Date: September 1, 1978

To: Presidents

From: Marjorie Downing Wagner
Vice Chancellor
Faculty and Staff Affairs

Subject: Librarian Personnel Plan

Attached is the new Librarian Personnel Plan, effective September 1, 1978.

We are grateful for the time and effort expended by the Presidents, Library Directors, Deans of Faculty Affairs, librarians and others in the development of excellent comments on the drafts of the Plan. Although there were variations in responses and strong differences of opinion, each of the comments reflected thorough analysis and constructive suggestions. All the comments had a dominant theme of dedication to the improvement of library service and the enhancement of professionalism and careers of librarians.

The new Plan has been revised to accommodate the campus comments and the suggestions of employee organizations to the extent possible. Because of the differences in points of view on various issues, and the fact that some suggestions were mutually exclusive, it has not been possible to incorporate all ideas. In some cases compromises were made or a middle ground taken. The essential changes are:

1. **Elimination of the dual track.**

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Payroll Supervisor
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SEP 1, 1978

Trustees California University
and Colleges
2. Elimination of proposed class of Supervisory Librarian. Leadership of departments, divisions or other comparable organizational units is included as a function of the librarians in the various professional ranks.

3. Establishment of class of Assistant Director. The class of Assistant Director is included as a third level of academic administration and the salary is set above the rank of Librarian. The number of positions in this class is limited by the size of the campus. The filling of such positions will follow the procedure now used for filling positions of Associate Director.

The class and level of the Assistant Director position have been very controversial issues. The class has been established to reflect the needs of some campuses, particularly the largest ones which may assign management responsibilities and accountability to the administrators of the two or three major subdivisions of the library, and the smallest campuses which may wish to identify a deputy to the Directors with broad-scale management responsibilities. Not all campuses, because of their organizational structure and the way responsibilities are assigned, may find a need for this class.

The salary differential for the class is responsive, in part, to the findings in previous salary studies that show the greatest salary lags at the higher levels of librarians. In addition, the salary differential makes up, in part, for the lack of opportunity for a 10-month assignment for incumbents of this academic-administrative class.

The establishment of this class does not imply any additional staffing.

4. Library Service Areas. The question of whether or not the Plan should provide for Library Service Areas has received a lot of attention and comment. Advice from the Office of the General Counsel CSUC, however, indicates that the language in the current layoff law will not permit the establishment of service areas for academic closely related employees.
The requirement for entry into the professional classes is a graduate degree in library science (a fifth year) from an ALA accredited school, or school of equivalent quality, the determination of equivalent quality to be made by the local campus.

A second master's degree is no longer a mandatory requirement. It may be used as part of the criteria for promotion or tenure as the campus determines.

SUMMARY OF THE NEW PLAN

1. Librarian classes are removed from the classification process; advancement of librarians is by the promotion route, with peer judgments and review by academic administrators.

2. Evaluations for promotion should follow a mechanism similar, but not necessarily identical, to that used for faculty in the RTP process. Campuses shall develop their own procedures and evaluative criteria. The criteria, at a minimum, shall involve consideration of professional competence and achievement as they are related to the accomplishment of professional library activities and functions for which the librarian is or would be responsible.

3. The library profession is recognized in two groups of classes. Although both groups require professional library responsibilities and expertise, one group involves, in addition, library administration and management.

There are two classes* for professional activities, (one for 12 month assignments and one for 10 month assignments) each differentiated for salary purposes into four ranks. (Titles of Assistant Librarian, Senior Assistant Librarian, Associate Librarian, and Librarian remain.) These classes cover services

*This reflects a change from eight librarian classes to two. Because of the wording of the law that requires layoff by class, the merging of the classes will have an impact on order of layoff. Calculation of seniority for librarians is described in the Layoff Procedures as well as in the body of this Plan.
in any or all of the professional library functions and subject areas, including the leadership of departments, divisions, or other organizational units, at the appropriate rank.

The other group is divided into three academic-administrative classes with separate class codes: Director of the Library, Associate Director of the Library, and a new class of Assistant Director.

