

# A GOVERNANCE SYSTEM FOR LIBRARIANS AND ARCHIVISTS OF THE MU LIBRARIES

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## **ACADEMIC FREEDOM AND RESPONSIBILITY**

Librarians and Archivists are committed to providing access to information representing all points of view, resisting the abridgment of free expression and free access to information, and protecting the privacy of library users. MU Librarians seek to abide by the CODE OF ETHICS OF THE AMERICAN LIBRARY ASSOCIATION, 2008 (see Appendix 1). MU Archivists seek to follow the CODE OF ETHICS FOR ARCHIVISTS, approved by the Council of the Society of American Archivists in 2005 (see Appendix 2).

### **Professionalism**

MU Librarians and Archivists endeavor to:

- improve the quality and effectiveness of the Libraries' services and processes,
- treat the Libraries' users and coworkers with courtesy, respect, and equity,
- continuously improve their own skills and knowledge, and share that knowledge with the Libraries' users and with coworkers,
- participate in academic forums and University committees,
- practice open, honest communication,
- recognize and, when possible, reward creativity, clear thinking, and productivity in their coworkers.

To protect the intellectual freedom of others, Librarians and Archivists must be assured of the right of intellectual freedom for themselves. Unwarranted dismissal or threat of dismissal must not restrain Librarians and archivists in the responsible exercise of that academic freedom. Librarians and Archivists have that explicit protection under the University of Missouri Collected Rules and Regulations (hereafter referred to as CRR) ACADEMIC GRIEVANCE PROCEDURES.

## **AMENDMENT AND REVISION OF THE GOVERNANCE DOCUMENT**

This document, unless otherwise noted, may be amended or revised by a two-thirds vote of the MU Librarians and Archivists Council (MULAC) membership and by the approval of the Director of Libraries. Any Librarian or Archivist may propose amendments and revisions. The MULAC Administrative Affairs, Policy, and Nomination Committee shall oversee the amendment process. All MULAC members must be provided with proposed amendments or revisions at least one week prior to voting. A copy of the document and any subsequent amendments thereto shall be filed with the Director of Libraries and the Provost. The Appendices to this document do not require a membership vote for amending or revising.

The Collected Rules and Regulations of the University of Missouri have precedence over any conflicting provisions contained in this document. Such conflicts must be discussed and addressed by MULAC in this document as soon as they are known.

# **BYLAWS OF THE MU LIBRARIANS AND ARCHIVISTS COUNCIL (MULAC)**

## **Article I. Organization**

The name of this organization shall be the MU Librarians and Archivists Council (MULAC). MULAC is an independent, self-governing, collegial body, comprised of all persons with an appointment of Librarian or Archivist at the MU Libraries.

## **Article II. Purpose**

MULAC serves as:

- A forum, where issues may be discussed freely, in an atmosphere of trust and mutual respect
- A learning community, dedicated to sharing expertise, fostering professional development, and maintaining the highest standards of professional practice
- An advocate, actively representing the interests of its members, and communicating their concerns, ideas, and judgments on library services, policies, and other matters to the Director of Libraries and, as appropriate, to the students, faculty and staff of the University of Missouri
- A catalyst, improving morale and fostering communication, participation, and collegiality

MULAC has overall responsibility for Librarian and Archivist governance. MULAC shall advise and recommend on all matters of policy and decision, including:

- Development of library services, resources, calendar, and facilities
- Library budget and funding objectives and priorities
- Faculty benefits, including salaries, travel, and professional development
- Facilitation of librarianship and research
- Freedom of expression and academic freedom

MULAC, in its areas of authority, shall forward its recommendations to the Director of Libraries.

## **Article III. Membership and Voting**

Membership of MULAC shall consist of all benefits-eligible employees (as defined by CRR 320.050) with an appointment of Librarian or Archivist at the MU Libraries. The Director of Libraries is not a member of MULAC.

All MULAC members shall have voting privileges. Methods of voting shall include, but are not limited to: general consent; voice vote; show of hands; roll call; paper ballot; electronic ballot.

## **Article IV. Officers**

### **Section 1. Officers**

The elected officers of this organization shall consist of a Chair, a Vice-Chair, and a Recorder.

### **Section 2. Eligibility**

Librarians and Archivists with the rank of II or higher shall be eligible to serve as Chair or Vice-Chair/Chair-Elect. All members shall be eligible to serve as Recorder. No officer shall hold more than one office at any time.

### **Section 3. Terms**

Officers shall serve one-year terms, beginning on July 1. The Chair assumes office on July 1 following her/his term of office as Vice-Chair/Chair-Elect. The Recorder shall be eligible for two consecutive terms.

### **Section 4. Duties of Officers**

- A. The Chair shall:
  - a. Preside at MULAC and Executive Committee meetings
  - b. Serve as the contact point between MULAC and the Director and advise the Director on Librarian and Archivist issues
- B. The Vice-Chair shall:
  - a. Assist the Chair in the performance of his or her duties
  - b. Assume duties of Chair in his/her absence
  - c. Serve as liaison to the MU Libraries' Staff Representative Committee, or similar committee
- C. The Recorder shall:
  - a. Announce MULAC meetings and cancellations
  - b. Record and distribute minutes of MULAC meetings
  - c. Distribute Bylaws and other MULAC documentation to new members

### **Article V. Meetings**

There shall be no fewer than six meetings of the organization per year. Special meetings may be called by the Chair or by at least twenty percent of the membership. Quorum to conduct business shall be one-third of the membership. Significant action may be deferred to electronic vote, or other appropriate venue, at the discretion of the Chair.

### **Article VI. Standing Committees**

#### **Section 1. General Provisions**

The Standing Committees of this organization shall be the MULAC Executive Committee; the MULAC Administrative Affairs, Policy, and Nomination Committee; the MULAC Promotion Committee; and the MULAC Welfare and Professional Development Committee.

#### **Section 2. MULAC Executive Committee**

- A. Composition: The MULAC Executive Committee shall consist of the Chair, Vice-Chair, and Recorder. The Faculty Council Representative serves *ex officio*.
- B. Duties: The MULAC Executive Committee shall:
  - Provide overall leadership of MULAC
  - Establish the agenda for MULAC meetings
  - Appoint ad-hoc committees as needed to address specific tasks
  - Address member conflicts and concerns and provide guidance on potential grievance matters
  - Should the need arise, act as the authority for interpreting MULAC governance documents

#### **Section 3. MULAC Administrative Affairs, Policy, and Nomination Committee**

- A. Composition and Term of Service: The MULAC Administrative Affairs, Policy, and Nomination Committee shall consist of three members who serve staggered two-year terms.
- B. Eligibility: All MULAC members except the MULAC Chair and Vice-Chair shall be eligible to serve on the MULAC Administrative Affairs, Policy, and Nomination Committee.
- C. Duties: The MULAC Administrative Affairs, Policy, and Nomination Committee shall:
  - Solicit nominations and conduct all elections
  - Formulate any necessary MULAC policies
  - Work with the Office of the Provost on evaluation of the Director of Libraries
  - Advise and act on administrative policies and procedures that affect MULAC members
  - Review and update *A Governance System for Librarians and Archivists of MU Libraries*, Bylaws and other MULAC documentation

#### **Section 4. MULAC Promotion Committee**

- A. Composition and Term of Service: The MULAC Promotion Committee shall consist of five regular members and two alternates. The regular members serve staggered two-year terms; the alternates serve one-year terms.

A committee member must be replaced by an alternate during consideration of a candidate who is a relative (as defined by CRR 320.040) of the member; his or her domestic partner; or in his or her direct reporting line. Other potential conflicts of interest will be assessed on an individual basis by the Chair of the committee. Alternates do not attend meetings unless serving in an active capacity.

If a committee member becomes a candidate for promotion, he or she must resign from the Promotion Committee.

- B. Eligibility: MULAC members with the rank of Librarian II, Archivist II, or higher, and who have served at least one year in the MU Libraries, shall be eligible to serve on the Promotion Committee. After having served one term, regular members are ineligible for election for two terms (four years). Alternates may serve two consecutive terms.
- C. Duties: As an elected committee of peers, the MULAC Promotion Committee shall:
  - Conduct an objective review of the qualification of Librarians and Archivists seeking promotion in rank and make recommendations for promotion
  - Work with the Director of Libraries regarding determination of rank when hiring Librarians and Archivists
  - Evaluate degrees from programs not accredited by the American Library Association or other appropriate national body to determine if degrees meet criteria for appointment

## **Section 5. MULAC Welfare and Professional Development Committee**

- A. Composition and Term of Service: The MULAC Welfare and Professional Development Committee shall consist of three members who serve staggered two-year terms.
- B. Eligibility: All MULAC members shall be eligible to serve on the Welfare and Professional Development Committee.
- C. Duties: The Welfare and Professional Development Committee shall:
  - Promote professional growth, development leave, and work-related interests of Librarians and Archivists
  - Advise on salary and non-salary benefits, including travel monies, research leaves, and professional development
  - Oversee MULAC mentoring program

## **Article VII. Faculty Council Representative**

### **Section 1. Purpose**

The MU Libraries is entitled to one seat on the MU Faculty Council. The Faculty Council Representative attends Council meetings and has all rights and privileges of a regular Council member but may not vote on any action. The Faculty Council Representative shall make a report of issues discussed at Faculty Council meetings to librarians and archivists in a timely manner.

### **Section 2. Eligibility**

MULAC members with the rank of Librarian II, Archivist II, or higher, and who have served at least one year in the MU Libraries, shall be eligible for election. The Librarian or Archivist receiving the highest number of votes shall serve as the Faculty Council Representative; the Librarian or Archivist receiving the next highest number of votes shall be the Alternate.

### **Section 3. Term of Service**

The term of office shall be for three years. The Faculty Council Representative may not serve more than two consecutive terms.

## **Article VIII. Elections**

### **Section 1. General Provisions**

Unless otherwise specified, the MULAC Administrative Affairs, Policy, and Nomination Committee shall solicit self-nominations for all open positions on or near April 1. Self-nominations must result in at least one candidate per open position. If not enough self-nominations are solicited by May 1, names of all MULAC members shall be placed on the ballot for the open positions, in accordance with eligibility rules. In this case, Librarians and Archivists not wishing to be candidates must notify the Chair of the MULAC Administrative Affairs, Policy, and Nomination Committee by May 15.

Elections shall be conducted by secret ballot on or near June 1. Unless otherwise specified, a plurality of votes cast shall constitute election. Tie-votes will be resolved by run-off elections. Terms of office begin July 1.

## **Section 2. Election of Promotion Committee Members**

All eligible Librarians and Archivists shall be considered nominees for election to the Promotion Committee. The option to decline nomination is allowed only if the Librarian or Archivist will be applying for promotion in the upcoming cycle. Declinations are to be made to the Chair of the MULAC Administrative Affairs, Policy, and Nomination Committee by May 15.

Each Librarian and Archivist must cast votes equal to the number of vacancies specified on the ballot. Ballots that do not meet this criterion will be voided. Candidates receiving the highest votes will fill the vacant seats on the Promotion Committee and serve as regular members. The two candidates with next highest votes will serve as first and second alternate.

