

**Tulane University
Howard-Tilton Memorial Library
Library Department Handbook**

New Orleans, LA

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Part I Introduction

The Howard-Tilton Memorial Library was formed in 1941 by the merger of the Charles T. Howard Memorial Library, founded as a public research library in 1889 by Annie Turner Howard and acquired by Tulane University in the 1930's; the Frederick W. Tilton Memorial Library, endowed in 1900 and 1906 by Caroline Stannard Tilton; and the Newcomb College Library. In 1962, the Library of the Middle American Research Institute was incorporated into the Howard-Tilton Memorial Library. The origin of the Rudolph Matas Library of the Health Sciences dates from the founding of the Medical College of Louisiana (now Tulane University School of Medicine) in 1834. The Library was named for Dr. Rudolph Matas in 1937. Matas librarians joined Library Department in January 2008. Hereafter, in this document, Howard-Tilton Memorial Library refers to all libraries within the Howard-Tilton Memorial Library System, including the Matas Library of the Health Sciences.

Library Department Handbook

The Library Department Handbook provides information about the internal governance of the department, as well as information about the policies and procedures to be followed by members of the department. Policies and procedures found in section II, "Guidelines for Members of Library Department," supplement any policies and procedures found in the Faculty Handbook; in areas where policies and procedures in the Faculty handbook are different than those of the Library Department Handbook, librarians will always follow the policies and procedures found in the Library Department Handbook.

The Library Department Constitution may be amended by a two-thirds vote of the department members, as stated in Section VI of the Constitution. Proposed amendments must be presented to the department at a regular meeting of the department and voted on at the subsequent regular meeting. As stated in Article 4 of the Bylaws, the Library Department Bylaws may be amended by a majority of department members present at any meeting, provided that any proposal to amend is submitted to the Department at least two weeks in advance of the meeting at which the proposal is to be considered.

Other sections of the Handbook (not part of either the Constitution or Bylaws) may be amended by the Rights & Responsibilities Committee as needed in order to ensure that the handbook is kept as up to date as possible. Changes should be brought to the attention of Library Department through the committee's regular reports to the department.

The Rights & Responsibilities Committee maintains an online version of the handbook with all sections kept up to date. Currently this online version and other departmental documents are available at:

<http://library.tulane.edu/about/library-department-documents>

Librarians' Status and Ranks

Librarians at Tulane University have academic status. Academic status parallels that of the faculty, except that librarians use the titles of Librarian I, Librarian II, Librarian III, Librarian IV, Assistant Dean, Associate Dean, and Temporary Librarian, and do not have traditional tenure arrangements. Further, the professional demands on librarians require a standard work week and operation on the University calendar rather than the class calendar. This *Library Department Handbook* augments the *Faculty Handbook* and explains policies relating to those instances in which the roles, status, and benefits of the librarians differ from those of the faculty.

Part II
Library Department Structure and Organization

Constitution of the Library Department

- I. Name** – The name of this organization shall be the Library Department.
- II. Mission** -- The Library Department supports the mission of the Howard-Tilton Memorial Library and assists the Library Administration by providing a framework for:
 - A.** Shared governance. Shared governance guarantees the inclusion of Library Department members in the development, implementation, and review of Library policies, planning, and procedures. Through the Department, members have a defined advisory role and a recommending voice.
 - B.** Advocacy of professional interests. The Library Department advocates for the interests of its members to the Library Administration and the University community. It may also advocate for the profession as a whole.

In all of its work, the Department fosters written and oral communication within and from the Library.

- III. Membership** – The membership of the Department shall consist of all librarians of the Howard-Tilton Memorial Library and its branches.
 - A.** For purposes of this document, the term “librarian” is defined as one who has been appointed through a Library Department search committee process to a permanent librarian position.
 - B.** Permanent part-time librarians meeting the above criteria are Library Department members.
 - C.** Temporary librarians are not eligible for membership in the Library Department.
 - D.** Should anyone who is not already a permanent Howard-Tilton librarian be appointed to a permanent Howard-Tilton librarian position without going through the Library Department search committee process, that librarian’s eligibility for Library Department membership is to be screened by the standing Search Committee, and a recommendation is to be presented to the Library Department for a vote.
 - 1.** Should anyone be appointed to a permanent librarian position at Tulane University which is outside of Howard-Tilton Memorial Library, and should that person hold the title Librarian and thus have the status, benefits, and other rights and responsibilities common to all Librarians at Tulane University, that librarian is eligible to attend and participate in meetings of the Library Department as a non-voting delegate.