Brief statements describing levels of responsibilities for the three academic-administrative classes are included in the Plan.

Only very general definitions of ranks are provided in the Plan for professional librarian classes. Campuses are advised to refer to the standards proposed by the COLD Personnel Committee and those in FSA 73-25 for guidance in the development of local criteria.

Suggestions for evaluative criteria and elements to be considered in making distinctions and judgments are included in the Appendix to the Plan as guidelines for use in the development of campus procedures.

Salary Changes

Since the 1978-79 budget provided no funds for salary increases or equity adjustments for librarians, this Plan does not change current salary ranges nor the salary structure (number of steps, overlap of salaries, etc.) for the Librarian class. The salary for the Assistant Director class and the limit on the number of such positions were discussed earlier. Any reclassification actions will require funding from campus resources.

Promotion Funding

Because of the tight fiscal situation, it is impossible to develop a new source of funds for promotion of librarians, either from the budget or from the diversion of campus salary savings. Therefore, money for library promotions will have to continue to come from the non-faculty reclassification allotment. The method by which such funds are controlled, and by whom, the need for earmarking funds for the library, and the amount, etc., shall be determined by each campus.

Campuses are requested to keep records of promotion actions taken and their costs during 1978-79 so that we can assess the funding needs in relation to the development of a funding methodology in the future.
In addition, because the program is new, FSA will be interested in reviewing it from time to time, and particularly after the first promotion cycle.

MDW:mc

Attachment
THE CALIFORNIA STATE UNIVERSITY AND COLLEGES

LIBRARIAN PERSONNEL PLAN

Faculty and Staff Affairs Transmittal Sheet No. 133

August 30, 1978

Attached is the new CSUC Librarian Personnel Plan which includes the following classes. This plan is effective September 1, 1978.

<table>
<thead>
<tr>
<th>Class Code</th>
<th>Class Title</th>
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<tbody>
<tr>
<td>2919</td>
<td>Librarian- 10 Month</td>
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<tr>
<td></td>
<td>Assistant Librarian-10 Month</td>
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<td>Senior Assistant Librarian-10 Month</td>
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<td>Librarian-12 Month</td>
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<td>2910</td>
<td>Associate Director of the Library-12 Month</td>
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<tr>
<td>2909</td>
<td>Assistant Director of the Library</td>
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Refer: Pay Letter No. 78-03

William W. Lahey
Principal Personnel Analyst
Faculty and Staff Affairs
Personnel Plan for Librarians

Introduction

Since 1961, efforts have been made to recognize in personnel policies the evolutionary nature of librarianship and the academic functions of librarians in the CSUC. Personnel plans in the form of classification and qualifications standards, regulations covering tenure rights, appointment procedures, probationary service, etc., have been revised and updated periodically after consultation and systemwide review.

There have been changes over time in the type of work performed by academic librarians as campuses have modified organizational structures of the libraries; have more closely coordinated the holdings and advisory services of the library with academic program planning and curricular offerings; and have instituted new technologies in the operations of the library. Equally important in the process of change has been the increasing professional development of the librarians, their conscientious efforts to encompass academic and educational objectives in their library work, and their concern for the need for high quality standards to be used in evaluations for appointment, retention, promotion and tenure decisions. Personnel standards and policies have reflected these advancements.

Background

In Title 5 of the California Administrative Code, librarians in the CSUC are identified as academic employees, in the academic-related job category. This designation was reaffirmed by Board of Trustee resolution.

1. As academic employees, librarians are covered by the same academic tenure regulations as pertain to teaching faculty, including:

   a. the same probationary period provisions;

   b. the early granting of tenure at the President's discretion;

   c. the same regulations covering service credits, terminal year appointments, and notice dates for retention and tenure;

   d. the same policies on consultation and peer judgment in matters of appointment, retention, promotion, tenure and merit step adjustments.
2. Librarians are covered by the same academic grievance and disciplinary action procedures as faculty. (Membership on the grievance panels, originally limited to faculty assigned at least two-thirds time to teaching or research, has been changed in Executive Order 240 to include campus faculty, as "faculty" is defined by each campus.)

