Reading Committee. The Dean of Libraries or designee will determine which of the potential referees will be asked to provide letters of reference.

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. A minimum of 4 external letters are required, at least 2 from names supplied by the candidate.

Materials sent to external referees will include the candidate's CV and at least one representative sample of their work. The request to an external referee will also include the University's statement on confidentiality and a request to disclose any potential conflicts of interest.

As part of the documentation going forward, the Dean of Libraries or designee will provide, for each external referee: name, rank/title, institutional affiliation; brief summary of the referee's qualifications or CV; name of the person who recommended the evaluator; an assessment of the evaluator relationship to the candidate, including potential conflicts of interest.

Promotion to Librarian III

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

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. A minimum of 4 external letters are required, at least 2 from names supplied by the candidate.

All other procedures and requirements from 4.3.B apply.

Documentation Collected by Libraries Human Resources Office for the Reading Committee:

1. Annual supervisor(s)' performance evaluations

For candidates for reappointment and continuing appointment, documents for each year of the librarian's appointment at MSU must be provided. For candidates for promotion to Librarian III, documents must be provided for the period of time since the librarian achieved continuing appointment.

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 their performance on the elements of Criteria I, II, and III and clearly indicating whether reappointment, promotion to Librarian II with continuing appointment, reappointment with continuing appointment (Librarian II), or promotion to Librarian III is recommended or not.

For candidates appointed to positions under a new supervisor since their last evaluation, an evaluation from prior supervisor(s) will also be acquired.

Criterion: I Performance of Responsibilities

The purpose of this criterion is to evaluate how well the librarian has performed their 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.

Elements of Criterion I for All Candidates:

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 MSU 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 divisions/units

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
- Inspires as well as participates in teamwork

- Employs oral communication proficiently, including ability to listen and understand
- Communicates effectively in writing
- Elicits appropriate information from faculty and/or administrators in teaching departments
- 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; and decision-making ability, including:*

- 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), as appropriate
- Demonstrates awareness of diversity-related factors in solving problems and making decisions
- Acceptance of decision-making responsibilities
- Decisiveness
- Delegation of authority as appropriate

NOTE: Although applicable to all Library faculty members, additional attention and comments may be appropriate relating to decision-making ability or other individual elements above for those with supervisory/administrative responsibilities.

5. *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

Elements of Criterion I for Candidates with Supervisory/Administrative Responsibilities:

- Receptive to suggestions and constructive criticism from staff members
- Exercises group and individual leadership skills
- Trains, instructs, and provides appropriate background information/reasons for decisions and procedures; communicates necessary information to appropriate Library staff members
- Exhibits effective writing ability in procedures, policies, administrative reports, correspondence, etc.

- 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

6. *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

7. *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

Documentation for Criterion I for All Candidates

Documents used in the evaluation of a candidate in the RPCA process are listed below.

Supplied by candidate:

1. Position descriptions as revised each year
2. An annotated copy of annual personal goals and objectives statements, with revisions
3. Annual unit goals and objectives statements, as revised (for those with supervisory/administrative responsibilities)

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

For candidates for promotion to Librarian III, documents must be provided for the period of time since the librarian achieved continuing appointment.

Elements of Criterion I for Candidates with Supervisory/Administrative Responsibilities:

1. 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
2. Other relevant evidence of the quality of performance

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.

Reading Committee members and librarians with continuing appointment of the appropriate rank 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.

Elements of Criterion II may include:

1. Attainment of or progress toward additional degrees
2. Publications, research in progress, scholarly 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. Participating as a mentee in a mentoring relationship
11. Any other pursuit which leads to and/or demonstrates advanced or applied knowledge of a scholarly or creative nature in the library or library-related field, or in other subject areas

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 scholarly manuscripts, and/or creative manuscripts submitted for publication
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. Summary or other evidence of the quality of participation as a mentee in a mentoring relationship
11. A summary of other pursuits which lead to and/or demonstrate advanced or applied knowledge of a scholarly or creative nature in the library or library-related fields, or in other subject disciplines
12. 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 MSU 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.

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. Serving as a mentor in a mentoring relationship
6. Any other pursuits which demonstrate the librarian's impact on the MSU Libraries, Michigan State University, the community, or the profession

Documentation for Criterion III may include:

1. Summary of positions in professional associations, organizations, 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 MSU 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 or other evidence of the quality of mentoring provided

6. Summary of other relevant activities which demonstrate the librarian's impact on the MSU Libraries, Michigan State University, the community, or the profession
7. Evidence of the quality of achievements described in Criterion III (e.g., letters of thanks, citations for service, etc.)

Conducting the RPCA Process

The following procedures are utilized in the RPCA process for evaluation and recommendation for reappointment, promotion, and continuing reappointment.

Recommendations for Appointment, Reappointment, Promotion, and Continuing Appointment

MSU is committed to improve continuously. To do so requires that academic personnel decisions must result in a progressively stronger library faculty — a library faculty who meets continuously higher standards that assures enhanced quality within a national and international context. This process begins with vigorous, effective recruitment and selection of new librarians who are encouraged and helped to grow professionally. These new librarians are evaluated by demanding standards and required procedures for reappointment, continuing appointment, and promotion. The Libraries policies, procedures, criteria, and decisions on recruitment, reappointment, award of continuing appointment, promotions, and salary changes must be guided by the goal of enhancing academic excellence. These decisions, in large measure, will determine MSU's reputation and prominence as well as the reputation and prominence of the MSU Libraries for many years to come.

Initially, a review of the mission and goals of the University and Libraries and their related personnel needs, fiscal constraints, and any other relevant factors must occur to determine if the applicable position(s) should be retained even if the performance of the probationary period is acceptable. If so, the Libraries initiates recommendations for appointment, reappointment, promotion, and continuing appointment, following rigorous evaluation, including peer review. All involved in these deliberations must apply high standards of performance consistent with appropriate expectations of librarians at leading research-intensive, land-grant universities.

Librarians must meet academic standards that assure enhanced quality of the Libraries for years to come. Individual personnel actions recommending continuing appointment should result in the improvement of academic quality in the Libraries. For example, anyone considered for continuing appointment should be viewed as exceptional in accomplishments in the Libraries and in the top echelon of peers at a similar career stage nationally or internationally. The Dean of Libraries makes the recommendations, subject to review and approval or disapproval at the university levels. Recommendations are to be based on explicit criteria of the Libraries and quality evaluations that are consistent with Libraries and university policies and goals.

The library faculty, operating in the advisory mode, is to provide advice to the Dean of Libraries, as described in *Library Faculty Bylaws*. The Libraries is required to have procedures and criteria that are clearly formulated and relevant to evaluating the performance of librarians. The Dean of

Libraries has a special obligation to build a library and library faculty strong in performance of responsibilities, scholarly and creative activities, and service and/or professional activities.

The Dean of Libraries makes judgments taking into consideration peer evaluations and other supporting information, yet they are responsible as an individual for the recommendations made.