## **Section 3. Election of Chairs of Standing Committees**

With the exception of the Executive Committee, the chairs of standing committees are elected annually by the members of the committee.

## **Section 4. Vacancies**

- A. Unless otherwise specified, special elections shall be held to fill vacancies.
- B. **Officers:** In case of vacancy of the Chair, the Vice-Chair shall assume all duties and obligations of the Chair.
- C. **Promotion Committee:** When a vacancy occurs on the Promotion Committee, the first alternate fills the first vacancy; the second alternate, the second vacancy. Alternates who fill vacancies serve the unexpired term of the member they replace.
- D. **Faculty Council Representative:** In case of vacancy of the Faculty Council Representative, the Alternate shall assume all duties and obligations of the Representative.

## **Article IX. Rules of Order**

The rules contained in the current edition of The Standard Code of Parliamentary Procedure (aka Sturgis Standard Code of Parliamentary Procedure) shall govern the organization in all cases to which they are applicable, and in which they are not inconsistent with these Bylaws and any special rules of order the organization may adopt.

## **APPOINTMENTS OF LIBRARIANS AND ARCHIVISTS**

### **ACADEMIC STATUS OF LIBRARIANS AND ARCHIVISTS**

Librarians and Archivists are unranked, non-regular faculty. Academic non-regular status was granted to librarians in A PROVISION MAKING AVAILABLE ACADEMIC STATUS FOR PROFESSIONAL LIBRARIANS IN THE UNIVERSITY OF MISSOURI (adopted February 22, 1971 and amended 1976; see Appendix 4).

### **APPOINTMENT**

Librarians and Archivists have term appointments. Renewal of contract is discretionary with the University. Extended term appointments do not result in automatic renewal of contract. Professional Librarians and Archivists normally have twelve month appointments; other lengths of contracts may be granted when appropriate.

The procedures for appointment of new Librarians are detailed in Library Policy No. 21 RECRUITMENT AND HIRING OF LIBRARIANS (see <http://mulibraries.missouri.edu/staff/policies/POL21.htm>). It includes procedures for updating job descriptions, advertising in national journals, and appointment of a Screening Committee composed of librarians/archivists (and other staff) to evaluate the candidates. Library Policy No. 21 also applies to the recruitment and hiring of Archivists. Final decisions on appointment are made by the Director of Libraries, contingent on approval of the Provost or designee.

Assignment of rank to newly appointed Librarians should follow guidelines established in the MULAC Promotion Committee Operating Papers under RANKS AND QUALIFICATIONS OF LIBRARIANS (see Page 12). Similarly, assignment of rank for newly appointed Archivists should follow guidelines established in the MULAC Promotion Committee Operating Papers under RANKS AND QUALIFICATIONS OF ARCHIVISTS (see Page 17).

### **TEMPORARY AND PART-TIME APPOINTMENTS**

Librarians and Archivists with temporary appointments (under grants, for example), and with less than 75% FTE appointments, will not be eligible for promotion or bound by the requirements of time in rank as expressed therein. Their experience during temporary or part-time status, however, may be considered for promotion if they receive a regular appointment. Temporary appointment, as described herein, is not to be confused with an interim position held by a Librarian or Archivist who has a regular appointment.

### **PRACTICES AND POLICIES RELATING TO DISCIPLINARY ACTION AND TERMINATION**

Librarians and Archivists are given the same protections as all other non-regular academic appointees. Librarians and Archivists are also protected under University of Missouri Academic Grievance Procedures.

For those subject to limitations of time in rank, conditions regarding dismissal are described in MULAC Promotion Committee Operating Papers under RANKS AND QUALIFICATIONS OF



LIBRARIANS (see Page 12) and RANKS AND QUALIFICATIONS OF ARCHIVISTS (see Page 17).

1. Termination of employment initiated during the term of employment by the MU Libraries or the University is governed by CRR 310.020.C.2 which states “Appointees to the academic staff under term appointments, either regular or nonregular, are subject to termination prior to expiration of the stated term only for cause or under extraordinary circumstances because of financial exigencies or discontinuance of a program or department of instruction.”
2. A Librarian or Archivist who does not perform as expected may be counseled by her/his administrative supervisor, department head, and/or the Director of Libraries. The unsatisfactory performance must be documented, and the suggested remedy communicated to the Librarian or Archivist.
3. Dismissal recommendations should be forwarded to the Director of Libraries through the supervising department head. If the Director of Libraries concurs with the dismissal recommendation, based on the documented evidence, she/he will transmit the recommendation with documentation to the Provost or designee to take appropriate action under the Collected Rules and Regulations.

### **NON-RENEWAL OF CONTRACTS**

A Librarian or Archivist who is not to be reappointed should be informed in writing at least three months in advance of the appointment end date unless extenuating circumstances exist.

### **COMPENSATION**

Career salaries, properly graduated through the academic ranks, should be provided to offer incentive for professional growth and to recruit well-qualified personnel. To facilitate this, a schedule of minimum salaries should be developed and maintained by the Library Administration separate from this document.

### **VACATION, PERSONAL DAYS, AND SICK LEAVE**

Librarians and Archivists for purposes of vacation, personal days and sick leave are treated the same as administrative and professional staff. Those policies can be accessed through Campus Human Resource Services.

### **RESEARCH, DEVELOPMENT, AND OTHER LEAVES**

Librarians and Archivists are eligible for research leave. They are likewise eligible for developmental leave and development projects insofar as funding permits. See the section “Professional Development” regarding release time for academic staff enrolled in courses.

### **PERFORMANCE REVIEWS**

#### **Purpose**

Annual performance reviews are required of all Librarians and Archivists in order to:

- Recognize value and contributions of employee to the organization

- Establish and clarify expectations and standards of performance
- Align individual goals with departmental and library goals, thereby:
  - establishing the necessity and importance of a position to the department and the library
  - allowing the library to respond in timely fashion to changes in strategic direction
- Encourage individual initiative and creativity and foster improved communication between employee and supervisor
- Provide documentation of job performance, thereby:
  - protecting the employee against inappropriate, arbitrary or capricious personnel action
  - identifying basis for appropriate personnel actions such as merit increases, etc.

### **Important Dates**

Annual performance reviews are to be conducted for all Librarians and Archivists between January 1 and March 15, with a completion deadline including all necessary signatures of March 31. The review will evaluate performance from the previous year (January-December) and will set goals for the current year (January-December).

- On or before January 1 of each year, MU Libraries Human Resources Office will provide Librarians and Archivists with the following:
  - a reminder of process and deadline;
  - a link to the electronic copy of annual report and performance review forms;
  - a link to the current job description for review and updating as necessary.
- At the beginning of March, MU Libraries Human Resources Office will send all Librarians and Archivists a reminder of the review deadline.
- Completed performance reviews and annual reports are due to the MU Libraries Human Resources Office by March 31.
  - Division Heads have the responsibility to ensure completion of reviews within their divisions.

### **EMERITUS DESIGNATION FOR LIBRARIANS AND ARCHIVISTS**

Granting the title of Librarian or Archivist Emeritus/Emerita shall originate in the MU Libraries. The appropriate title will be granted, (i.e., Librarian Emeritus/Emerita III, Librarian Emeritus/Emerita IV, Archivist Emeritus/Emerita III, Archivist Emeritus/Emerita IV), to any Librarian or Archivist in good standing at the time of her or his retirement, who:

1. holds the rank of Librarian or Archivist III or IV (the equivalent of Associate or Full Professor) and has been a Librarian or Archivist for at least fifteen (15) years; or has held the rank of Librarian or Archivist IV for at least five (5) years;
2. requests the designation. The request in the form of a letter can either be a nomination by a professional colleague within the MU Libraries or by the Candidate. The letter will be submitted to the Director of the MU Libraries with a copy to the Chair of the MULAC Promotion Committee, indicating a desire to receive Emeritus/Emerita status, and an abbreviated current curriculum vitae outlining career highlights and contributions; and
3. whose contributions to the MU Libraries and the University of Missouri are recognized as meritorious as determined by simple majority vote of all current Librarians and Archivists II, III, and IV, such determination then being transmitted by letter to the

Chancellor through the Office of Provost.

Once the Director of the MU Libraries has received a request, he/she will request that the Chair of the MULAC Administrative Affairs, Policy, and Nomination Committee conduct a vote of the Librarians and Archivists II, III, and IV. The process as prescribed by the Provost's Office each year will guide the timing of the process.

In cases where the title and/or years of service do not meet the criteria as outlined above, a designation of Emeritus/Emerita may be recommended by a majority vote of all current Librarians and Archivists II, III, and IV, and the positive recommendation of the Director. The Director of Libraries will forward the recommendation to the Office of the Provost for review. If approved, the recommendation is forwarded to the Chancellor.

Each person receiving Emeritus/Emerita status will have the same rights granted other Emeriti under University policies.

## **MULAC PROMOTION COMMITTEE OPERATING PAPERS**

The MULAC Promotion Committee Operating Papers may be revised or amended by two-thirds vote.

### **RANKS AND QUALIFICATIONS OF LIBRARIANS**

Ranks for Librarians consist of Librarian I, II, III, and IV.

The following qualifications and requirements pertain to appointment and promotion to these ranks. Please refer to the section on the CANDIDATE'S PROMOTION DOSSIER for further details regarding experience, performance, education, and professional activities. Appointment, herein, refers to initial hiring.

No degree of educational advancement, participation in professional or scholarly activities can compensate for less than high quality job performance. Likewise, no achievements can obviate professional behavior as judged by our peers and as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY, above.

Graduate education, because of its emphasis on inquiry, research, and explication, is of value per se to the work of libraries, even when not directly related to assigned responsibilities.

One graduate degree may not be used to obviate further education. The same graduate degree, publication, professional activity, or committee work may not be used to qualify for more than one promotion. Likewise, experience, performance, education, degrees, and professional activities completed prior to appointment as a librarian at MU Libraries may not be used to qualify for promotion at this institution.

#### **Professional Degree**

A master's degree in library and information studies from an American Library Association accredited program is required of all librarians regardless of rank. Exceptions are allowed for master's level programs in library and information studies from other countries recognized or accredited by the appropriate national body of that country. Any other exceptions must be approved by vote of the MULAC Promotion Committee before a candidate's vita may be considered.

### **I. LIBRARIAN I**

This is the entry-level rank assigned to those librarians who have just begun their professional careers or who have served only a short time in a professional capacity.

#### **A. Minimum Qualifications**

A master's degree in Library Science from an A.L.A. accredited program is the minimum qualification for Librarian I. Prior professional experience is not required for appointment to this rank.

#### **B. Limitation of Time in Rank**

Because Librarians are not tenure-track faculty, limitation of time in rank is a self-

imposed requirement to foster high levels of performance. A Librarian I must attain the rank of Librarian II before the fifth anniversary of his/her start date. Consequently, due to the annual nature of the promotion calendar, a Librarian I must apply for promotion no later than the October 1 prior to the September 1 after the fourth anniversary of his/her start date.