3. Librarians participate in academic governance. They are eligible for membership in local faculty senates and councils and they have served in the statewide Academic Senate.

In addition:

1. Although salary rates are different, librarians since 1962 have received the same percentage salary increases as instructional faculty, except in 1968 when they received 1.65% less and in 1972 when they received differentials above the faculty increase ranging from about 2% to 10%. Librarian classes are in the academic salary group.

2. Sick leave regulations for librarians are the same as for all other employees, including instructional faculty.

3. Retirement benefits are the same for librarians as for all other employees, including instructional faculty.

4. Librarians, at all levels, accrue 24 days' vacation per year—the same rate as for 12-month instructional faculty and academic administrators.

5. While librarians do not have academic year appointments, they are entitled to 10-month appointments with a concomitant reduction in salary. The two months off may be any two consecutive months in a fiscal year.

6. Most, if not all, CSUC libraries now have in operation retention, tenure, and promotion procedures which include a process of peer review and the use of professional evaluation criteria for librarian personnel recommendations.
New Personnel Plan

This personnel plan represents a major change in the method of evaluating professional librarians for advancement. Professional librarian classes are removed from the classification system and incumbents of librarian positions will be evaluated for promotion, through a process of peer review, subsequent review by academic administrators and approval by the President or his/her designee.

Procedures for considering promotion actions for librarians shall be developed by each campus and may be coordinated with procedures for appointment, retention, tenure and merit step increases.

Regulations governing appointment, retention and tenure of librarians and appropriate consultative procedures are covered in Title 5 of the California Administrative Code, Sections 42701, 42702, Article 13 and Article 2.7. Additional information is contained in FSA 71-57 and Supplement #1.

It shall be campus responsibility, using appropriate consultative procedures, to develop promotion procedures, including the organization, selection, structuring and responsibilities of personnel committees; the establishment of general evaluation criteria in accordance with the guidelines in this document; and the development of specific and more detailed criteria for making distinctions among the various ranks of librarians and for evaluating qualifications and professional competence of librarians in promotion considerations. The procedures and criteria shall be subject to review and approval by academic administrators or others in accordance with campus academic personnel policies.

The evaluation of librarians shall include, at a minimum, consideration of such factors as experience, education, professional achievements, university and community service, etc., and in addition, shall include professional competence in the performance of academic library assignments, and professional contribution, growth and development as they relate to library functions and responsibilities.

Professional growth and development are essential in the advancement of librarians. Librarians are responsible for planning career goals and for acquiring pertinent education and training, for pursuing scholarly activities, and taking advantage of challenging experiences. Campuses are encouraged to provide opportunities for, and to facilitate to the extent possible, the professional development and pursuit of career goals of librarians, considering both the needs of the library and the needs of the individual.
Classes for Professional Positions

New classes of positions are established for professional librarians which provide for four ranks within each class. One class is for librarians serving 12-month appointments, and one for librarians serving 10-month appointments.

<table>
<thead>
<tr>
<th>Librarian</th>
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<tr>
<td>10 month</td>
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<tr>
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Employee category - Academic closely related
Work Week Group 4D12

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<thead>
<tr>
<th>Librarian</th>
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<tr>
<td>12 month</td>
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Employee category - Academic closely related
Work Week Group 4C

These classes will replace the existing classes of Assistant Librarian - 10 month, Code 2921; Assistant Librarian - 12 month, Code 2915; Senior Assistant Librarian - 10 month, Code 2922; Senior Assistant Librarian - 12 month, Code 2916; Associate Librarian - 10 month, Code 2923; Associate Librarian - 12 month, Code 2917; Librarian - 10 month, Code 2924; and Librarian - 12 month, Code 2918.

Processing Promotion Recommendations

Each campus will develop a method for determining when consideration for promotion of a librarian is appropriate. Recommendations may be made by the head of an organizational unit, on the basis of an eligibility time schedule, by personnel committee initiation or by other methods. The promotion cycle would typically be the same as that used for teaching faculty.