The Libraries' standards and criteria for appointment, reappointment, continuing appointment, promotion, and salary changes must serve the objective of continuously improving the academic strength and quality of the library faculty, taking into account the mission and goals of the Libraries and University, including the MSU commitment to diversity and inclusion.

Assessment of librarian performance should recognize the importance of performance of responsibilities, scholarly and creative activities, and service and/or professional activities. Assessment should take into account the quality of outcomes as well as their quantity; it should also acknowledge the creativity of librarian effort and its impact on students, on others the University serves, and on the field(s) in which the librarian works.

The Dean of Libraries will independently review each recommendation for appointment, reappointment, promotion, and continuing appointment and **in each case** will focus primarily on how effectively the individual performs academic duties. The Dean will approve or disapprove recommendations, taking into account library and university criteria and other factors such as quality, progress, resources, program needs, and any other relevant university policies and goals (see below).

The Office of the Provost will review each recommendation. **In each case** the Office of the Provost also will concentrate primarily on the evidence of the individual's effectiveness in the performance of academic duties. Within this context, librarians must demonstrate substantive and sustainable achievement in performance of responsibilities, scholarly and creative activities, and service and/or professional activities.

In addition, the Office of the Provost will consider, as applicable, the following elements, relating to quality and either individual performance or institutional, contextual factors:

The factors that relate most closely to individual performance include, but are not limited to:

- Sufficient evidence of consistent and persistent professional improvement and effectiveness at MSU to predict continued professional achievement and growth for the remainder of the individual's academic career.
- Evidence of actual and/or potential external competition for employment in the Big Ten Academic Alliance (BTAA) Universities or institutions of comparable quality.
- History of salary increases awarded the individual compared with others in the unit.
- Evidence of having met the standards of the Libraries for recommendation of appointment, reappointment, award of continuing appointment, and promotion.

The factors that relate most closely to institutional, contextual factors include, but are not limited to:

- Standards of the Libraries for recommendation of appointment, reappointment, award of continuing appointment, and promotion, including the Libraries' progress toward achieving and maintaining diversity and recognizing it in its definition of quality.
- Fiscal constraints.
- Extent to which program commitments require the continuation of librarians (relevant primarily for decisions on reappointments and awards of continuing appointment).
- Advancement of the shared university agenda, including scholarly and creative activities across the mission.

The Dean of Libraries is to assure that divisional administrators make clear to librarians, in a timely fashion, the procedures and criteria that they will use in making continuing appointment system reappointment and promotion recommendations. Chapter 4, "Evaluation for Reappointment, Promotion, and Continuing Appointment," of the *Librarian Personnel Handbook of Policies, Procedures, and Practices* and the form for "Recommendation for Librarian Personnel Action" outline the activities that are relevant to decisions on promotion, continuing appointment, and reappointment. The Dean of Libraries and divisional administrators have the special obligation to build a library and library faculty strong in performance of responsibilities, scholarly and creative activities, and service and/or professional activities. To discharge this responsibility, the Dean and divisional administrators must apply rigorous standards in making reappointment, continuing appointment, and promotion recommendations. The achievement and performance level required must be competitive with librarians of leading research-intensive, land grant universities of international scope (hereafter referred to as peer universities):

1. Reappointment with award of continuing appointment: Each continuing appointment recommendation should be based on a clear record of sustained, outstanding achievements in performance of responsibilities, scholarly and creative activities, and service and/or professional activities, consistent with performance levels expected at peer universities.
 1. For the librarian appointed initially as Librarian II on a probationary basis in the continuing appointment system who has established such a record, the continuing appointment recommendation is effective upon reappointment after one probationary appointment period.
2. A recommendation for promotion from Librarian I to Librarian II in the continuing appointment system should be based on several years of sustained, outstanding achievements in performance of responsibilities, scholarly and creative activities, and service and/or professional activities, consistent with performance levels expected for promotion to Librarian II or equivalent at peer universities. A reasonably long period in rank before promotion is usually necessary to provide a basis in actual performance for predicting capacity to become an expert of national stature and long-term, high-quality professional achievement.

A recommendation for promotion from Librarian II to Librarian III in the continuing appointment system should be based on several years of sustained, outstanding achievements in performance of responsibilities, scholarly and creative activities, and service and/or professional activities, consistent with performance levels expected at peer universities. A reasonably long period in rank before promotion is usually necessary to provide a basis in actual performance to permit endorsement of the individual as an expert of national stature and to predict continuous, long-term, high-quality professional achievement.

Bearing in mind the University's continuing objective to improve its faculty, the Libraries must refrain from doubtful recommendations of reappointment, continuing appointment, or promotion. The Dean of Libraries must carefully evaluate each recommendation to ensure that it is well grounded and fully justified.

Schedule

Librarian I: Reappointment; Promotion to Librarian II with Continuing Appointment:

1. Announcement of upcoming deliberations regarding these two matters is made to eligible candidates by notification from the Office of the Dean by March 1.
2. The deadline for submission of an application, via a dossier, by the candidate for reappointment or for promotion to Librarian II with continuing appointment is July 1. The dossier is submitted to the Head of Human Resources. Should an application be unavoidably delayed, the Head of Human Resources must be notified of the reason for the delay in order to provide an appropriate extension.
3. If a candidate does not wish to apply for reappointment or promotion to Librarian II with continuing appointment, they are required to submit a letter of resignation which will become effective no later than the June 30 of the appointment expiration.
4. The Reading Committee begins its process on July 15 and completes its summary statement by the Friday after Labor Day.
5. As designated in the Library Faculty Bylaws 1.11, the library faculty will convene for review of candidates in the Reappointment, Promotion, and Continuing Appointment Meeting (RPCAM). The RPCAM is held during fall semester to discuss and vote on the candidates.
6. The candidate is notified by the Dean of Libraries by December 15 of their reappointment/promotion to Librarian II with continuing appointment status.
7. If the application for reappointment is recommended to and approved by the Provost, the next probationary period begins August 16 of the following year. If the application for promotion to Librarian II with continuing appointment is recommended to the Provost and is approved by the President, promotion to Librarian II with continuing appointment is awarded and will take effect on January 1 of the following year or the first day of the month after the date of final approval. Any salary increase for promotion to Librarian II with continuing appointment takes effect the following October 1.

Librarian II: Reappointment with Continuing Appointment:

1. Announcement of upcoming deliberations regarding this matter is made to eligible candidates by notification from the Office of the Dean by March 1.
2. The deadline for submission of an application, via a dossier, by the candidate for reappointment with continuing appointment is July 1. The dossier is submitted to the Head of Human Resources. Should an application be unavoidably delayed, the Head of Human Resources must be notified of the reason for the delay in order to provide an appropriate extension.
3. If a candidate does not wish to apply for reappointment with continuing appointment, they are required to submit a letter of resignation which will become effective no later than the June 30 of the appointment expiration.
4. The Reading Committee begins its process on July 15 and completes its summary statement by the Friday after Labor Day.
5. As designated in the Library Faculty Bylaws 1.11, the library faculty will convene for review of candidates in the Reappointment, Promotion, and Continuing Appointment Meeting (RPCAM). The RPCAM is held during fall semester to discuss and vote on the candidates.
6. The candidate is notified by the Dean of Libraries by December 15 of his/her continuing appointment status.
7. If the application for reappointment with continuing appointment is recommended to the Provost and is approved by the President, continuing appointment is awarded and will take effect on January 1 of the following year or the first day of the month after the date of final approval. Any salary increase takes effect the following October 1.