**Extension of Time in Rank for Librarian I** - For Librarians who take Family and Medical Leave (as outlined in CRR 340.070) in excess of six weeks, the time in rank at Librarian I may be extended for a period of one year with a maximum of two one-year extensions. Librarians may choose to decline this extension.

If the Librarian I does not successfully attain promotion to Librarian II within the allotted time, the Librarian **will not be reappointed, but will retain her/his appointment until the end of that contract year**. In this case, written notice will be given to the Librarian by the appropriate administrative officer no later than 90 days prior to the end of the term appointment.

It is very important that the Librarian I consult with her/his supervisor and the MULAC Promotion Committee to have a clear understanding of when to submit the dossier and whether his/her activities and performance meet the necessary qualifications for promotion.

## **II. LIBRARIAN II**

One attaining this rank is recognized to be a competent, productive, contributing librarian who seeks to exemplify professionalism, as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY. There is no limitation of time in rank at this level, thus promotion to Librarian II is recognition that further promotion need not be sought. The Librarian II should have the following qualifications.

### **A. Experience**

Three years of professional library experience is recommended for appointment or promotion to this rank. Two years of service in the MU Libraries as Librarian I must be completed before applying for promotion to Librarian II.

### **B. Performance**

Job performance must be judged productive, competent, and energetic, demonstrating active participation and the potential for growth.

### **C. Education**

The librarian should be engaged in at least one of the following for promotion/appointment to Librarian II.

#### **i. Graduate Education**

Completion of, or progress towards, an additional graduate degree fulfills this requirement. At minimum, two courses in the same subject discipline should be completed.

ii. Continuing Education

Continuing education may include academic course work, short courses, seminars, research, and/or self-directed study to attain new proficiencies relevant to library service.

D. Professional Activities

The librarian should also demonstrate active participation in at least one of the following for promotion/appointment to Librarian II.

i. Professional Organizations

Activities in professional organizations include committee appointments and involvement in professional meetings. Activities may be in professional organizations at the local, state, national, or international level.

ii. Library and University Service

Library and university service may include such things as participation in the work of committees, liaison activities with external organizations, or special assignments beyond those required by the position.

iii. Publications, Teaching, and Innovation

Scholarly and professional activities may include publications, editorships, lectures, teaching, grant writing/administration, software development, presentation of papers, posters and poster sessions.

### **III. LIBRARIAN III**

The rank of Librarian III is for those with a proven record of accomplishment, marked by increasing challenges and higher levels of responsibility. At this level the librarian must be effective, productive, and resourceful, seek to improve the quality of library service as well as her/his professional capabilities, and exemplify professionalism, as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY.

The Librarian III should have the following qualifications.

A. Experience

Six years of professional library experience is recommended for promotion/appointment to this rank. For promotion, at least two of the six years should have been served in the MU Libraries.

B. Performance

Job performance must exhibit leadership, resourcefulness, energy, dedication to service, problem-solving ability, and skill in interpersonal interactions.

C. Education

For appointment/promotion to Librarian III the librarian must have accomplished at least one of the following:

i. Graduate Education

Significant course work or the completion of an additional graduate degree;

ii. Continuing Education

Continuing education may take a variety of forms (academic course work, short courses, seminars, research, and/or self-directed study, etc.) but should represent significant efforts to extend the librarian's awareness and develop new proficiencies relevant to library service.

D. Professional Activities

For appointment/promotion to Librarian III the librarian must have accomplishments in at least one of the following categories.

i. Professional Organizations

Activities in professional organizations at this level should include active participation in professional organizations. Commitment should be demonstrated by committee leadership (not limited to chairships), the holding of offices, and recognizable accomplishments. Activities may be in professional organizations at the local, state, national, or international level.

ii. Library and University Service

Committee work, liaison activities with external organizations, and special assignments should be characterized by leadership and should involve productive activities directed toward significant issues with recognizable contributions.

iii. Publications, Teaching, and Innovation

Scholarly and professional activities include publications editorships, lectures, teaching, grant writing/administration, software development, presentation of papers, posters and poster sessions. Such contributions will be judged on their quality and significance.

#### **IV. LIBRARIAN IV**

The rank of Librarian IV is reserved for those whose contributions to library service are widely recognized, are proven by tangible accomplishments, and are accompanied by the highest standards of professional behavior, as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY. A librarian at this level has not been merely a participant in library activities, but has taken risks to seek progress, shown energy and resourcefulness in solving significant problems, and has accomplished positive change.

A. Experience

Ten years of professional library experience is recommended for promotion/appointment to this rank. For promotion, at least three of the ten years should have been served in the MU Libraries.

B. Performance

Job performance must be judged over time to be of excellent quality, characterized by collaborative and cooperative behavior, creative thinking, productivity, knowledgeability, and a continuous effort to improve skills and performance. Accomplishments must prove

dedication to improving service, problem-solving ability, thoughtful leadership (not necessarily in a management position), and skills in both planning and interpersonal interactions.

C. Education

Educational achievements must be extensive and noteworthy. Some level of continuing education is expected regardless of academic degrees. Such achievements are required in at least one of the following areas

i. Graduate Education

At this level, significant course work or an additional graduate degree is highly recommended to enhance expertise or enlarge the scope of the librarian's knowledge.

ii. Continuing Education

Continuing education may take any of its variety of forms (academic course work, short courses, seminars, research, and/or self-directed study, etc.), but should involve diversification and lead to special proficiencies, breadth of knowledge, innovation, improved performance, and superior judgment. The result must be cumulative expertise and the sharing and application of this knowledge.

D. Professional Activities

Professional stature is recognized in and beyond the local setting and must exhibit dedication and accomplishment over time. Participation is required in at least two of the following areas.

i. Professional Organizations

Activities should include the holding of major offices, high-level committee work or chairships in professional organizations. Contributions should be long-term and of such magnitude as to be recognized by those who are competent to judge, and should involve significant issues which impact library service or enhance knowledge/skills for library service. Activities may be in professional organizations at the local, state, national, or international level.

ii. Library and University Service

Library and University service (such as committee work), liaison activities with external organizations, and special assignments, must be characterized by consistent leadership. These accomplishments are to be directed towards solving significant problems and improving the services of the library and/or university.

iii. Publications, Teaching, and Innovation

Scholarly and professional activities, such as publications, editorships, lectures, teaching, grant writing/administration, software development, presentation of papers, posters and poster sessions, should be more than occasional and must reflect expertise recognized by those who are competent to judge. The quality and significance of such contributions must be consistently high.



## **RANKS AND QUALIFICATIONS OF ARCHIVISTS**

Ranks for Archivists consist of Archivist I, II, III, and IV.

The following qualifications and requirements pertain to appointment and promotion to these ranks. Please refer to the section on THE CANDIDATE'S PROMOTION DOSSIER for further details regarding experience, performance, education, and professional activities. Appointments, herein, refers to initial hiring.

No degree of educational advancement, participation in professional or scholarly activities can compensate for less than high quality job performance. Likewise, no achievements can obviate professional behavior as judged by our peers and as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY.

Graduate education, because of its emphasis on inquiry, research, and explication, is of value per se to the work of archivists, even when not directly related to assigned responsibilities.

One graduate degree may not be used to obviate further continuing education. The same graduate degree, publication, professional activity, or committee work may not be used to qualify for more than one promotion.

### **Professional or Graduate Degree**

A master's degree in library science from an American Library Association accredited program or an accredited graduate degree in a field supporting the appraisal, management, preservation or interpretation of historical records and documentation is required. The master's degree in library science or the Master of Arts degree in history, political science, the social sciences, or the humanities is considered standard for the archival profession. Master of Arts degrees should include at least six hours of research methodology and practice or course work directly related to the theory and practice of archives.

## **I. ARCHIVIST I**

This entry-level rank assigned to those archivists who have just begun their professional careers or who have served only a short time in a professional capacity.

### **A. Minimum Qualifications**

A master's degree in Library Science from an A.L.A. accredited program or an accredited master of arts degree in a supporting discipline with a minimum of 6 hours of credit in courses concentrating on research methodology or archival administration. Prior professional experience is not required for appointment to this rank.

### **B. Limitation of Time in Rank**

Because Archivists are not tenure-track faculty, limitation of time in rank is a self-imposed requirement to foster high levels of performance. An Archivist I must attain the rank of Archivist II before the fifth anniversary of his/her start date. Consequently, due to the annual nature of the promotion calendar, an Archivist I must apply for promotion no later than the October 1 prior to the September 1 after the fourth anniversary of his/her start date.

**Extension of Time in Rank for Archivist I** - For Archivists who take Family and Medical Leave (as outlined in CRR 340.070) in excess of six weeks, the time in rank at Archivist I may be extended for a period of one year with a maximum of two one-year extensions. Archivists may choose to decline this extension.

If the Archivist I does not successfully attain promotion to Archivist II within the allotted time, the Archivist **will not be reappointed, but will retain her/his appointment until the end of that contract year**. In this case, written notice will be given to the Archivist by the appropriate administrative officer no later than 90 days prior to the end of the term appointment.

It is very important that the Archivist I consult with her/his supervisor and the MULAC Promotion Committee to have a clear understanding of when to submit the dossier and whether his/her activities and performance meet the necessary qualifications for promotion.

## **II. ARCHIVIST II**

One attaining this rank is recognized to be a competent, productive, contributing archivist who seeks to exemplify professionalism, as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY. There is no limitation of time in rank at this level, thus promotion to Archivist II is recognition that further promotion need not be sought. The Archivist II should have the following qualifications.

### **A. Experience**

Three years of professional library or archives experience is recommended for appointment or promotion to this rank. Two years of service in the MU Libraries as Archivist I must be completed before applying for promotion to Archivist II.

### **B. Performance**

Job performance must be judged productive, competent, and energetic, demonstrating active participation and the potential for growth.

### **C. Education**

The archivist should be engaged in at least one of the following for promotion/appointment to Archivist II.

#### **i. Graduate or Professional Education**

Completion of, or progress towards, an additional graduate or professional degree fulfills this requirement. At minimum, two courses in the same subject discipline should be completed.

#### **ii. Continuing Education**

Continuing education may include academic course work, short courses, seminars, research, and/or self-directed study to attain new proficiencies relevant to library and archival service.

D. Professional Activities

The archivist should also demonstrate active participation in at least one of the following for promotion/appointment to Archivist II.

i. Professional Organizations

Activities in professional organizations include committee appointments and involvement in professional meetings. Activities may be in professional organizations at the local, state, national, or international level.

ii. Library and University Service

Library and university service may include such things as participation in the work of committees, liaison activities with external organizations, or special assignments beyond those required by the position.

iii. Publications, Teaching, and Innovation

Scholarly and professional activities may include publications, editorships, lectures, teaching, grant writing/administration, software development, presentations of papers, posters and poster sessions.