All promotions must be based on merit considerations. Length of service or time in rank are not sufficient bases for promotion.

Personnel files shall be updated so that appraisers will have current and complete information upon which to base their assessments and, if necessary, their rankings of candidates.
Evaluations by Department Chairs, Division Chairs in the library and library academic administrators are essential in the promotion review.

Librarians are responsible for submitting current information for inclusion in their personnel files for use of the personnel review committees. Such information should include a current resume; a description of special achievements, participation in professional associations, publications, scholarly work; local, regional and national recognition by professional colleagues; campus committee work; etc. The submissions should provide a complete description of contributions made, committee work performed, etc.

The personnel file should also include a statement of responsibilities which is to be used in the appraisal and review process in evaluating professional competence, contributions, and achievements, service and professional growth against functions and responsibilities as they are mutually understood by the librarian and the department or division chair or academic administrator. (These statements are not to be detailed job descriptions; rather they are to provide a frame of reference and an indication of scope and professional level of responsibility.)

It would be desirable for the campus to develop procedures for obtaining recommendations and evaluations from:

Students, faculty, administrators who have firsthand knowledge of the library services provided by the candidate.

Professional colleagues who have firsthand knowledge of the candidate's effectiveness in committee work, in team activities, in specific independent or cooperative projects, etc.

Librarians from off-campus who have had an opportunity to assess the candidate's professional activities, publications, scholarly achievements and contributions to the profession.

Review committees should be sure that information in the file is more than a listing of events and provides explanations and evidence of how the candidate's abilities and achievements are demonstrated in or show potential for higher rank professional activities.

The entire appraisal process serves not only as a basis for specific recommendations but provides an opportunity for continuing discussions between the candidate and the department or division chair about the quality of performance, achievements, strengths and weaknesses, courses of action to correct weakness, and paths to follow in career development. Performance and
achievements should be measured against organizational and professional objectives and expectations and evidence of progress.

Campuses should incorporate in their local procedures opportunities for the candidate to rebut information in the file, to request reconsideration of a recommendation, etc., necessary documentation and time lines for submission of materials. Campuses also shall determine the levels and sequence of reviews and recommendations by committees and individual administrators. Department and division chairs shall submit separate recommendations from those of committees. The use of college or university-wide faculty personnel committees is at the option of the campus.

Documentation of promotion actions for professional librarians shall be processed in the same manner as the documentation of faculty promotion actions.

General Characteristics of Different Ranks of Professional Librarians

Campuses shall be responsible for developing specific criteria to be used for determining the characteristics of each of the professional librarian ranks. It is suggested that the differentiating features included in the COLD Personnel Committee report and the 1973 standards issued in FSA 73-25 be used as guidelines in the development of the campus criteria. Moreover, campuses may have developed guidelines and interpretations of the standards which can be used or adapted for this Personnel Plan.

In general terms, the ranks may be differentiated as follows:

Assistant Librarian - This is the entry level of librarians with graduate degrees in library science and little or no professional library experience. During the time spent at this rank, the librarian is expected to learn how to apply fundamentals of library science to academic library programs and problems. Generally, librarians would not receive tenure at this rank.

Senior Assistant Librarian - This is the rank in which the librarian with a few years of experience and continuing education and training, performs the full range of librarian activities within a particular function or service with considerable independence.

Associate Librarian - This is the rank in which librarians with typically at least 7 or 8 years' experience and considerable professional achievement serve as specialists in a given subject area or as recognized authorities in a broad range of activities using initiative, judgment and independence in solving unique problems and developing innovative approaches and recommendations.
Only tenured librarians or those selected for the simultaneous award of tenure may be promoted to this rank. Librarians initially appointed to this rank will serve the usual probationary period.

Librarian - This is the top rank for librarians who pursue the very difficult problems and provide creative approaches and solutions in areas for which typically there are no precedents. Librarians at this rank usually have at least 10 years of experience and typically are recognized for their professional competence and scholarly contributions in regional or national professional circles.

Librarians initially appointed to this rank are subject to the same provisions for probationary period and tenure as are Full Professors.