Librarian II: Promotion to Librarian III:

1. A Librarian II with continuing appointment may apply for promotion to Librarian III by submitting a dossier no later than July 1. The promotion, if granted, will take effect the following January 1 or the first day of the month after the date of final approval.
2. The Reading Committee begins its process on July 15 and completes its summary statement by the Friday after Labor Day. As designated in the Library Faculty Bylaws 1.11, the library faculty will convene for review of candidates in the Reappointment, Promotion, and Continuing Appointment Meeting (RPCAM). The RPCAM is held during fall semester to discuss and vote on the candidates. The candidate is notified by the Dean by December 15 of the decision on their application.
3. If the promotion is recommended to the Provost and is approved, the change in ranking level takes effect January 1 of the following year or the first day of the month after the date of final approval. Any salary increase takes effect the following October 1.

Appointment with Continuing Appointment:

1. Prior to appointment of a Librarian II with continuing appointment, the Dean of Libraries will consult with all regular library faculty with continuing appointment, to provide the appropriate peer review of the individual's qualifications for appointment with continuous appointment.

2. Prior to appointment of a Librarian III, which brings with it continuing appointment, the Dean of Libraries will consult with all regular library faculty with the rank of Librarian III, to provide the appropriate peer review of the individual's qualifications for appointment with continuous appointment at the rank of Librarian III.

Information-Gathering

All documents pertaining to applications for reappointment, promotion, and continuing appointment 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 RPCA evaluation. Documentation supplied by any individual is made available to the candidate.

[Role of the Reading Committee:](#)

1. Reviews the candidate's dossier to determine its completeness.
2. May identify individuals whose names were not submitted by the candidate from whom additional letters may be solicited.
3. 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 their performance on the elements of Criteria I, II, and III and clearly indicating whether reappointment, promotion to Librarian II with continuing appointment, reappointment with continuing appointment (Librarian II), or promotion to Librarian III 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 and contributions to the Libraries and University, quality and significance of scholarly and creative activities, and quality and effectiveness of service, as appropriate. (Criteria I, II, and/or III, as appropriate).
 3. contacts persons outside the Libraries whom the candidate has listed as references. External evaluators should address the quality and significance of the candidate's scholarly and creative activities and quality of contributions to the profession, as well as the quality and effectiveness of contributions to the MSU Libraries and University, as appropriate. (Criteria I, II, and/or III, as appropriate).
 4. contacts persons identified by the Dean of Libraries or designee and/or the Reading Committee. External evaluators should address the quality and significance of the candidate's scholarly and creative activities and quality of contributions to the profession, as well as the quality and effectiveness of contributions to the MSU Libraries and University, as appropriate. (Criteria I, II and/or III, as appropriate).
 5. 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. In consultation with the Head of Human Resources, may seek assistance/opinion from appropriate

skilled individuals if unable to determine content or value of documentation; i.e., for programming codes or publications in foreign languages.

6. Reviews previous RPCA materials retained in the Libraries Human Resources Office for clarification. Reviews written summary of feedback/suggestions for improvement that was prepared by the supervisor or designee and shared with the candidate following previous RPCAMs.

Note: The request to an external referee will include the University's statement on confidentiality.

Role of the candidate:

1. The candidate is responsible for submission of a dossier to support their application. The contents of the dossier are as listed in the Dossier checklist.
2. The candidate will provide written answers to any questions from the Reading Committee within 10 working days.

Role of the supervisor(s):

1. 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 their performance on the elements of Criteria I, II, and III which clearly indicates whether reappointment, promotion to Librarian II with continuing appointment, reappointment with continuing appointment (Librarian II), or promotion to Librarian III is recommended or not. A copy of this letter is simultaneously sent to the candidate. For candidates appointed to positions under a new supervisor since their last evaluation, an evaluation from prior supervisor(s) will also be acquired.
2. The current supervisor(s) is/are responsible for answering in writing any questions addressed to them from the Reading Committee within 10 working days.
3. The current supervisor(s) is/are responsible for producing a written summary of feedback/suggestions for improvement that were raised in the RPCAM. In the absence of the direct supervisor at the RPCAM, the supervisor next in the chain of command, AD, or designee (in that order) will prepare the summary. The document is to be shared and discussed with and signed by the candidate. Typically the meeting will be between the direct supervisor and librarian; however, if the document was written by someone other than the direct supervisor, that person will also be present at the meeting. The signed document will be retained in the librarian's personnel file and will be reviewed during later personnel actions, including by future Reading Committees.

Review and Evaluation by the Reading Committee and the Library Faculty

1. Review and evaluation are limited to the Reading Committee and appropriate Library Faculty.
2. Evidence submitted to support the candidate's application is weighed against the individual elements and required standards of the three criteria. Guidelines and standards are described on pages 4.23-32.

3. In the application of criteria for the evaluation process, the greatest emphasis is given to the first criterion, Performance of Responsibilities.
4. The form entitled, "Reading Committee Summary Statement Workform" is utilized as the basis for Reading Committee internal use.
 - a. Each member of the Reading Committee is given a copy of the workform for their independent use in evaluating the candidate.
 - b. During the deliberation process, each member of the Reading Committee discusses their comments with the entire Committee.
5. Following Reading Committee discussion and review of the individual members' evaluations, final comments reflecting Committee consensus are recorded as a summary statement. This consensus is accomplished through mutual verbal agreement. The Reading Committee does not include Handbook word ratings (as listed in 4.24) in the summary statement. It is expected that there will be a section on each criterion that will include strengths and concerns as they have been recorded in the documentation reviewed and as they reflect the judgment of the members of the Reading Committee. The section on Criterion I will include comments on each individual element. The final part of the summary statement will be a brief concluding paragraph.
6. The Reading Committee's summary statement is prepared on the "Recommendation for Librarian Personnel Action" form by the chairperson, which is signed by each Reading Committee member. When all sections of the "Recommendation for Librarian Personnel Action" form are complete, it will be forwarded to the Office of the Provost. Following the RPCA decision, the candidate receives a copy of the "Recommendation for Librarian Personnel Action" form.

Reappointment, Promotion, and Continuing Appointment (RPCA) Procedures

The goal is for the library faculty to operate as a body of the whole, to the extent possible.

1. A "Reading Committee" comprised of three regular library faculty holding continuing appointment will be appointed for each candidate, as designated in the Library Faculty Bylaws 5.2.2.3. and 5.2.2.4. For candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II), all regular members of the library faculty with continuing appointment will be eligible. For candidates for promotion to Librarian III, all regular members of the library faculty with the rank of Librarian III will be eligible. Exceptions and clarifications follow.