### **III. ARCHIVIST III**

The rank of Archivist III is for those with a proven record of accomplishment, marked by increasing challenges and higher levels of responsibility. At this level the archivist must be effective, productive, and resourceful, seek to improve the quality of service as well as her/his professional capabilities, and exemplify professionalism, as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY.

The Archivist III should have the following qualifications.

A. Experience

Six years of professional library or archives experience is recommended for promotion/appointment to this rank. For promotion, at least two of the six years should have been served in the MU Libraries.

B. Performance

Job performance must exhibit leadership, resourcefulness, energy, dedication to service, problem-solving ability, and skill in interpersonal interaction.

C. Education

For appointment/promotion of Archivist III the archivist must have accomplished at least one of the following:

i. Graduate Education

Significant course work or the completion of an additional graduate degree;

ii. Continuing Education

Continuing education may take a variety of forms (academic course work, short

courses, seminars, research, and/or self-directed study, etc.) but should represent significant efforts to extend the archivist's awareness and develop new proficiencies relevant to archives service.

#### **D. Professional Activities**

For appointment/promotion to Archivist III the archivist must have accomplishments in at least one of the following categories.

##### **i. Professional Organizations**

Activities in professional organizations at this level should include active participation in professional organizations. Commitment should be demonstrated by committee leadership (not limited to chairships), holding of offices, and recognizable accomplishments. Activities may be in professional organizations at the local, state, national, or international level.

##### **ii. Library and University Service**

Committee work, liaison activities with external organizations, and special assignments should be characterized by leadership and should involve productive activities directed toward significant issues with recognizable contributions.

##### **iii. Publications, Teaching, and Innovation**

Scholarly and professional activities include publications editorships, lectures, teaching, grant writing/administration, software development, presentation of papers, poster and poster sessions. Such contributions will be judged on their quality and significance.

### **IV. ARCHIVIST IV**

The rank of Archivist IV is reserved for those whose contributions to library and archives service are widely recognized, are proven by tangible accomplishments, and are accompanied by the highest standards of professional behavior, as described in part under ACADEMIC FREEDOM AND RESPONSIBILITY. An archivist at this level has not been merely a participant in library and archives activities, but has taken risks to seek progress, shown energy and resourcefulness in solving significant problems, and has accomplished positive change.

#### **A. Experience**

Ten years of professional library or archives experience is recommended for promotion/appointment to this rank. For promotion, at least three years should have been served in the MU Libraries.

#### **B. Performance**

Job performance must be judged over time to be of excellent quality, characterized by collaborative and cooperative behavior, creative thinking, productivity, knowledge, ability, and a continuous effort to improve skills and performance. Accomplishments must prove dedication to improving service, problem-solving ability, thoughtful leadership (not necessarily in a management position), and skills in both planning and interpersonal interactions.

C. Education

Educational achievements must be extensive and noteworthy. Some level of continuing education is expected regardless of academic degrees. Such achievements are required in at least one of the following areas.

i. Graduate Education

At this level, significant course work or an additional graduate degree is highly recommended to enhance expertise or enlarge the scope of the archivist's knowledge.

ii. Continuing Education

Continuing education may take any of a variety of forms (academic course work, short courses, seminars, research, and/or self-directed study, etc.), but should involve diversification and lead to special proficiencies, breadth of knowledge, innovation, improved performance, and superior judgment. The result must be cumulative expertise and the sharing and application of this knowledge.

D. Certification

The earning of professional credentials is one means by which a professional may be recognized for specialized expertise within the archives and historical records professions. At least one of the following professional credentials is expected for appointment/promotion to Archivist IV:

i. "Certified Archivist," (CA) from the Academy of Certified Archivists

ii. "Certified Records Manager," (CRM) from the Institute of Certified Records Managers

E. Professional Activities

Professional stature is recognized in and beyond the local setting and must exhibit dedication and accomplishment over time. Participation is required in at least two of the following areas.

i. Professional Organizations

Activities should include the holding of major offices, high level committee work or chairships in professional organizations. Contributions should be long-term and of such magnitude as to be recognized by those who are competent to judge, and should involve significant issues which impact archives and library service or enhance knowledge/skills for archives and library service. Activities may be in professional organizations at the local, state, national, or international level.

ii. Library and University Service

Library and University service (such as committee work), liaison activities with external organizations, and special assignments, must be characterized by consistent leadership. These accomplishments are to be directed towards solving significant problems and improving the services of the archives and/or university.

iii. Publications, Teaching, and Innovation

Scholarly and professional activities, such as publications, editorships, lectures, teaching, grant writing/administration, software development, presentation of papers, posters and poster sessions, should be more than occasional and must reflect expertise recognized by those who are competent to judge. The quality and significance of such contributions must be consistently high.

## **RESPONSIBILITIES OF THE MULAC PROMOTION COMMITTEE**

The primary responsibility of this elected committee of peers is to conduct an objective review of the qualifications of Librarians and Archivists seeking promotion in rank and to make recommendations for promotion.

In conducting such reviews, the Committee:

1. notifies all Librarians and Archivists of the annual calendar of promotion procedures
2. meets with Librarians and Archivists who are prospective candidates for promotion to review promotion procedures; upon request, assesses the strengths and weaknesses of curricula vitae of prospective candidates for promotion
3. solicits recommendations from references supplied by the candidate for promotion
4. obtains a written recommendation from the supervising Division head or highest ranked supervising Librarian or Archivist in the Candidate's division or area (except for candidates who report directly to the Director of Libraries)
5. obtains a written recommendation from the Librarian's or Archivist's direct supervisor (if different from the supervising Division head; except for candidates who report directly to the Director of Libraries)
6. interviews coworkers and others (outside the MULAC Promotion Committee) who are familiar with the Candidate's qualifications
7. summarizes any such interviews in writing and signs them
8. evaluates the Candidate's Promotion Dossier
9. recommends candidates for promotion
10. meets with Candidates following the recommendation as appropriate

## **PROCEDURES FOR PROMOTION**

- A. The Chair of the MULAC Promotion Committee sends written notification to all Librarians and Archivists to signal the beginning of promotion considerations in accordance with the CALENDAR OF PROMOTION PROCEDURES.
- B. **Due to the limitations of time in rank, it is required that the Librarian I and Archivist I meet with the Committee early to have a clear understanding of what performance and activities are likely to qualify for promotion.** Librarians or Archivists considering promotion to Librarian III or IV and Archivist III or IV are advised to request a meeting with the Committee prior to applying for promotion to review promotion procedures. Upon request, the Committee will review curricula vitae to assess their strengths and weaknesses in relation to the qualifications for the rank to which the Librarians or Archivists will apply. The Committee, however, cannot evaluate job performance, contributions to the profession, or like considerations, except during the regular procedures for promotion.

- C. It is the responsibility of the individual Librarian or Archivist seeking promotion to apply for consideration. The Librarian or Archivist initiates the process by sending a letter including his/her curriculum vitae to the MULAC Promotion Committee. The contents of this letter, the composition of the Promotion Dossier and the related process is described in THE CANDIDATE'S PROMOTION DOSSIER, below.
- D. At any time after applying for promotion, a candidate may stop the process of consideration for promotion by sending a memo stating this intention to the Chair of the MULAC Promotion Committee. The Committee will write a memo extending the opportunity to the Candidate to withdraw after initial review of the CV and before soliciting references *if* it judges the CV to be deficient and as such will result in a negative recommendation.
- E. After carefully studying the Candidate's Promotion Dossier, weighing the Candidate's qualifications and documenting them in writing, the Committee votes on the Candidate's suitability for promotion.

The majority vote constitutes the Committee's recommendation. The Committee then sends its written recommendation with the complete Promotion Dossier to the Director of Libraries for her/his recommendation.

- 1. When the Committee and the Director of Libraries concur in a negative recommendation, the Director of Libraries composes a letter to the Candidate:
  - a. informing him/her of the recommendation,
  - b. Summarizing the reasons for the negative recommendation,
  - c. Stating that he/she has ten working days to submit a written statement, presenting evidence in support of a more favorable recommendation, if desired,
  - d. Setting the date and time of a meeting to be held with the Candidate within fifteen working days from the date of the letter. This meeting is held at the option of the candidate and should include the Candidate, the Committee, and the Director of Libraries. The meeting presents an opportunity for the Candidate to speak on her/his own behalf. The meeting may also serve to direct the Candidate towards the sort of professional development which the Committee and the Director agree would best provide an opportunity for successful promotion (when there is another opportunity for promotion).
  - e. After the meeting, if there is a written response from the candidate, the Committee and the Director reconsider their positions and make their final written recommendations. The Committee sends its recommendation to the Director of Libraries who communicates to the Committee if they still concur or if they differ. If they concur, the candidate is then informed by the Director of Libraries of this decision by mail. The Candidate receives a copy of the final recommendations. If they differ, the Director and Committee meet to discuss their differences. If they

remain in conflict, the Candidate is informed and the separate recommendations are mailed to the Provost as in 2e., below.

- f. If the Candidate wishes to appeal this decision to the Provost, he/she must then request that the Committee forward the Promotion Dossier, including the final recommendations, to the Provost.
2. If the Director of Libraries comes to a different conclusion than the Committee:
    - a. The Director holds a meeting with the Committee to discuss their conflicting recommendations.
    - b. If their recommendations remain in conflict, the Director composes a letter to the Candidate informing her/him of the mixed recommendation, without disclosing the specific recommendations.
    - c. This letter sets the date and time of a meeting to be held with the Candidate within fifteen working days of the date of the letter. The meeting includes the Candidate, the Committee, and the Director.
    - d. This meeting presents an opportunity for the Candidate to speak on his/her behalf. It may also serve to sway either recommendation and to direct the Candidate towards the sort of professional development which the Committee and the Library Director agree could lead to successful promotion (when the Candidate has another opportunity for promotion).
    - e. After the meeting, the Committee and the Director reconsider their recommendations. The Committee Chair contacts the Director to see if the recommendations are still in conflict. If they are not, the appropriate procedure is followed. If they remain in conflict, final written recommendations are mailed separately to the Provost. The Promotion Dossier is mailed with the Director's recommendation. The Provost will then decide the issue, will convey the decision by memo, and return the Promotion Dossier to the Director. The Candidate will then receive a copy of the Provost's recommendation.
  3. When the Committee and the Library Director concur in a positive recommendation:
    - a. The Promotion Dossier with the recommendation of the Director of Libraries is forwarded to the Office of the Provost for a final determination and the Candidate is so informed before February 15.
    - b. Upon receipt of the Provost's final decision, the Library Director composes a letter to the Candidate, informing her/him of the final decision, and encouraging her/him to request a meeting, which includes the Candidate, the Director and the Promotion Committee. The Chair of the Promotion Committee will then schedule the meeting, if one is requested. The Candidate receives a copy of the final recommendation.



- c. Such a meeting may serve to direct the Candidate's further development in those areas which the Committee and the Director feel the Candidate shows talent, proficiency, and/or interest.
- F. The Director of Libraries, upon receipt of the Provost's final recommendation, informs the Chair of the Promotion Committee and the Candidate, and publishes successful promotions in the Libraries' newsletter.