Positions which include leadership of a department, division, or similar organizational unit along with the performance of professional library activities are to be included in the professional class at the appropriate rank.

The leadership responsibilities involve, for example, interpreting and applying library policy; coordinating services of his/her organizational unit with other library units; recommending budget and staffing needs and monitoring the use of budgeted funds and staff; chairing personnel committees, making appointments and other personnel recommendations; developing new methods for improved service; informing administrators of changing needs in staffing, equipment and policy as those needs relate to changes in workload, changes in direction of campus programs or technological and/or philosophical changes in the profession; maintaining expertise in campus, state, and national trends in education and library science.

Minimum Requirements

The minimum requirement for entry into the professional librarian class is a graduate degree in library science (at least one year beyond the bachelor's level) from an ALA accredited library school, or a school of equivalent quality. Equivalent quality shall be determined by the campus.

The previous systemwide mandatory requirement for a second master's degree or equivalent academic or professional achievement is eliminated. Appropriate advanced degrees for librarians may be considered in the evaluation process. Campuses may utilize educational requirements, including a second master's degree as part of their criteria for promotion, as they see fit, so long as any requirements can be justified as job or career related in accordance with affirmative action regulations and policies.

For career advancement, librarians must show professional and academic growth and development as well as competence on the job and professional achievement. The acquisition of appropriate and relevant advanced degrees may be one way of obtaining addi-
tional professional knowledge and expertise; other types of education, and/or research or scholarly work may also contribute to professional knowledge and experience which will enhance the librarian's professional development.

**Classes of Academic Administrative Positions**

A new class of Assistant Director of the Library has been added. This class would typically have an organizational title of Assistant Director for ________.

<table>
<thead>
<tr>
<th>Position</th>
<th>Class Code</th>
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<tbody>
<tr>
<td>Assistant Director of the Library</td>
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<td>Associate Director of the Library - 12 month</td>
<td>2910</td>
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<tr>
<td>Director of the Library</td>
<td>2911</td>
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<th>Academic Administrative</th>
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<tr>
<td>Work Week Group</td>
<td>4C</td>
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No tenure is earned in these classes; rather tenure is earned and held in the professional librarian class. (Individuals in the class of Associate Director who are currently tenured or earning tenure in the class of Associate Director will retain those rights. The class of Associate Director - 10 month, Code 2925, is retained in the academic closely related employee category only to "grandfather" those appointed to the class prior to 9/1/78. All appointments made after the issuance of these regulations will be subject to the provisions of these regulations.)

The option for a librarian to be at a 10-month appointment in accordance with Article 2.7 in Title 5 of the California Administrative Code is not provided for incumbents of academic-administrative positions.

Documentation for personnel actions for academic-administrative librarians will be processed like appointment actions for Deans.

**Definitions of Levels of Academic-Administrative Librarians**

**Director of the Library - Code #2911**

The Director of the Library, under very general policy direction, is responsible for planning, directing, coordinating and evaluating all facets of a campus academic library, including the development of the collection and the providing of library services to support and enhance the educational programs of the campus, participation in the development of educational policy of the campus, and the development of requests for the necessary resources for effective management of the library.
Associate Director of the Library - Code #2910

The Associate Director serves as full assistant or deputy to the Director in a medium-sized* and larger campus with responsibility for sharing with the Director the planning and administration of the library. The Associate Director functions with a high degree of independence and plays a major role in total administration, i.e., program planning, financial and budgetary planning, personnel and management planning including the introduction of new library technologies, and is responsible for program implementation and evaluations of library operations. The Associate Director typically provides technical and administrative direction to the heads of the organizational units and may, in addition, be assigned special projects involving, for example, major acquisition programs, the automation of library services and records.

The use of this class is limited to one Associate Director at campuses with 5,000 or more FTE.

Assistant Director of the Library - Code #2909

The Assistant Director of the Library typically serves as full assistant or deputy to the Director on a small campus** or serves as the technical and administrative head of one of the two or three large major program subdivisions of the library. The Assistant Director participates in the overall management of the library, providing advice from his/her area of expertise in administrative and professional matters. The Assistant Director serves on library policy councils to assist the Director with the establishment of policies, resource allocations and long-range planning. He/she is responsible for coordination of operations with those of other segments and programs of the library and with faculty, deans and others in matters dealing with educational policy and programs that relate to the library.