For clarity, the following librarians are included among those eligible to serve on a Reading Committee:

- Secondary supervisor(s) of the candidate
- Those who have written a reference letter for the candidate

- Divisional administrators from divisions other than the division in which the candidate resides

The following librarians are NOT eligible to serve on a Reading Committee:

- Current primary supervisor of the candidate
- Those for whom the candidate is the current primary or secondary supervisor
- Those with a conflict of interest, as defined in the MSU Faculty Handbook
 - [Conflict of Interest in Employment](#) (relating to relatives or other personal relationships in which objectivity might be impaired)
 - [Conflict of Interest, Faculty/Staff](#) (relating to financial interests or other opportunities for tangible personal benefit that might compromise independence of judgment)
- Divisional administrator of the division in which the candidate resides
- Dean of Libraries

2. There will be a separate Reading Committee for each librarian being considered. Individual librarians may serve on more than one Reading Committee.

For Reading Committee membership, the librarian being considered will suggest 3-5 names of eligible librarians to their divisional administrator, with a copy to the Head of Human Resources; the candidate should not contact the potential Reading Committee members in advance. The librarian's divisional administrator will select one name from the candidate's list to serve on the Reading Committee. The divisional administrator will then select a second librarian, not necessarily from the provided list, to serve. The divisional administrator will contact the selected librarians to ask their participation and will advise the Head of Human Resources of the appointees. The names of the two confirmed appointees, without the candidate's list, will be forwarded by the Head of Human Resources to the Steering Committee. The Steering Committee will select the third member of the Reading Committee and an alternate. The Head of Human Resources will contact the first librarian suggested by the Steering Committee; only if that librarian declines to serve will the Head of Human Resources contact the alternate to the Steering Committee's primary selection. The Head of Human Resources will notify each candidate of the members of their Reading Committee and will notify each Reading Committee of its membership.

Reading Committee members need not have a detailed knowledge of the candidate's work, which is represented by the dossier and other documentation. Rather, they are to have the ability to represent the interests of all library faculty by providing a summation of the candidate's primary accomplishments and an assessment and evaluation of the candidate's performance.

3. The candidate's CV and dossier, which are to be treated confidentially, will be available on a secure, accessible server, such as the University's Course Management System (CMS), no later than July 15 for review by Reading Committee members and appropriate library faculty:

- a. For candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II), the CV and dossier are available to all regular library faculty with continuing appointment
 - b. For candidates for promotion to Librarian III, the CV and dossier are available to all regular library faculty with the rank of Librarian III
4. The following documents, which are to be treated confidentially, will be available on the CMS to members of the Reading Committee only:
- Current supervisor's letter of recommendation
 - Reference letters
 - Annual supervisor's evaluations
5. The members of each Reading Committee will select a chairperson for the purpose of facilitating and coordinating the work of the committee. The chairperson or designee will also coordinate the discussion of the library faculty at the Reappointment, Promotion, and Continuing Appointment Meeting (RPCAM) for the appropriate candidate and, with the Head of Human Resources or designee, compile the results of the secret ballot.
6. The Reading Committee 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. The candidate and/or the current supervisor(s) are to provide written answers to any questions within 10 working days. The Reading Committee, in consultation with the Head of Human Resources, may seek assistance/opinion from appropriate skilled individuals if unable to determine content or value of documentation; i.e., for programming codes or publications in foreign languages.
7. Library faculty who are eligible to attend and vote will be notified by the Head of Human Resources no later than August 1 of the scheduled date for the Reappointment, Promotion, and Continuing Appointment Meeting (RPCAM).
8. The Reading Committee will write a summary statement regarding the librarian's qualifications as they relate to Criteria I, II, and III without making a specific recommendation for or against reappointment, promotion to Librarian II with continuing appointment, reappointment with continuing appointment (Librarian II), or promotion to Librarian III and without applying Handbook word ratings (as listed in 4.24). It is expected that there will be a section on each criterion that will include strengths and concerns as they have been recorded in the documentation reviewed and as they reflect the judgment of the members of the Reading Committee. The section on Criterion I will include comments on each individual element. The final part of the summary statement will be a brief concluding paragraph.

The emphasis throughout the summary statement should be on areas of particular strength or where weaknesses have been identified, rather than a re-working of the CV. In addition to highlights for each criterion, there should be non-conclusive commentary relating to the success or failure of the candidate to have met expectations for required performance standards. For

example, there may be a statement such as: in the opinion of the Reading Committee, this candidate demonstrates particularly strong (or weak) achievements in this criterion for librarians at this stage of their career. A summary statement may include this type of commentary: this candidate exceeds performance standards for Criteria II and III but concern has been expressed in regard to Criterion I, specifically relating to interpersonal relationships. Commentary should stop short of reaching a definitive conclusion regarding the personnel action under consideration.

If the Reading Committee summary statement refers to comments made in a letter of reference, the position title of the referee and characterization of the institution should be provided, but without breaching confidentiality. For example, the referee may appropriately be described as “the Head of Reference at a BTAA institution,” but without the name of the individual or the specific institution.

The summary statement will be prefaced with a cover page that includes details relating to the personnel action under consideration (i.e., name, job title, primary supervisor, primary division, current rank, proposed rank, specific personnel action, Reading Committee members and chair).

These are the specific parts of the summary statement, with limitations on length:

- Criterion I, Performance, summary including comments on each individual element – no more than 2 pages
- Criterion II, Scholarly and Creative Activities, summary – no more than 1 page
- Criterion III, Service and/or Professional Activities, summary – no more than 1 page
- Concluding paragraph – no more than ½ page

This summary will be available at the meeting of librarians with continuing appointment (RPCAM) to discuss the librarian being considered and will also be available in Human Resources two weeks prior to the meeting for review by all eligible librarians. Review must take place in Human Resources, and no copies will be allowed. All librarians with continuing appointment are eligible to review the summary of candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II). All Librarian IIIs are eligible to review the summary of candidates for promotion to Librarian III.

If inaccuracies (i.e., misspellings or incorrect committee names) are identified in the Reading Committee summary, corrections should be forwarded to the Reading Committee Chair so that a corrected document may be produced.

9. As designated in the Library Faculty Bylaws 1.11, the library faculty will convene for review of candidates in the Reappointment, Promotion, and Continuing Appointment Meeting (RPCAM). The sole purpose of the RPCAM is to discuss and vote on the candidates for reappointment, promotion, and continuing appointment. Discussion is to focus on the qualifications of the candidate for the advancements that they seek. Broad faculty participation is sought for a candid and open exchange of experiences and opinions. The RPCAM is to be conducted in a professional and confidential manner, in an environment of respect for the serious recommendations under consideration and with the awareness that the award of continuing

appointment welcomes a colleague into the faculty for what may be the remainder of their career. If a librarian's perception of a candidate is not reflected in the documents, the librarian is expected to express their beliefs and experiences in a concise and logical manner for consideration by the faculty.

All regular library faculty with continuing appointment, including supervisors and divisional administrators, but with the exception of the Dean of Libraries and those with a conflict of interest (see 4.17.V.1.), meet to discuss and vote on the candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II). All regular library faculty with the rank of Librarian III, including supervisors and divisional administrators, but with the exception of the Dean of Libraries and those with a conflict of interest (see 4.17.V.1.), meet to discuss and vote on the candidates for promotion to Librarian III.