## **THE CANDIDATE'S PROMOTION DOSSIER**

The Librarian or Archivist seeking promotion must send her/his curriculum vitae to the MULAC Promotion Committee prior to the deadline set by the CALENDAR OF PROMOTION.

The Candidate's Promotion Dossier includes the curriculum vitae, the recommendation of the supervising Division Head (or administrative equivalent), the recommendation of the immediate supervisor (if different than the Division Head; or excluded if the Candidate reports directly to the Director of Libraries), recommendations from the Candidate's references, summaries of interviews by the Committee, and all documents submitted by the Candidate as described herein.

The contents of this dossier shall be held in strict confidence by the Director of Libraries and members of the MULAC Promotion Committee. A complete copy of this dossier, including the Director's final recommendation, is kept in a locked file in the Administrative Offices for the duration of the Candidate's employment with MU Libraries. When the candidate leaves the employ of MU Libraries, the dossier is transferred to the University Archives in accordance with Records Retention Authorization 00-0014.

The Candidate will receive a copy of the Committee's recommendation, except when the Director's and Committee's recommendations do not concur. The Candidate will not have access to other recommendations, references, or interviews.

### **A. Letter**

The curriculum vitae should be accompanied by a letter expressing the desire to be promoted and a brief discussion of her/his career aspirations and philosophy.

### **B. Curriculum vitae**

This document, supplied by the candidate, should contain the following information conforming to the outline below:

The full name of the Candidate.

#### **1. Experience:**

Employment history, especially as it relates to the library or archive profession, including name and place of each institution, inclusive dates of employment, titles held, and a description of responsibilities.

#### **2. Performance:**

The names and addresses of two references acquainted with the Candidate's current qualifications who can objectively evaluate her/his performance. Candidates for Librarian

III and IV or Archivist III and IV should supply four or more references. (The Promotion Committee sends letters to those persons named as references, requesting letters of recommendation. If a recommendation is not returned in a reasonable time or is difficult to interpret, the Committee may request another reference from the Candidate).

3. Education

a. Graduate degrees:

Academic history, including dates and institutions of post-secondary education, degrees conferred, and other courses taken. Transcripts in support of academic credentials may be required if not already present in the Candidate's personnel file.

b. Continuing education:

Evidence of continuing education activities: seminars and short courses attended, proficiencies developed. A brief description of each activity is helpful and should be included if possible. Items such as length, scope and credit hours earned (if any) for each activity assist in the Committee's evaluation of continuing education efforts.

4. Professional Activities

a. Professional Organizations:

Professional memberships and offices held, participation in professional meetings and the work of such organizations, with some description of the nature of the contributions made. These should involve significant issues which impact library service or enhance knowledge/skills for library service.

b. Library and University Service:

Institutional service, committee work (including chairmanships and/or special assignments), and liaison activities with external organizations, with some description of the nature of the contributions made.

c. Publications, Teaching, and Innovation:

Academic honors, professional and scholarly activities, including editorships, publications, teaching, lectures, grant writing/administration, software development, and presentation of papers and poster sessions, with some description of the nature of the contributions made.

Any other professional or community contributions deemed appropriate.

The Candidate may note that samples of work or publications, production statistics, and other letters or documents attesting to the Candidate's qualifications are available if the Committee wishes to examine them.

C. Recommendation of the Division Head

The Chair of the MULAC Promotion Committee requests from the supervising Division Head (or highest administrator in the Candidate's division) her/his recommendation of the Candidate.

D. Recommendation of the supervising Librarian or Archivist

The Chair of the MULAC Promotion Committee requests from the supervising Librarian or Archivist (when not also the supervising Division Head) her/his recommendation of the Candidate. Since job performance is the single most important consideration for promotion, it is essential that this be the focus of the recommendation. If the Candidate reports directly to the Director of Libraries, there is no recommendation from the supervising Librarian or Archivist because the Director shares in the final recommendation.

E. Interviews

The Committee may interview supervisors, coworkers, and other knowledgeable parties to develop a perspective on the Candidate's qualifications. Such interviews should be summarized in writing and signed by the members of the Committee.

## **PROMOTIONS CALENDAR**

July 20 - November 15	The preferred period during which the MULAC Promotion Committee makes appointments with prospective candidates for promotion to assess curricula vitae (upon request) and to discuss professional development with interested Librarians and Archivists.
August 15	The MULAC Promotion Committee notifies Librarians and Archivists of its intent to consider promotions and the deadline for considerations, and the requirement that candidates for Librarian II and Archivist II make appointments to meet with the Committee prior to submitting their curricula vitae.
October 1	The deadline for receiving the Candidate's curriculum vitae and a letter of application described above under THE CANDIDATE'S PROMOTION DOSSIER.
November 15	The deadline for receiving all other relevant written documentation: letters of reference, recommendation of the Division Head or surrogate, etc. (At this time if any recommendations have not been received from the submitted references, the Committee will request further references from the Candidate, if appropriate).
January 15	The deadline for the Committee to submit its recommendation with accompanying documentation to the Director of Libraries.
February 15	The deadline for receipt by the Candidate of a letter from the Director of Libraries specifying a negative or mixed recommendation, with reasons, along with a date and time the Candidate is to meet with the Committee and the Director. Those receiving a positive recommendation should also be so informed before this date.
March 15	The deadline for all candidates receiving a negative or mixed recommendation to submit a written statement, presenting evidence in support of a more favorable recommendation, to the MU Libraries Academic Promotion Committee and the Director of Libraries.
April 1	The deadline for all recommendations to have been sent to the Provost.

n.b.: Failure to reach promotion to Librarian II or Archivist II within the limits of time in rank requires notification of non-renewal of contract no later than 90 days prior to the end of the term appointment.

## **MULAC WELFARE AND PROFESSIONAL DEVELOPMENT COMMITTEE OPERATING PAPERS**

The MULAC Welfare and Professional Development Committee Operating Papers may be revised or amended by two-thirds vote.

### **PROFESSIONAL DEVELOPMENT**

To keep current in their profession, Librarians and Archivists must be allowed to pursue professional development opportunities. To encourage this development, the library administration, insofar as funding permits, should support travel to pertinent meetings and conferences. Policy guidelines are established in Library Policy # 28, TRAVEL POLICY, which will be used by the Director of Libraries to administer available funds.

Release time in support of pertinent research and scholarly publication may be allowed at the discretion of the Director of Libraries. Up to three hours of release time per week is allowed for Librarians and Archivists enrolled in academic course work either for credit or for auditing, at the discretion of the supervisor.

Librarians and Archivists are encouraged to participate in activities provided by the Library Staff Development Committee and should receive counsel and encouragement from the MULAC Promotion Committee and supervising Librarians and Archivists.

Librarians and Archivists are eligible for grants, fellowships, research funds, developmental leave, and development projects, similar to faculty.

# **RECOMMENDED TRAVEL POLICY FOR LIBRARIANS AND ARCHIVISTS**

University of Missouri-Columbia Libraries

Travel Policy

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## 1.0 SCOPE OF POLICY

This policy establishes guidelines for the awarding of travel funds and/or release time to librarians and archivists at MU Libraries.

## 2.0 GENERAL

2.1 Librarians and archivists at MU Libraries are encouraged to attend meetings of national, regional, state and local organizations concerned with the library profession and its interests and to attend workshops, conferences and other meetings which will encourage continuous learning and development which benefit the MU Libraries, the profession, and the individual.

2.2 Request for travel or other professional development (e.g., webinars) should state the reasons how the travel is business or work-related and how it will enhance job performance, competence, or professional growth.

2.3 No travel request will be approved which will significantly impair library operations or services. Sufficient number of librarians and archivists must be available to maintain at all times the normal schedule and operations of the Libraries.

2.4 Those funded for travel and provided release time are encouraged to share what they have learned within a few months of the event. Such sharing may take place through presentations, written reports or notes, blog postings, or other activities. It may be desirable to send one person to a workshop, etc. who will be responsible to train and inform others upon return.

2.5 University guidelines for travel and reimbursement rates must be followed:

### 3.0 TYPES OF TRAVEL

MU Libraries supports activities and travel of two types: business-related and professional development related.

#### 3.1 Business-related/Administrative activities include:

3.1.1 Travel at the request of the Director to represent the MU Libraries at national, regional, state or local meetings such as ACRL, MLNC, etc.

3.1.2 Travel at the request of the Director to formally represent the MU Libraries on other official business, and/or to explore in detail at other libraries or sites solutions to problems facing the Libraries, or to recruit librarians and archivists.

3.1.3 Travel required to fulfill the official duties of the position (e.g., federal depository library representation).

3.1.4 Travel for an educational event that is necessary to fulfill job duties and/or which the librarian or archivist has been requested by their supervisor to attend to fulfill job duties.

#### 3.2 Professional development related activities include:

3.2.1 Attendance at conferences and meetings of organizations (for example, national, regional, or state, or local) for librarians and archivists who serve on committees, are invited speakers, are presenting papers, are active participants in the organization or would like to become active participants.

3.2.2 Attendance at meetings of academic organizations related to the employee's area of subject expertise and job responsibility (for example, annual meetings of the Modern Language Associations or American Political Science Association, etc.).

3.2.3 Participation in conferences, institutes, workshops, training sessions, etc., that are expected to directly improve the performance of librarians and archivists in their specific job responsibilities or to prepare for future library needs.

### 4.0 RELEASE TIME

All of the types of travel identified in section 3 will be awarded reasonable release time, but these guidelines do not exclude the awarding of release for other appropriate types of travel.

### 5.0 REIMBURSEMENT OF EXPENSES

5.1 MU Libraries will allocate a set amount annually for each professional to support professional development activities. The recommended base amount, should finances permit, is \$2,000 per year for Librarian I's and Archivists I's and \$1,500 per year for other ranks. Such funds should be made available by July 1st of each year.

5.2 After the end of the first fiscal year that this plan is in operation, unused travel funds will roll over into a pool for supplemental funding. This pool will be capped at \$15,000. Any unused funds in excess will revert to Library Administration.

5.3 Once the supplemental pool is established, librarians and archivists can request these funds for conferences or other professional development events in which the librarian or archivist is an active participant. Active participation includes formal program participation or committee participation (see criteria below). Documentation of the active participation should be provided (e.g. paper or poster acceptance documentation, committee acceptance correspondence).

Requests for supplemental funding for active participation can be made at anytime, i.e., the base allotment does not have to be expended first. However, funding from the base allotment and supplemental funding cannot exceed the MU-payable portion of the conference costs. Requests for supplemental active participation funds will require approval and justification by department and division heads and final approval by Library Administration.

5.3 Criteria for awarding active participation supplemental funds:

5.3.1 Formal program participation. The highest level of supplemental funding will be granted to those individuals required to attend meetings as formal program participants, e.g., those presenting papers or posters, or serving as moderators or panel members.

*Level of support: Up to \$500 per meeting or event*

5.3.2 Committee participation. A high level of supplemental funding will be granted to those who are appointed or elected members or chairs of committees, editorial boards, boards of directors, etc.