Assistant Directors are responsible for the planning and resource management (including budget, personnel, physical facilities and operating expense management) of their organizational segments and for being accountable for operations with considerable delegation of authority. They are responsible for stimulating and facilitating the professional growth and career development of the librarians.

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*5,000 or more FTES
**Fewer than 5,000 FTES
Assistant Directors typically provide leadership and direction to the chairs of several departments, divisions or other organizational units and have responsibility for seeing that work is effectively accomplished through them. Typically the staff involved include approximately 20 or more professional librarians, library assistants, and clerical employees.

Organizational titles for these positions would typically denote the area administered, e.g., Assistant Director for Public Services, Assistant Director for Administration.

The use of this class is limited to no more than three Assistant Directors at campuses of 15,000 or more FTE, to no more than one at campuses of less than 5,000 FTE, and no more than 2 at campuses between 5,000 and 15,000 FTE. Some campuses, because of their style of organization and management, may not choose to use this class. This formula is for classification purposes and does not imply additional staffing.

Minimum Qualifications for Director of the Library, Associate Director, Assistant Director

Knowledge of academic library organization, functions, methods, procedures, and practices; knowledge of current library technical and professional literature, methods and advancements; knowledge of principles of management, including personnel management; knowledge of educational principles and practices of higher educational institutions; ability to formulate and administer library policy and procedures; ability to stimulate, develop and evaluate a staff of professional and non-professional employees; ability to work successfully with and through others in developing recommendations; ability to make decisions with respect to library professional and administrative matters, including budgeting, organization, physical facilities, personnel matters; ability to coordinate library services with the instructional program; ability to gain the confidence and respect of the faculty and administrators of the campus; ability to be responsive to the changing needs of the campus and the changing needs within the library; ingenuity and resourcefulness in accomplishing objectives within limitations of money, staff, physical facilities, etc.; recognition and stature in the library profession.

The graduate degree in library science from an ALA-accredited library school, or a school of equivalent quality.

A minimum of five years of professional library administrative experience preferably in an academic setting, with responsibility comparable to that of a librarian in charge of a major activity of a large and dynamic library. (Possession of a doctoral degree in library science or a related field may be substituted for two years of experience.)
Experience as an administrative librarian is usually built on a number of years (e.g., 10) as a professional librarian and the demonstration of professional competence and achievements comparable to those characteristic of an Associate Librarian or Librarian in the professional class.

Special Note

The establishment of two classes of professional librarians in place of the eight previous classes has an impact on the operations of the layoff procedures. In the event of layoff, the time served in any of the previous professional librarian classes shall be accumulated for counting seniority in the new classes.
APPENDIX

GUIDELINES FOR CAMPUS DEVELOPMENT OF EVALUATION CRITERIA

Each campus is responsible for the development and application of criteria for evaluating professional librarians for promotion.

Although the criteria for evaluation of teaching faculty may be used for reference, the criteria for evaluating librarians must be especially tailored to meet the characteristics of the library profession; the requirements, organization and mission of the campus library; and the qualities and responsibilities appropriate for academic librarians. Both the professional environment and work of librarians are different from those of teaching faculty because of the special nature of a library which is a cooperative and sequential enterprise involving interdependent departments and interrelated functions. In addition, the work of librarians requires the application and continuing acquisition of knowledge and abilities unique to the profession of librarianship. The factors used in the assessment of librarians for professional competence and advancement must capture these unique professional/academic elements and responsibilities. The campus procedures shall include major criteria such as the following:

1. Professional competence - effectiveness in academic library assignments.

2. Professional contributions - the ability to plan and execute new activities; scholarly and creative achievement; recognized and effective participation in professional associations, publications, etc.

3. University service - effective participation in college or university-wide committees, projects, and academic activities; recognized and effective participation in the activities of the academic community.