The Chairperson of each Reading Committee or designee will coordinate the RPCAM discussion for the appropriate candidate. The summary of the Reading Committee and the librarian's CV are presented as prelude to the discussion. Summaries will be distributed and re-collected at the meeting.

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).

Issues relating to the RPCA process and practices are not to be raised at the RPCAM but rather submitted as a Steering Committee agenda item, which allows all librarians (with and without continuing appointment) to be represented.

The current supervisor(s) is/are responsible for producing a written summary of feedback/suggestions for improvement that were raised in the RPCAM. In the absence of the direct supervisor at the RPCAM, the supervisor next in the chain of command, AD, or designee (in that order) will prepare the summary. The document is to be shared and discussed with and signed by the candidate. Typically the meeting will be between the direct supervisor and librarian; however, if the document was written by someone other than the direct supervisor, that person will also be present at the meeting. The signed document will be retained in the librarian's personnel file and will be reviewed during later personnel actions, including by future Reading Committees.

10. Following discussion of each candidate at the RPCAM, a secret ballot is taken and collected. Each eligible librarian who has attended the appropriate discussion votes "yes" or "no."

- All regular library faculty with continuing appointment, but with the exception of the Dean of Libraries and those with a conflict of interest (see 4.17.V.1.), are eligible to vote on candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II)
- All regular library faculty with the rank of Librarian III, but with the exception of the Dean of Libraries and those with a conflict of interest (see 4.17.V.1.), are eligible to vote on candidates for promotion to Librarian III

The results of the secret ballot are compiled by the Chairperson of the appropriate Reading Committee (or designee) and the Head of Human Resources (or designee) as soon as possible but no later than 24 hours from the conclusion of the meeting. The results of the secret ballot of the library faculty are reported to the Dean of Libraries and will be recorded on the "Recommendation for Librarian Personnel Action" form. When all sections of the "Recommendation for Librarian Personnel Action" form are complete, it will be forwarded to the Office of the Provost. Following the RPCA decision, the candidate receives a copy of the "Recommendation for Librarian Personnel Action" form.

11. In those cases in which a librarian is to be appointed with continuing appointment, at the rank of Librarian II or III, the Dean of Libraries will consult with the appropriate library faculty, following the RPCAM process.

For candidates for appointment as Librarian II with continuing appointment, all regular library faculty with continuing appointment, including supervisors and divisional administrators, but with the exception of the Dean of Libraries and those with a conflict of interest (see 4.17.V.1.), meet to discuss and vote on the qualifications of the candidate for appointment with continuing appointment. For candidates for appointment as Librarian III, which brings with it continuing appointment, all regular library faculty with the rank of Librarian III, including supervisors and divisional administrators, but with the exception of the Dean of Libraries and those with a conflict of interest (see 4.17.V.1.), meet to discuss and vote on the qualifications of the candidate for appointment with continuing appointment at the rank of Librarian III.

The RPCAM will be convened to review and discuss the CV of the candidate. The chairperson of the search committee or designee will coordinate the RPCAM discussion, and a secret ballot will be taken and collected. The results of the secret ballot will be compiled by the chairperson of the search committee (or designee) and the Head of Human Resources (or designee). The vote of the library faculty is reported to the Dean of Libraries.

Administrative Review

1. The formal vote of the Library Faculty, the summary statement of the Reading Committee and the complete dossier, together with letters of reference, current supervisor's letter of recommendation, annual supervisor(s) evaluations, written questions and answers of the Reading Committee, candidate and supervisor(s), are submitted to the Dean of Libraries.
2. The appropriate divisional administrator forwards their own recommendation to the Dean of Libraries. If there is ambiguity regarding the "appropriate divisional administrator," such as a situation where there has been a recent change in the divisional administrator, the Dean of Libraries shall consult with the Steering Committee to determine the "appropriate divisional administrator." The divisional administrator's recommendation will be based upon the summary statement of the Reading Committee, the discussion at the RPCAM meeting, their evaluation of the candidate, the application submitted to support the candidacy, the letters of reference, current supervisor's letter of

recommendation, annual supervisor(s) evaluations, written questions and answers of the Reading Committee, candidate and supervisor(s), and external factors pertinent to the division. The divisional administrator makes an independent recommendation, without knowing the vote of the faculty.

3. The Dean's recommendation is based upon the advisory vote of the Library Faculty, the summary statement of the Reading Committee, the advisory recommendation of the divisional administrator, their own evaluation of the candidate, the application submitted to support the candidacy, the letters of reference, current supervisor's letter of recommendation, annual supervisor(s) evaluations, written questions and answers of the Reading Committee, candidate and supervisor(s), and relevant external factors which may affect the recommendation.
4. The Dean completes the "Recommendation for Librarian Personnel Action" form and sends it forward to the Office of the Provost. All related documentation will be made available to the Office of the Provost. All decisions involving the award of continuing appointment require final approval by the President; these include Promotion to Librarian II with continuing appointment, and Reappointment with continuing appointment (Librarian II). Final decisions on Reappointment (Librarian I) and Promotion to Librarian III are made by the Provost.
5. The Dean sends the candidate and the candidate's primary supervisor a copy of the "Recommendation for Librarian Personnel Action" form, which includes the results of the vote of the Library Faculty and which is the document sent to the Office of the Provost.
 1. The Dean of Libraries will meet with the candidate for the purpose of informing them of the Dean's recommendation.
 2. If the candidate has questions or would like clarification regarding the meaning of any statements made in the Reading Committee's summary statement, they may contact the Head of Libraries Human Resources who will elicit a response from the committee within two weeks of such request.
6. If the recommendation for Reappointment is approved it becomes effective on August 16 of the following year. If the recommendation for Promotion to Librarian II with continuing appointment, Reappointment with continuing appointment (Librarian II), or Promotion to Librarian III is approved, it becomes effective on January 1 of the following year or the first day of the month after the date of final approval.
7. If reappointment, promotion to Librarian II with continuing appointment, or reappointment with continuing appointment (Librarian II) is not approved, the following procedures are applicable:
 1. 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. The candidate will then be eligible for possible reassignment, following appropriate reassignment procedures.
 2. The candidate may request a conference with the Dean to hear why reappointment, promotion to Librarian II with continuing appointment, or reappointment with continuing appointment (Librarian II) was not granted. The request for a conference will be granted.
 3. If the candidate chooses, they may request, in writing, from the Dean written reasons why reappointment, promotion to Librarian II with continuing

appointment, or reappointment with continuing appointment (Librarian II) was not granted. These reasons will be supplied in writing.