*Level of support: Up to \$250 per meeting or event*

## 6.0 GUIDELINES TO BE CONSIDERED WHEN SUBMITTING TRAVEL REQUESTS

6.1 If available, materials describing the meeting, workshop, etc. should accompany the request for travel. Materials will always accompany travel requests if the administrative office of the MU Libraries registers the individual making the request.

6.2 All estimates for expenses are to be calculated as realistically as possible.

6.3 After completion, the Request for Travel Funds should be submitted through the immediate supervisor to the appropriate administrative head.

## 7.0 REIMBURSEMENT REQUEST ROUTINES

After returning from the trip, the traveler should complete a Travel Expense Voucher (UM-UW11). This form should be printed out and returned to the Library Administration Office with appropriate documentation. Appropriate documentation would include (always originals, not copies):

1. Original hotel bill



2. Valid receipt for airline ticket (if not already paid for)

3. Receipt for registration fees

Reimbursement should be in accord with the MU policy on travel reimbursement:

[http://mutravel.missouri.edu/trav\\_vr.htm](http://mutravel.missouri.edu/trav_vr.htm)

The Library Administration Office will then submit the forms to the appropriate University Office for Action.

UM System Forms: <http://www.umsystem.edu/ums/fa/management/records/forms/finance/>

Revised March 10, 2010

## **LIBRARIAN AND ARCHIVIST MENTORING PROGRAM**

Mentoring is a cooperative and nurturing relationship between a more experienced Librarian or Archivist and a less experienced Librarian or Archivist who needs to learn how the MU Libraries works and gain valuable insight into the culture of the organization. Mentoring should provide a nurturing environment in which the mentee can benefit from the mentor's experiences.

The Program is targeted at entry-level Librarians and Archivists, but is open to anyone interested in gaining advice and guidance on professional development. Participation is not mandatory, but highly recommended for entry-level Librarians and Archivists.

### **I. Peer Mentoring**

This program is designed to introduce new academic professionals to their jobs and the MU Libraries. It is separate from the formal mentor assigned to accompany the mentee through the promotion process.

#### **A. Goals**

The goal of the peer mentoring program is to acquaint the new Librarian or Archivist with the both the MU Libraries and the campus.

#### **B. Implementation**

The Welfare and Professional Development Committee of MULAC ensures that all new librarians and archivists are assigned a peer mentor. When entry-level Librarians or Archivists are hired, their supervisors should contact the MULAC Welfare and Professional Development Committee, who will contact the mentee, explain the Mentoring Program, and assign a peer mentor.

A peer mentor is usually a librarian/archivist at the same rank as the new hire. The peer mentor is assigned for approximately the first 9-12 months of hire. At the end of the peer mentoring period, the mentee consults with the Committee regarding the assignment of a formal mentor.

#### **C. Responsibilities of the Peer Mentor**

- Take mentee to lunch during the first week of the mentorship (paid for by the Libraries)
- Meet with mentee on a regular (e.g. weekly, biweekly, monthly) basis
- Introduce mentee to campus environment, including location of bookstore, tours of the branch libraries, recreational center, etc.
- Inform mentee of Library News Notes, committees of interest, other in-house activities and publications
- Introduce the mentee to potential mentors

### **II. Formal Mentoring**

This program is designed to guide the Librarian or Archivist through the promotion process.

The Formal Mentoring Program is not intended to take the place of the supervisor's mentoring role. Instead, the Formal Mentoring Program intends to provide an additional source of guidance to the Librarian or Archivist. The mentor may be from within the Librarian's or Archivist's department, but this is not mandatory.

#### A. Goals

The primary goal of the Formal Mentoring Program is to provide a mentor for entry-level Librarians or Archivists and for Librarians or Archivists seeking promotion. The formal mentor assists the Librarian or Archivist achieve their potential, helps to integrate him/her into the library and the university community, and assists the Librarian or Archivist in understanding the requirements for promotion at MU Libraries.

#### B. Implementation

The MULAC Welfare and Professional Development Committee will maintain a list of Librarian and Archivists of the rank of II or above that are willing to serve as formal mentors. The formal mentoring relationship will last for a minimum of one year, with the possibility of extension until the librarian has achieved promotion. The Librarian or Archivist should contact the MULAC Welfare and Professional Development Committee to be paired with a formal mentor about 1 year after hire.

#### C. Responsibilities of the Formal Mentor

The formal mentor should maintain regular contact with the mentee to give advice on professional performance, education, and professional activities. The formal mentor should assist the mentee in building a record of professional activity by acting as a source for networking and answering questions about aspects of their professional career, such as:

- Inform mentee of appropriate professional development opportunities such as conferences, committees, etc.
- Introduce mentees to appropriate colleagues, committee chairs, etc. outside of the library
- Provide assistance in preparation and critique of mentee's vita, and answer questions about the promotion process

Successful mentoring requires a strong commitment to trust and sharing between the formal mentor and the mentee. The mentor must have suitable background and experience and must be willing to take the time and effort to share these.

#### D. Responsibilities of the Mentee

The implementation of the Formal Mentor program does not remove from the Librarian or Archivist the responsibility for meeting the criteria for promotion. The Librarian or Archivist must be accountable for his/her levels of performance, professional development, research and/or creativity, and service as well as for the quality of annual reviews and dossiers. The mentee should be prepared to actively participate in the mentoring process and use the formal mentor to help focus career activities and assist with networking.

## **Appendix 1: Code of Ethics of the American Library Association**

As members of the American Library Association, we recognize the importance of codifying and making known to the profession and to the general public the ethical principles that guide the work of librarians, other professionals providing information services, library trustees and library staffs.

Ethical dilemmas occur when values are in conflict. The American Library Association Code of Ethics states the values to which we are committed, and embodies the ethical responsibilities of the profession in this changing information environment.

We significantly influence or control the selection, organization, preservation, and dissemination of information. In a political system grounded in an informed citizenry, we are members of a profession explicitly committed to intellectual freedom and the freedom of access to information. We have a special obligation to ensure the free flow of information and ideas to present and future generations.

The principles of this Code are expressed in broad statements to guide ethical decision making. These statements provide a framework; they cannot and do not dictate conduct to cover particular situations.

- I. We provide the highest level of service to all library users through appropriate and usefully organized resources; equitable service policies; equitable access; and accurate, unbiased, and courteous responses to all requests.
- II. We uphold the principles of intellectual freedom and resist all efforts to censor library resources.
- III. We protect each library user's right to privacy and confidentiality with respect to information sought or received and resources consulted, borrowed, acquired or transmitted.
- IV. We respect intellectual property rights and advocate balance between the interests of information users and rights holders.
- V. We treat co-workers and other colleagues with respect, fairness, and good faith, and advocate conditions of employment that safeguard the rights and welfare of all employees of our institutions.
- VI. We do not advance private interests at the expense of library users, colleagues, or our employing institutions.
- VII. We distinguish between our personal convictions and professional duties and do not allow our personal beliefs to interfere with fair representation of the aims of our institutions or the provision of access to their information resources.
- VIII. We strive for excellence in the profession by maintaining and enhancing our own knowledge and skills, by encouraging the professional development of co-workers, and by fostering the aspirations of potential members of the profession.

Adopted June 28, 1997, by the ALA Council; amended January 22, 2008.

## **APPENDIX 2: CODE OF ETHICS FOR ARCHIVISTS**

### **Preamble**

The Code of Ethics for Archivists establishes standards for the archival profession. It introduces new members of the profession to those standards, reminds experienced archivists of their professional responsibilities, and serves as a model for institutional policies. It also is intended to inspire public confidence in the profession.

This code provides an ethical framework to guide members of the profession. It does not provide the solution to specific problems.

The term “archivist” as used in this code encompasses all those concerned with the selection, control, care, preservation, and administration of historical and documentary records of enduring value.

### **I. Purpose**

The Society of American Archivists recognizes the importance of educating the profession and general public about archival ethics by codifying ethical principles to guide the work of archivists. This code provides a set of principles to which archivists aspire.

### **II. Professional Relationships**

Archivists select, preserve, and make available historical and documentary records of enduring value. Archivists cooperate, collaborate, and respect each institution and its mission and collecting policy. Respect and cooperation form the basis of all professional relationships with colleagues and users.

### **III. Judgment**

Archivists should exercise professional judgment in acquiring, appraising, and processing historical materials. They should not allow personal beliefs or perspectives to affect their decisions.

### **IV. Trust**

Archivists should not profit or otherwise benefit from their privileged access to and control of historical records and documentary materials.

### **V. Authenticity and Integrity**

Archivists strive to preserve and protect the authenticity of records in their holdings by documenting their creation and use in hard copy and electronic formats. They have a fundamental obligation to preserve the intellectual and physical integrity of those records.

Archivists may not alter, manipulate, or destroy data or records to conceal facts or distort evidence.

## **VI. Access**

Archivists strive to promote open and equitable access to their services and the records in their care without discrimination or preferential treatment, and in accordance with legal requirements, cultural sensitivities, and institutional policies. Archivists recognize their responsibility to promote the use of records as a fundamental purpose of the keeping of archives. Archivists may place restrictions on access for the protection of privacy or confidentiality of information in the records.

## **VII. Privacy**

Archivists protect the privacy rights of donors and individuals or groups who are the subject of records. They respect all users' right to privacy by maintaining the confidentiality of their research and protecting any personal information collected about them in accordance with the institution's security procedures.

## **VIII. Security/Protection**

Archivists protect all documentary materials for which they are responsible and guard them against defacement, physical damage, deterioration, and theft. Archivists should cooperate with colleagues and law enforcement agencies to apprehend and prosecute thieves and vandals.

## **IX. Law**

Archivists must uphold all federal, state, and local laws.

*Approved by the SAA Council, February 5, 2005.*

## **APPENDIX 3: MU LIBRARIES ANNUAL PERFORMANCE REVIEW**

### **Suggested Process**

1. Employee completes annual report form and submits it to direct supervisor for review by mid-January.
2. Supervisor reviews annual report and completes performance review form by the end of February.
3. The performance review meeting between the supervisor and employee should be scheduled between January 1 and March 15. The performance review form should be given to the employee at least 24 hours before the performance review meeting.
4. The annual report and performance review may be updated after the meeting. If they are revised, the supervisor and employee should meet again to discuss and finalize the changes.
5. The performance review form is finalized by comments and signatures in the following order:
  - a. Employee
  - b. Supervisor
  - c. Department/Division Head
  - d. Director of Libraries
6. Final version the annual report and performance review form is filed in employee's personnel file in the MU Libraries Human Resources Office as the record copy.
7. A check-in meeting to review goals and/or performance is also recommended at the 6-month mark, or as requested by employee or supervisor. Goals can be reviewed and modified as necessary at any point in the appraisal year as long as both employee and supervisor are in agreement with the changes.

### **For new employees and persons in a new position:**

If an employee begins work in a new position between January and March, goals should be established within two months of the start date, and a short review should be completed on the regular performance review cycle.