4. Community service.

5. Continuing professional growth and development - as it is demonstrated in library service.

6. Demonstrated potential for or competence in leadership, administration or management, as appropriate to the assigned functions and responsibilities.

In applying these criteria, it is essential that there be evidence of the way in which the attributes are demonstrated in performance of professional library work.
Typically, increased professional growth and development can be demonstrated by increased competence, professional contributions and achievements and quality of community and university service as such factors relate to academic library and related professional functions and responsibilities. Experience, education, advanced degrees as well as scholarly achievements are important measures and can be evaluated in terms of the way in which they provide librarians with increasingly:

1. greater insights in solving problems or pursuing professional inquiries;

2. greater creativity in initiating or revising methods, techniques or total programs;

3. more independence and initiative in developing approaches to assignments or carrying out work to completion;

4. greater confidence being placed in their judgment, advice and assistance in that faculty, students, administrators and other professionals seek their services; and

5. current knowledge of library techniques and development and awareness of new technologies, bibliographic sources, and other advancements in library or subject matter fields.

Each of the major criteria should be supplemented with more detailed elements for evaluation and each should be given values for distinguishing appropriate attributes for each level or rank. Campuses may have developed such elements, but a few are provided merely as suggestions of the type of factors that would be useful.

**Professional Competence**

Quantity and quality of performance - how well and quickly assigned work is done.

Ability to initiate and carry to conclusion projects within the library.

Degree of special expertise which is sought after by colleagues.

Degree of versatility - the ability to work effectively in a range of library functions and subject areas.

Evidence of judgment in problem solving, organizing work.

Evidence of originality in developing approaches to problems or assignments.

Ability to make and implement decisions effectively.
Level of professional skills; grasp of library methods; knowledge of the fundamentals of library science and their proper application to problems at hand.

Degree of understanding of current techniques and technologies.

Leadership ability.

Effectiveness in working with students, faculty, staff and co-workers.

Level of commitment to provide effective service - willingness to take the "extra step."

Ability to relate assigned functions to the more general educational objectives of the library and university.

Responsiveness to needs of the academic community and curricular programs.

It may also be desirable to relate these elements to various types of functions, such as selection and development of resources; bibliographic control of collections and their organization for use; reference and advisory service; and development and application of specialized information systems.

Professional Contributions, Achievements

Development of new procedures and programs.

Editorial responsibilities.

Planning and giving workshops.

Participation in work of professional associations.

Participation in career development of colleagues.

Stature in the profession - local, regional, national recognition.

Receipt of honors, awards, fellowships.

Presentation of papers at professional or scholarly meetings.

Evidence of innovation and sound scholarly production.

Achievement which goes beyond on-the-job professional competence.

Recognition by the academic community.

Reputation for professional excellence in publications, consulting, professional services, innovation.

Publications.
University Service

Knowledge of the role of the library in academic programming and planning.

Active participation on university-wide academic/faculty committees.

Contributions to academic governance.

Effective and creative participation in library and campuswide committees.

Professional Growth and Development

Systematic updating of knowledge in library activities, trends, and specialized areas.

Training in related areas, such as computer technology, administration, human relations, foreign languages.

Ability to handle increasing responsibility.

Additional relevant educational achievement.

Courses in academic subject areas.

Evidence of application of advanced knowledges and expertise in work performed or to be performed.

Supervision and Administration - Leadership

Mastery of library methods and techniques and the fundamentals of librarianship.

Ability to supervise others.

Ability to accomplish work with and through others.

Ability to stimulate professional development of librarians.

Ability to resolve conflicts.

Judgment and maturity in human relations.

Ability to plan and organize work, meet deadlines, follow regulations, suggest improvements.

Ability to coordinate work with that of other departments and units; ability to work effectively with colleagues.

Ability to make decisions, be objective, acquire basic facts upon which to base decisions.
Ability to make objective judgments in evaluating professional activities of others, the ability to discuss constructively the performance evaluation of others.

Knowledge of budget, space, personnel management; ability to develop and administer training programs for professional librarians and other library staff.