4. If the candidate believes the decision to have been made contrary to fair established policies, procedures, or practices, they may file a grievance following the established procedures for a grievance.
8. If a candidate's request for promotion to Librarian III is not approved, the following procedures are applicable:
 1. The candidate may reapply for promotion to Librarian III at the next scheduled opportunity.
 2. The candidate may request a conference with the Dean to hear why the promotion to Librarian III was not granted. The request for a conference will be granted.
 3. If the candidate chooses, they may request, in writing, from the Dean, written reasons why the promotion to Librarian III was not granted. These reasons will be supplied in writing.
 4. If the candidate believes the decision to have been made contrary to fair, established policies, procedures, or practices, they may file a grievance following the established procedures for a grievance.

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

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

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

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

Guidelines for Evaluation

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 their contribution to the goals and objectives of the Libraries and to the mission of the University. Performance in Criterion I should comprise approximately 70% of the basis for a recommendation regarding reappointment, promotion, and continuing appointment.

The second criterion, which involves pursuit of knowledge; 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. Together, Criteria II and III comprise the remaining 30% of the basis for a recommendation, with substantial contributions required in each.

Guide to Word Ratings

The following range of word ratings are utilized in the annual evaluation process and also form the basis for the standards for the RPCA process.

Word Rating

Excellent

Low Excellent

Very Good to Excellent

High Very Good

Very Good

Low Very Good

Good to Very Good

High Good

Good

Low Good

Satisfactory to Good

High Satisfactory

Satisfactory

Unacceptable

In order to be recommended for Reappointment, Promotion to Librarian II with Continuing Appointment, Reappointment with Continuing Appointment (Librarian II), or Promotion to Librarian III, a candidate's performance for each of the possible categories should be at least equivalent to those shown on the relevant cell of the chart on the following page based upon an

assessment of the library faculty in the RPCA process. Though the Reading Committee will have access to the supervisors' ratings in the annual performance evaluations, the Committee is expected to perform an independent assessment and not rely on the supervisors' ratings. Although a candidate may achieve higher performance than that shown for one or more of these categories, they should not be recommended for an award if performance in any one of the three criteria is less than the minimum shown in the relevant cell of the chart shown on the following page.

All positive recommendations are based on several years of sustained, outstanding achievements in the performance of one's responsibilities, scholarly and creative activities and service and/or professional activities, consistent with performance levels expected at peer universities. Sustainability and duration are key factors. Librarians are strongly encouraged to consult with their Assistant/Associate Dean before making a decision to apply for promotion to Librarian III, early reappointment, or early continuing appointment.

MINIMUM STANDARDS REQUIRED FOR POSITIVE RECOMMENDATION*			
LIBRARIAN I	Reappointment** (Normally 4 years after initial hire/appointment)		
	Criterion I	Criterion II	Criterion III
	Good	Good	Good
	Promotion to Librarian II with Continuing Appointment** (Normally 3 years after Reappointment)		
	Criterion I	Criteria II & III	
	Very Good	Minimum of Good in each criterion Requires Very Good in one	
LIBRARIAN II (w/o continuing appointment)	Reappointment with Continuing Appointment** (Normally 4 years after hire)		
	Criterion I	Criteria II & III	
	Very Good	Minimum of Good in each criterion Requires Very Good in one	

LIBRARIAN II (w/continuing appointment)	Promotion to Librarian III ** (Normally 5-7 years after Continuing Appointment)	
	Criterion I	Criteria II & III
	Very Good to Excellent	Minimum of Very Good in each criterion

**All positive recommendations are based on several years of sustained, outstanding achievements in the performance of one's responsibilities, scholarly and creative activities and service and/or professional activities, consistent with performance levels expected at peer universities.*

*** Librarians considering applying for promotion to Librarian III are strongly encouraged to consult with their Assistant/Associate Dean before doing so. Librarians have the option of requesting reappointment, promotion to Librarian II with continuing appointment, reappointment with continuing appointment (Librarian II), or promotion to Librarian III prior to their normal schedule, however, they are strongly encouraged to consult with their Assistant/Associate Dean before doing so. A negative decision on such a request shall not preclude consideration for reappointment, promotion to Librarian II with continuing appointment, reappointment with continuing appointment (Librarian II), or promotion to Librarian III on the normal schedule.*

Guides to Evaluating Candidates on Each Criterion

The following explanations of the word ratings for Criterion I are intended to serve as a guide in evaluating candidates as fairly and as objectively as possible. These word ratings are used by supervisors in the annual performance evaluation process and the criteria are also applied independently by FAC in the annual review for merit as well as by the Reading Committee and the faculty as a whole in the RPCA process.

Criterion I: Performance of Responsibilities:

The individual's performance of responsibilities of their 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 MSU 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 their performance.

EXCELLENT RATING

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 MSU 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.

VERY GOOD RATING

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 MSU 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.

GOOD RATING

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 they possess the capability for growth in the area of the element description.

SATISFACTORY RATING

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 their competence.

UNACCEPTABLE RATING

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.

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. Such pursuits may be directly or indirectly applicable to the librarian's position, depending upon the nature of their 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.

EXCELLENT RATING

The candidate has been and continues to be involved in a wide range of the elements delineated under Criterion II (see 4.7) or has been deeply involved in at least two such pursuits. Their work has resulted in significantly augmenting/strengthening the librarian's professional knowledge base or in significantly enhancing their professional capabilities.

VERY GOOD RATING

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. Their work has resulted in substantial augmenting/strengthening the librarian's knowledge base or in enhancing their capabilities.

GOOD RATING

The candidate has been and continues to be involved in one or two of the pursuits delineated under this criterion. Their 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.

SATISFACTORY RATING

The candidate has 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.

UNACCEPTABLE RATING

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

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, the librarian 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 word 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.

EXCELLENT RATING

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.

VERY GOOD RATING

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/OR

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.

GOOD RATING

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.

SATISFACTORY RATING

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.

UNACCEPTABLE RATING

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.

Calendar for RPCA:

March 1

- The Office of the Dean notifies candidates of their eligibility for reappointment, promotion to Librarian II with continuing appointment, or reappointment with continuing appointment (Librarian II)
- For the purpose of selecting Reading Committee members, Human Resources provides a list of librarians with continuing appointment to all candidates scheduled for reappointment, promotion to Librarian II with continuing appointment, or reappointment with continuing appointment (Librarian II) or upon request

March 15

- Librarians considering applying for promotion to Librarian III or for early reappointment, early promotion to Librarian II with continuing appointment, or early reappointment with continuing appointment (Librarian II) prior to their normal schedule are strongly encouraged to consult with their divisional administrator by this date
- Human Resources provides a list of Librarian IIIs to those who have expressed interest in applying for promotion to Librarian III or upon request
- Human Resources provides a list of librarians with continuing appointment to those who have expressed interest in applying for early reappointment, early promotion to Librarian II with continuing appointment, or early reappointment with continuing appointment (Librarian II) or upon request

April 15

- Candidate submits the following to their divisional administrator, with a copy to the Head of Human Resources:
 - CV
 - Names of eligible librarians for Reading Committee
 - Candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II) submit names of 3-5 MSU librarians with continuing appointment
 - Candidates for promotion to Librarian III submit names of 3-5 MSU Librarian IIIs
 - References – as listed in Handbook 4.2-4.3