# MU Libraries

## LIBRARIAN & ARCHIVIST ANNUAL REPORT

Calendar Year: \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_  
 Department \_\_\_\_\_

(To be completed by employee)

MU Libraries Values	
<b>People</b>	We value our users, regardless of their level of expertise or affiliation, as the foundation of our mission. We esteem our fellow employees, regardless of their job assignment, as our most valuable asset. We treat all people with respect and courtesy. We celebrate the diversity our staff as one of our greatest strengths.
<b>Service</b>	Our principal goal is to provide the best quality service possible, at all times, to all our users. We recognize and celebrate excellence whenever and wherever we encounter it. We work together as a team for the greater good of the Libraries and University.
<b>Stewardship</b>	We maintain our collection and facilities for future generations of scholars. We make the most efficient use of scarce resources. We plan for the challenges which will confront us in the future.
<b>Access</b>	Freedom of access to information in all forms and for all personal is our most cherished principle. We treasure library ideals of free speech, open inquiry, accessibility, and equality; all of which are upheld by our collections, our services, our policies, and our procedures.

MU Libraries Strategic Goals	
<b>Goal #1</b>	Integrate the Libraries more fully into the teaching, research, service and economic development missions of the University.
<b>Goal #2</b>	Develop and implement strategies to improve library collections and services.
<b>Goal #3</b>	Develop and implement strategies to improve library staffing, space/facilities, funding, and other resources.
<b>Goal #4</b>	Promote the MU Libraries by enhancing the content, quality and frequency of external communication about our mission and impact.

Departmental Objectives	

1. Review your position description. If the position description needs to be updated, make the necessary changes and give a brief explanation of them
2. Review and summarize your activities over the past year, focusing specifically on your regular duties and responsibilities as described in your position description. Highlight your top activities or accomplishments and note their importance. You may include activities that span across reporting years or are works-in-progress. Also include activities related to special assignments not in your position description that were assigned during the year.
3. Review and summarize your professional activities for the past year that may include service activities, publications, teaching and innovation. Highlight your top activities or



accomplishments and note their importance. You may include activities that span across reporting years or are works-in-progress.

4. What are your goals for the upcoming year? Note how they relate to the MU Libraries Values, contribute to the MU Libraries Strategic Goals, or fit with Departmental Objectives. Goals may relate to your regular job duties or they may be related to your professional development or other activities. Goals can include multi-year or multi-department projects/goals.
5. To accomplish these goals, indicate any training, development, resources, or additional support from your supervisor/or the organization that you will need.

## **Annual Report Instructions**

The annual report should be completed by the employee. It is intended to allow the employee to review and summarize his/her activities and accomplishments for the past year and to set goals for the upcoming year. The annual report should be used by the supervisor in conjunction with other information about the employee's performance when the performance review form is completed.

The annual report form is comprised of two sections. The first section contains the MU Libraries Values, Strategic Goals, and Departmental Objectives. The second section contains 5 questions that should be answered by the employee. The questions can be answered on the form or on attached papers.

### **Section 1: MU Libraries Values, Strategic Goals, and Departmental Objectives.**

1. The MU Libraries Values and Strategic Goals will be updated by the HR Manager.
2. When the values and goals change, they will be changed for the upcoming year and any evaluation or review will be done with regards to the goals that were effect at the start of the review year. For example, if the values and goals are updated in January, they will be effective for the next review cycle, rather than mid-year.
3. Departmental Objectives may change on an annual basis. These should be communicated to the employee by the department or division head. The objectives for the following year should be given to the employees at the start of the new review cycle. They should also be copied to the HR Manager.

### **Section 2: Questions**

1. *Review your position description. Revise it and comment on any changes that you think are needed.*
  - a. The HR Manager will email you a link to your current position description. It is always available to you on the MU Libraries website.
  - b. If the position description is current, note that you have reviewed it and that no changes are needed.
  - c. If the position description needs to be updated, make the necessary changes and give a brief explanation of them.
2. *Review and summarize your activities over the past year, focusing specifically on your regular duties and responsibilities as described in your position description. Highlight your top activities or*

*accomplishments and note their importance. You may include activities that span across reporting years or are works-in-progress.*

- a. The summary of your activities can be in list or narrative form.
  - b. The activities that you choose to highlight could be those that you think were personally important, or important to the organization. These activities are not necessarily those that took the most time, although they might be.
3. *Review and summarize your professional activities for the past year that may include service activities, publications, teaching and innovation. Highlight your top activities or accomplishments and note their importance. You may include activities that span across reporting years or are works-in-progress.*
  - a. The summary of your activities can be in list or narrative form.
  - b. The activities that you choose to highlight could be those that you think were personally important, or important to the organization. These activities are not necessarily those that took the most time, although they might be.
4. *What are your goals for the upcoming year? Note how they relate to the MU Libraries Values, contribute to the MU Libraries Strategic Goals, or fit with Departmental Objectives. Goals can relate to your regular job duties or they can be related to your professional development or other activities. Goals can include multi-year or multi-department projects/goals.*
  - a. Every goal will not relate to every value, goal, or objective. A goal may only relate to one value, goal or objective.
  - b. You do not have to have goals that relate to all of the values, goals, or objectives. Often the scope of your work will only be directly related to one or two values, goals, or objectives.
  - c. Goals can be related to your regular duties or they can be related to professional development, service activities, publications, or teaching and innovation.
  - d. Goals should be attainable. It may take more than one year to achieve them.
5. *Indicate any training, development, resources, or additional support from your supervisor/the organization that you will need to accomplish these goals.*
  - a. This may include financial resources for training or technology, or it may include assistance and support from another department in the libraries or on campus.

# MU Libraries

## LIBRARIAN & ARCHIVIST PERFORMANCE REVIEW

Calendar Year: \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_  
 Department \_\_\_\_\_

(To be completed by supervisor)

MU Libraries Values	
<b>People</b>	We value our users, regardless of their level of expertise or affiliation, as the foundation of our mission. We esteem our fellow employees, regardless of their job assignment, as our most valuable asset. We treat all people with respect and courtesy. We celebrate the diversity our staff as one of our greatest strengths.
<b>Service</b>	Our principal goal is to provide the best quality service possible, at all times, to all our users. We recognize and celebrate excellence whenever and wherever we encounter it. We work together as a team for the greater good of the Libraries and University.
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MU Libraries Strategic Goals	
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<b>Goal #4</b>	Promote the MU Libraries by enhancing the content, quality and frequency of external communication about our mission and impact.

Departmental Objectives	

1. Review the employee's position description and any suggested revisions.
2. Review the employee's activities over the past year, focusing specifically on the regular job duties and responsibilities as described in the position description. Consider the employee's goals for the year. Consider the activities' alignment with the MU Libraries Values, Strategic Goals, and Departmental Objectives. Comment on the employee's work performance.
3. Review the employee's activities over the past year in areas that include professional activities, service activities, publications, teaching and innovation. Consider the employee's goals for the year. Consider the activities' alignment with the MU Libraries Values, Strategic Goals, and Departmental Objectives. Comment on the employee's performance in these areas.

4. Please comment on employee's performance in the following skill areas, considering rank and experience:

- Professional Skills and Knowledge
- Communication and Interpersonal Abilities
- Technological Skills and Knowledge
- Analytical and Critical Thinking Skills
- Supervisory, Management, or Leadership Skills
- Commitment to Quality Service

5. If any concerns in questions 1-4 indicate areas that need improvement, an action plan for improvement must be included below.

6. Supervisor's Expectations for the Upcoming Year:

**Please print and sign after all sections of the form are completed.**

Employee: \_\_\_\_\_ Date: \_\_\_\_\_

The employee's signature above indicates that the performance review has been received and discussed with the supervisor. It does not imply agreement with the comments or ratings given.

Supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

Division Head: \_\_\_\_\_ Date: \_\_\_\_\_

Director: \_\_\_\_\_ Date: \_\_\_\_\_

The director's signature will be obtained after the completed review is submitted to the MU Libraries HR Office.

## **Performance Review Instructions**

The performance review should be completed by the supervisor. It is intended to allow the supervisor to review the employee's performance over the past year, to note whether the employee is meeting expectations, and to set the expectations for the upcoming year. The performance review form should be based on review of the individual's Annual Report and given to the employee at least 24 hours before the performance review meeting. It should be revised as needed based on the discussion in that meeting. Once finalized, this form, along with the annual report, is sent to the MU Libraries HR Office.

The performance review is comprised of two sections. The first section contains the MU Libraries Values, Strategic Goals, and Departmental Objectives. The second contains six questions that should be answered by the supervisor. The questions can be answered on the form or on attached paper.

### **Section 1: MU Libraries Values, Strategic Goals, and Departmental Objectives.**

1. The MU Libraries Values and Strategic Goals will be updated by the HR Manager.
2. When the values and goals change, they will be changed for the upcoming year and any evaluation or review will be done with regards to the goals that were effect at the start of the review year. For example, if the values and goals are updated in January, they will be effective for the next review cycle, rather than mid-year.
3. Departmental Objectives may change on an annual basis. These should be communicated to the employee by the department or division head. The objectives for the following year should be given to the employees at the start of the new review cycle. They should also be copied to the HR Manager.

## **Section 2: Questions**

1. Review the employee's position description and any suggested revisions.
  - a. The employee has already reviewed the position description and suggested revisions if necessary. Respond to the suggested changes. Consider the employee's job, and if the revisions should be implemented.
  - b. If the position description needs to be updated, be sure to send the updated position description to the HR Manager to be put online.
2. Review the employee's activities over the past year, focusing specifically on the regular job duties and responsibilities as described in the position description. Consider the employee's goals for the year. Consider the activities' alignment with the MU Libraries Values, Strategic Goals, and Departmental Objectives. Comment on the employee's work performance with particular attention to areas with meritorious work performance.
3. Review the employee's activities over the past year in areas that include professional activities, service activities, publications, teaching and innovation. Consider the employee's goals for the year. Consider the activities' alignment with the MU Libraries Values, Strategic Goals, and Departmental Objectives. Comment on the employee's performance in these areas.
4. Overall Evaluation of Employee Performance. Consider rank and experience when completing the evaluation.
  - a. You are asked to evaluate the employee based on 6 competencies. Construct your review on the employee based on these six competencies, noting any areas that may need improvement.
  - b. Be sure to consider the employee's performance throughout the year. Do not consider only one or two events that occurred during the year.
5. If the evaluation above indicates areas that need improvement, an action plan for improvement must be included below.
  - a. As the supervisor, you need to coach the employee on how they can meet expectations in any of the competency areas that might need improvement. This question is for you to document specific actions that the employee can take to help improve their performance.
6. Supervisor's Expectations for the Upcoming Year:
  - a. When setting your expectations for the upcoming year, consider the employee's goals, the departmental objectives, and the MU Libraries values and strategic goals.

- b. This question is to help you and the employee set expectations for both the regular job duties as described in the job description and for other activities, including professional development, service activities, publications, or teaching and innovation.