April-June

- Divisional administrator appoints two members of the Reading Committee and advises Head of Human Resources of appointments
 - One must be from the list submitted by the candidate
- Divisional administrator (as designee of the Dean) identifies other potential references, determines final list of references to be contacted, and advises Head of Human Resources of final list

- Divisional administrator, in consultation with the candidate, determines a representative work to be sent to the references (as well as the CV and criteria) and advises Head of Human Resources
- Human Resources collects annual supervisor's evaluations for each candidate
- Human Resources contacts references with a deadline for receipt of reference letter no later than July 1; earlier, for those who may not be available during the summer
- Human Resources contacts current supervisor of each candidate for letter of recommendation due no later than July 1

May-June

- Head of Human Resources informs Steering Committee of two confirmed appointees for each Reading Committee no later than June 30

June-July

- Steering Committee selects a third member of each Reading Committee and an alternate. The Head of Human Resources will contact the first librarian suggested by the Steering Committee; only if that librarian declines to serve will the Head of Human Resources contact the alternate to the Steering Committee's primary selection

July 1

- Dossiers due

Early to mid-July

- The Dean of Libraries, Head of Human Resources, and Human Resources Unit Manager meet with the members of the Reading Committees

July 15

- Reading Committees select Chairperson and begin review
- Dossiers and CVs, which are to be treated confidentially, will be on the CMS available for review by members of Reading Committees and:
 - All librarians with continuing appointment, for candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II)
 - All Librarian IIIs, for candidates for promotion to Librarian III
- CMS file containing reference letters, current supervisor's letters, and annual supervisor's evaluations will be available for review by appropriate Reading Committee members only; these are to be treated confidentially

August 1

- Library faculty who are eligible to attend and vote will be notified by the Head of Human Resources no later than August 1 of the scheduled date for the RPCAM

Friday after Labor Day (approximately September 7)

- Reading Committees complete summary statement regarding the librarian's qualifications without making a specific recommendation for or against reappointment, promotion to Librarian II with continuing appointment, reappointment with continuing appointment (Librarian II), or promotion to Librarian III

Two weeks prior to RPCAM (meeting of all librarians with continuing appointment)

- Summary statements will be available in Human Resources only (no check outs or copies) for review
- By all librarians with continuing appointment, for candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II)
- By all Librarian IIIs, for candidates for promotion to Librarian III

Mid to late September

- Eligible librarians convene at RPCAM to discuss and vote on the candidates
 - All librarians with continuing appointment are eligible to discuss and vote on candidates for reappointment, promotion to Librarian II with continuing appointment, and reappointment with continuing appointment (Librarian II)
 - All Librarian IIIs are eligible to discuss and vote on candidates for promotion to Librarian III
- The summary of each Reading Committee and the CV are presented by the Chairperson of the Reading Committee as prelude to the discussion of each individual
- Following the discussion of each individual, a secret ballot will be taken. Votes will be tallied by the Chair of the appropriate Reading Committee (or designee) and the Head of Human Resources (or designee)

October 1

- Divisional Dean recommendations due to the Dean of Libraries

November 1

- Dean of Libraries submits recommendations to the Office of the Provost

December 15

- The candidate is notified by the Dean of Libraries of the status of their reappointment/promotion to Librarian II with continuing appointment/reappointment with continuing appointment (Librarian II)/promotion to Librarian III. The candidate receives a copy of the documentation forwarded to the Office of the Provost.

Chapter 5: Personnel Benefits

- [Insurance and Retirement Benefits](#)
- [Leaves](#)
 - [Medical Leave](#)
 - [Leave for Funeral Attendance](#)
 - [Leave for Jury Duty](#)
 - [Military Service Leaves](#)
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Insurance and Retirement Benefits

Librarians are eligible for the various insurance and retirement benefits made available by the University to the members of the faculty. Each of these benefits is described briefly in the [MSU Faculty Handbook](#). For more complete information, see the MSU Human Resources' [page on benefits](#).

Leaves

Medical Leave

The Library policy for medical leave including short-term disability, long-term disability, and parental 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](#) 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. See the [MSU Faculty Handbook](#) for more details.

Leave for Jury Duty

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

Military Service Leaves

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

Sabbatical Leave

Relevant MSU policies:

1. MSU Faculty Handbook, [Sabbatical Leaves of Absence](#)
2. [Sabbatical Leave Implementation Information](#)
3. [Sabbatical Leave Information Form](#)

Library faculty with continuing appointment and six years of service on the library faculty are eligible to apply for paid sabbatical leaves for the purpose of providing sustained time to pursue scholarly and creative activity that would be difficult or impossible to do without the leave period.

Sabbatical leaves can benefit the faculty member, the university and the profession. When an eligible faculty member applies for sabbatical leave, the application is evaluated for its merit, appropriateness and feasibility. Eligibility to apply for a sabbatical leave does not equate to a right to take one.

[Duration and Timing](#)

Semester-long leaves are the preference of the MSU Libraries. According to university policy, faculty on semester-long leaves receive their full salary for that time, while faculty on year-long sabbaticals receive half their salaries for that time. Additionally, summer semester may be preferred to reduce impact on library operations, including the librarian evaluation process.

[General Policy Issues](#)

Librarian sabbaticals are intended to support scholarly and creative activity, including writing and research. Professional development funds can be used during the sabbatical.

Sabbaticals are not granted automatically. Each sabbatical request is reviewed by the applicant's supervisor(s), appropriate AD(s), the Dean of Libraries, and the Associate Provost and AVP for Academic Human Resources as the Provost's designee. Sabbatical requests may be denied at any administrative level.

Sabbatical Requests

Sabbatical requests should include:

1. A clear statement of the type of work planned.
2. An explanation of the work's significance as a scholarly or creative endeavor and its relationship to other scholarship in the field.
3. A well-developed general plan to accomplish the work in the time proposed.
4. Methods to be used including, but not limited to: survey research, statistical analysis, historical research, archival research, oral histories, or film/video production.
5. Resources and facilities needed, when they will be used, and what arrangements will be made for acquisition and use.
6. An explanation for why the leave will take place in a specific location.

Written endorsement of sabbatical leave requests by supervisors, appropriate ADs, and the Dean of Libraries must certify that the leave will not adversely impact library service, outreach, and instruction programs of the unit. Endorsements must state clearly in writing the expected benefit of the sabbatical leave outcome for the library and the university. This endorsement should be detailed enough to permit review and endorsement by the Associate Provost and AVP for Academic Human Resources. A librarian's past achievements as reflected in merit, market adjustments and other awards or honors are relevant to evaluation of a sabbatical leave request.

Applications for sabbatical leave must be submitted at least 6 months in advance of the leave.

A recipient of a sabbatical leave of absence is obligated to return to Michigan State University for the following year.

Evaluation

University Policy requires faculty to submit a report, including an assessment and evaluation of the leave accomplishments in relation to the sabbatical leave plan, within 30 days of the completion of the sabbatical. This report must include a separate summary not to exceed one page in length. Library faculty should submit this report to the relevant supervisor(s), AD(s), and the Dean of Libraries, describing activities undertaken, location(s), work accomplished (such as papers submitted or in progress as a result of the sabbatical), grants submitted or funded based on work performed during the sabbatical, and how the sabbatical advanced the goals of the librarian, the library, the university, and the profession. (9/16/19)

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 Dean 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 consult with Library Human Resources about the continuation of benefits prior to taking a leave.

Other Leaves

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

Holidays

Michigan State University librarians and staff are entitled to the legal holidays observed by the University.

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 they 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.

Vacation Procedures

The procedures for vacation are listed below:

1. Librarians who have full-time appointments are granted an annual vacation of 22 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. Librarians are expected to accurately enter time off in SMART, the online timekeeping program, and supervisors are expected to review and approve these entries each month.
3. Vacation should be taken during the fiscal year. Ten days of vacation may be carried over into the next fiscal year. If they are not used by September 30, these days are lost.
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 after the compensatory time was accrued, 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](#) provide the basis for travel authorization and reimbursement. Complete information regarding University regulations is contained in a separate publication entitled [Manual of Business Procedures](#). Library travel regulations are described in the [Travel/Professional Development Policy document](#) on the Library Intranet.

In broad terms, travel may be authorized for the promotion of teaching, scholarly activities 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 Dean 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 Dean 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](#).

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).

The department concerned should make arrangements with the Motor Pool 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](#), for the amount of coverage and the provisions.

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 based on a scale for reimbursement that is established by the Dean of Libraries in consultation with the Steering Committee and maintained in the Main Office.
 1. For Temporary Librarians, the amount of staff development support is negotiated at the time of appointment.
 2. 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 Dean, who will have the authority to provide additional support.
 3. ALL travel and related expenditures must conform with [University guidelines and regulations](#). Room reimbursement will be limited to a reasonable figure established by the Dean of Libraries and maintained in the Main Office.
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 "release time only" for participation in activities.
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, 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 Request Form](#) on the Library Intranet should be used to obtain approval for travel support.

Chapter 6: Schedule for Annual Evaluation Process and Reappointment, Promotion, and Continuing Appointment Evaluation Process

- [Timeline for Individual, Departmental, and Library Goals and Objectives Statements](#)
- [MSU Libraries Dossier Checklist for Librarian Application For Reappointment, Promotion, and Continuing Appointment](#)
 - [Supplied by Candidate](#)
 - [Collected by the Libraries Human Resources Office for the Reading Committee](#)

	<i>Annual Review Process</i>	<i>Review Process for Reappointment, Promotion, and Continuing Appointment</i>
September		Reading Committees' summary statements completed by the Friday after Labor Day. Library faculty convenes, typically in September, for review of candidates in the Reappointment, Promotion, and Continuing Appointment Meeting (RPCAM).
March/April	Individual performance evaluations: annual self-evaluations and annual formal performance evaluations due.	Preliminary CV, candidate's list of names of eligible librarians for potential appointment to the Reading Committee, and candidate's list of names to provide reference letters due April 15.
May	Faculty Affairs Committee's evaluations of annual evaluations and recommendations for merit.	
July		Dossiers for Reappointment or Continuing appointment due July 1. Reading Committees begin work on July 15.

July/August	Organizational performance evaluation.	
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Timeline for Individual, Departmental, and Library Goals and Objectives Statements

December: In consultation between supervisor and librarian, at least one review/revision of individual goals and objectives has taken place.

January: Library-wide goals and objectives completed and distributed to departmental units.

Feb/March: Departmental goals and objectives completed and distributed to departmental units.

March/April: Unit goals and objectives completed and distributed to unit librarians.

June/July: Individual goals and objectives submitted to supervisors.

July/August: Individual goals and objectives statements completed.

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

The dossier checklist is to be used by the candidate and the Reading Committee in assembling/evaluating the documents used in the evaluation process. The candidate must submit a copy of any document which is included in the curriculum vitae if it was produced while working at MSU which is included in the curriculum vitae. The Reading Committee may request copies of other documents listed in the curriculum vitae. The candidate is to indicate on the document the type of document 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
- Letter of application of no more than two pages, stating the promotion being requested and concisely summarizing the candidate's strengths and contributions to the Libraries and profession.
- Copies of any work (ARTICLES, BOOKS, WEB sites (URLs), ETC.) which appears on the curriculum vitae and was produced while working at MSU. The Reading Committee may request copies of other work listed on the curriculum vitae.

- Names of three to five individuals who will supply a letter of reference or an evaluation upon request of the Reading Committee. (Include the name, address and relationship to candidate.) *For reappointment: at least 1 letter from an outside reference is encouraged. For promotion and/or continuing appointment, see criteria for RPCA in chapter 4 of the handbook for specific requirements.*
- **General Documentation**
 - Position description for each year of the librarian's appointment at MSU. For evaluation for promotion to Librarian III, position descriptions for the period of time since the librarian achieved continuing appointment are submitted. _____ Total number
 - Annotated annual personal goals and objectives statements for each year of appointment. Candidates for promotion to Librarian III submit statements for the period of time since the librarian achieved continuing appointment. _____ Total number
 - Annotated annual unit goals and objectives statements for candidates with supervisory/ administrative responsibilities. Candidates for promotion to Librarian III submit statements for the period of time since the librarian achieved continuing appointment.
 - OPTIONAL: Copies of the Self-Evaluations for years of the appointment.
- **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.)
- **Documentation for Criterion II: Scholarly and creative activities.** *(n.b. It is understood that not every candidate will have evidence related to every element listed below.)*
 - Transcripts, degree certificates, letters of completion, etc.
 - Copies of publications, scholarly 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
- Summary or other evidence of the quality of participation as a mentee in a mentoring relationship
- Summary of other pursuits which lead to and/or demonstrate advanced or applied knowledge of a 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
- **Documentation for Criterion III: Service and/or professional activities.**
(*n.b. It is understood that not every candidate will have evidence related to every 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 or other evidence of the quality of participation as a mentor in a mentoring relationship.
 - Summary of other relevant activities which demonstrate the librarian's impact on the MSU Libraries, Michigan State University, the community, or the profession
 - Other evidence of the quality of achievement described in Criterion III

Preliminary CV, candidate's list of names of eligible librarians for potential appointment to the Reading Committee, and candidate's list of names to provide reference letters should be submitted to the Libraries Human Resources Office by April 15.

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

Collected by the Libraries Human Resources Office for the Reading Committee

1. Candidate's dossier and dossier checklist.
2. Annual supervisor(s) performance evaluations. For promotions to Librarian III, only evaluations for the period of time since the librarian achieved continuing appointment are required. _____ Total number
3. 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.
4. Written evaluations from the references submitted by the candidate and/or by the Dean of Libraries or designee and/or the Reading Committee. The following will be sent to the references:
 1. a cover letter which will include a list of areas that may be addressed: publications, grants, seminars, workshops/colloquia, continuing education, offices

held in library/subject organizations, collections building or contributions in other library roles, committee work, training/teaching

2. the candidate's CV
3. a copy of relevant publications, reports, summary of successful grant proposals, etc.