## APPENDIX 4: A PROVISION MAKING AVAILABLE ACADEMIC STATUS FOR PROFESSIONAL LIBRARIANS IN THE UNIVERSITY OF MISSOURI

University of Missouri - Columbia



Columbia, Mo. 65201

THE UNIVERSITY LIBRARY

Telephone  
314 449-9241

March 3, 1971

TO: All Librarians and Members of the Library Committee

FROM: C. Edward Carroll  
Director of Libraries

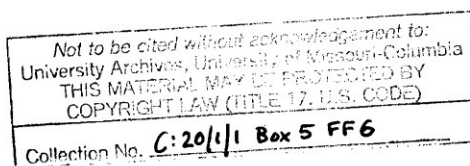
SUBJECT: ACADEMIC STATUS FOR LIBRARIANS

A memo from Interim Chancellor Herbert W. Schooling informs me that academic status has been granted to all librarians on all campuses of the University of Missouri.

Attached is the policy statement which was formulated jointly by the directors of libraries on the four campuses over the past several months and formally approved by the University on February 22, 1971.

Although immediate effects of this change in status from "nonacademic" to "academic" may not be obvious, the long-range effects in recruiting, working conditions, and other fringe benefits can be considerable.

CEC:rm  
Attachment



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A PROVISION MAKING AVAILABLE

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ACADEMIC STATUS FOR PROFESSIONAL LIBRARIANS

IN

THE UNIVERSITY OF MISSOURI

(Adopted 22 February, 1971)

Inasmuch as librarians must be prepared to work with other members of the academic community in the University's teaching, research, and service endeavors, they should reflect in their preparation and contributions the multifaceted scholarly role of the University. Among our librarians are those who have special competence in subject matter and bibliography, language facility, administrative ability, investigative capacity, and instructional aptitude. Librarians are members of the academic community with special responsibilities for collecting, organizing and interpreting recorded knowledge. In their appointment, retention, promotion, and remuneration, they should be evaluated by appropriate academic criteria. Following are the criteria to be applied:

Academic Titles

The titles established shall be: Librarian I, Librarian II, Librarian III, and Librarian IV.

Criteria for Appointment and Promotion

Librarian I. Minimum qualifications shall be graduate (fifth year) degree in library science. In exceptional instances, specialized education, skill, and/or experience may be substituted for part of the educational requirements.

This is the beginning professional rank where assignments are of limited difficulty and responsibility.

Librarian II. Minimum qualifications shall be a graduate (fifth year) degree in library science, graduate work beyond this degree, plus two years of professional library experience. In exceptional instances, specialized education, skill, and/or experience may be substituted for part of the educational requirements, and graduate study beyond (or other than) the fifth year library degree

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Collection No. C:20/1/1 Box 5 FF6



may be substituted for part of the professional library experience. Demonstrated ability to work effectively with members of the academic community is necessary.

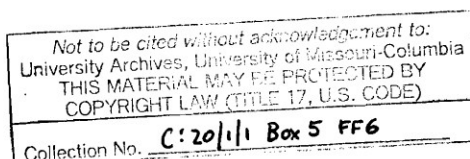
This rank includes positions where the holder performs difficult, responsible work with a considerable degree of independence, applying professional knowledge of library methods and, often, knowledge of a specialized subject field.

Librarian III. Minimum qualifications shall be a graduate (fifth year) degree in library science, the equivalent of a second master's degree, plus five years of professional library experience. In exceptional instances, specialized education and/or experience may be substituted for part of the educational requirements, and graduate study beyond (or other than) the fifth year library degree may be substituted for part of the professional library experience. Appointees to this rank must exhibit administrative and supervisory ability or possess subject specialization. Demonstrated ability to work effectively with members of the academic community is necessary.

Positions at this rank are characterized by substantial independent responsibility and action and will usually provide considerable latitude for the exercise of individual judgment.

Librarian IV. Minimum qualifications shall be a graduate (fifth year) degree in library science, a second master's degree or doctorate, five years of professional library experience, demonstrated administrative ability, and/or subject specialization where appropriate. In exceptional instances, specialized education and/or experience may be substituted for part of the educational requirements, and a graduate degree beyond the fifth year library degree may be substituted for part of the professional library experience. Demonstrated ability to work effectively with members of the academic community is necessary.

This rank includes positions in which the appointee is responsible for the administration of general library operations, the formulation of policy, highly specialized bibliographical work, or the supervision of the activities of a major department or other large administrative unit.



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Procedures for Appointment and Promotion

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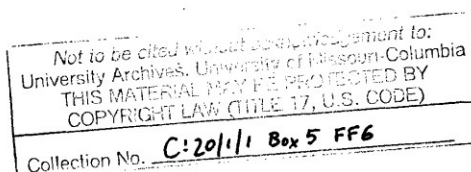
A. The Director of Libraries shall make recommendations for appointments and/or promotions to the various ranks of librarians, subject to the criteria stipulated.

B. Annual review of each staff member's performance shall be conducted by the Director with the reviews to be based upon criteria particularly appropriate to the staff member's rank and assignments.

Implementation

Upon adoption of these policies, the Directors of Libraries and Deans of Faculties on the various campuses shall jointly develop procedures related to the implementation of this proposal.

February 22, 1971





UNIVERSITY OF MISSOURI

*File - Library*

Office of the Vice President for Academic Affairs

309 University Hall  
Columbia, Missouri 65201  
Telephone (314) 882-6441

December 20, 1976

Provost Owen Koeppe  
114A Jesse Hall  
University of Missouri-Columbia

Dear Owen:

Thank you for your note of December 10 about the amended descriptions of the positions of Librarian III and Librarian IV. Indeed, the same descriptions have been approved by the staffs of the other libraries in the University, and were approved earlier by the Academic Planning Council. Consequently, they are now in effect on all campuses.

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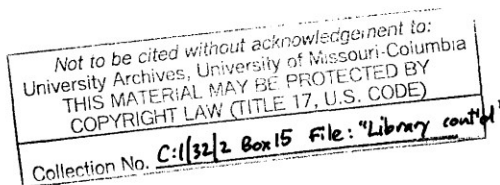
Thanks for your notification of their status.

Sincerely yours,

Melvin D. George  
Vice President for  
Academic Affairs

MDG:rm

cc: Mr. Dwight Tuckwood



**RECEIVED**

DEC 21 1976

PROVOST-ACADEMIC AFFAIRS

COLUMBIA KANSAS CITY ROLLA ST. LOUIS

an equal opportunity institution



UNIVERSITY OF MISSOURI-COLUMBIA

December 10, 1976

Provost for Academic Affairs

114A Jesse Hall  
Columbia, Missouri 65201  
Telephone (314) 882-6596

Vice President Melvin George  
321 University Hall

Dear Mel:

I am enclosing original and amended descriptions of the positions of Librarian III and Librarian IV. We consider the amended descriptions to be in effect on the Columbia campus. I believe that similar descriptions have been adopted by the other campuses.

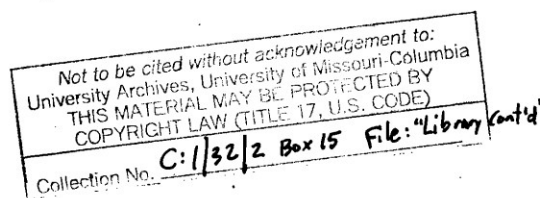
Sincerely yours,

Owen J. Koeppe  
Provost for Academic Affairs

OJK:mjs

cc: Mr. Dwight Tuckwood

Enclosure



an equal opportunity institution



UNIVERSITY OF MISSOURI-COLUMBIA

*Academic Affairs*

The Library

August 19, 1976

Administrative Offices  
Columbia, Missouri 65201  
Telephone (314) 882-4701

TO: Provost Koeppe  
FROM: Dwight Tuckwood

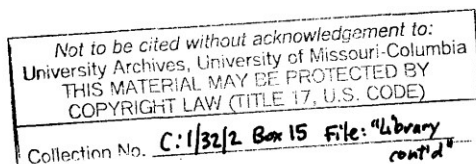
I enclose the original and an amended description of the positions Librarian III and Librarian IV. Campus approval has been obtained at UMR, UMKC and UMSL.

I have discussed it at a Library Department Head meeting. No objections were raised. If you approve of the change, Vice President George should be notified.

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DT:pb

Enclosures



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AUG 20 1976  
PROVOST-ACADEMIC AFFAIRS

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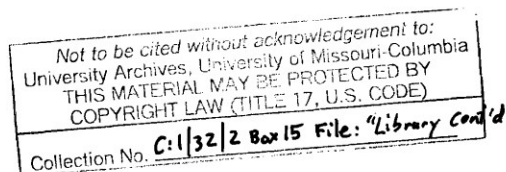
AMENDED

Librarian III. Minimum qualifications shall be a graduate (fifth year) degree in library science, the equivalent of a second master's degree, plus five years of professional library experience. In exceptional instances, experience beyond the minimum may be substituted for part of the educational requirements, and graduate study beyond these minimum qualifications may be substituted for part of the professional library experience. Appointees to this rank must exhibit administrative and supervisory ability or possess subject specialization. Demonstrated ability to work effectively with members of the academic community is necessary.

Positions at this rank are characterized by substantial independent responsibility and action and will usually provide considerable latitude for the exercise of individual judgment.

Librarian IV. Minimum qualifications shall be a graduate (fifth year) degree in library science, a second master's degree or doctorate, five years of professional library experience, demonstrated administrative ability, and/or subject specialization where appropriate. In exceptional instances, experience beyond the minimum may be substituted for part of the educational requirements, and graduate study beyond these minimum qualifications may be substituted for part of the professional library experience. Demonstrated ability to work effectively with members of the academic community is necessary.

This rank includes positions in which the appointee is responsible for the administration of general library operations, the formulation of policy, highly specialized bibliographical work, or the supervision of the activities of a major department or other large administrative unit.



ORIGINAL

Librarian III. Minimum qualifications shall be a graduate (fifth year) degree in library science, the equivalent of a second master's degree, plus five years of professional library experience. In exceptional instances, specialized education and/or experience may be substituted for part of the educational requirements, and graduate study beyond (or other than) the fifth year library degree may be substituted for part of the professional library experience. Appointees to this rank must exhibit administrative and supervisory ability or possess subject specialization. Demonstrated ability to work effectively with members of the academic community is necessary.

Positions at this rank are characterized by substantial independent responsibility and action and will usually provide considerable latitude for the exercise of individual judgment.

Librarian IV. Minimum qualifications shall be a graduate (fifth year) degree in library science, a second master's degree or doctorate, five years of professional library experience, demonstrated administrative ability, and/or subject specialization where appropriate. In exceptional instances, specialized education and/or experience may be substituted for part of the educational requirements, and a graduate degree beyond the fifth year library degree may be substituted for part of the professional library experience. Demonstrated ability to work effectively with members of the academic community is necessary.

This rank includes positions in which the appointee is responsible for the administration of general library operations, the formulation of policy, highly specialized bibliographical work, or the supervision of the activities of a major department or other large administrative unit.