- a. Non-voting delegates will have right to the floor on issues pertaining to the status, benefits, and other rights and responsibilities common to all Librarians at Tulane University, but not on issues germane only to Librarians of the Howard-Tilton Memorial Library.
 - b. Participation in meetings of the Library Department by non-voting delegates shall in no way alter the conditions of employment, promotion, or discharge of these Librarians. They are not eligible to serve as Library Department officers or as elected members of Library Department committees, receive travel funding from Howard-Tilton Memorial Library, or receive other benefits specific to members of Library Department.
- E. Assistant and associate deans are nonvoting members of the Library Department. They are not eligible to serve as Library Department officers or as elected members of Library Department committees. They also do not hold a rank of Librarian I, II, III, or IV or participate in the Library Department promotions process.
- F. The Dean of Libraries shall have a standing invitation to attend all regular meetings of Library Department with the privilege of the floor but not of voting.

IV. Officers, Committee Members, Representatives

- A. The chair of the Library Department shall be an elected Department member.
- B. The parliamentarian shall be an appointed Department member.
- C. Elected officers, committee members, and representatives shall be chosen at the April meeting of the Library Department, for terms beginning at the August meeting of the Library Department.
- D. For all elections of officers, committee members, and representatives of the Library Department, the members shall be afforded a period of no fewer than seven days prior to the convening of the April meeting of the Library Department during which they may submit their ballots in a manner to be determined by the Nominating Committee. Significant changes to election processes must be approved by a majority of the Library Department membership no later than one month prior to the beginning of voting.

V. Meetings

A. Regular Meetings

- 1. Meetings will be held in August, November, January, and April of each academic year.
- 2. Notice of all regular meetings must be provided to all members of the Department at least ten days in advance of each meeting.

- B. Special Meetings.** Special meetings may be called by the Library Department chair and must be called upon the written request of five members of the Department.
 - C.** A majority of the members of the Department shall constitute a quorum.
 - D.** Committees shall report to the membership at each regular meeting and should supply a written copy of the report to the secretary.
- VI. Amendments** – Proposed amendments to the Constitution shall be presented at a regular meeting of the Department and be voted upon at the subsequent regular meeting. Absent Department members may vote by electronic mail directed to the Department chair. A two-thirds vote shall pass any such amendment.

Bylaws

ARTICLE 1. Officers and Committee Members.

1. Elected officers and standing committee members shall be chosen by ballot. Their terms of office shall begin at the August meeting of the Library Department.
 - a. A vice-chair is elected each year and serves for three years: one year as vice-chair/chair-elect; one year as chair; and one year as past chair.
 - b. The librarian delegate to the University Senate Committee on Libraries shall serve a three-year term.
 - c. The Department secretary and committee members shall serve two-year terms.
2. To be eligible to run for the position of vice-chair/chair-elect, a candidate:
 - a. Must have been a member of the Library Department for at least one year at the time of election.
 - b. Must have achieved the rank of Librarian III or above.
3. To be eligible to run for the position of librarian delegate to the University Senate Committee on Libraries, a candidate must have been a member of the Library Department for at least two years at the time of election.
4. The Executive Committee shall appoint the parliamentarian, who shall serve a two-year term beginning at the August meeting of the Library Department. A parliamentarian's term in office may be renewed.

To be eligible to serve as parliamentarian, an appointee:

- a. Must have been a member of the Library Department for at least two years at the time of appointment.
- b. Must have a working knowledge of the provisions of this Library Department Handbook and of parliamentary procedures.

The parliamentarian shall be a non-voting member of the Executive Committee. While in office, the parliamentarian is excluded from holding any other officer position and from serving on any other committee.

5. Unexpired terms:
 - a. To fill an office that is vacated before the completion of its term, the Executive Committee shall determine an appropriate course of action on a case-by-case basis.

- b. To fill a committee member's unexpired term, the chair of the Library Department shall immediately appoint a new member. The appointed member shall conform to all requirements for the composition of the committee.

ARTICLE 2. Committees.

1. The Department shall have the following standing committees: Executive, Nominating, Promotions, Rights and Responsibilities, Search, and Professional Development.
2. Organization, functions, and reporting procedures for standing committees shall be as stated in the *Library Department Handbook*.
3. Special committees may be appointed by the Executive Committee and must be appointed when requested by not fewer than five members of the Department.

ARTICLE 3. Handbook

The *Library Department Handbook* may be revised by a majority of members present at a meeting of the organization.

ARTICLE 4. Amendments.

These by-laws may be amended by a majority of Department members present at any meeting, provided that any proposal to amend is submitted to the Department at least two weeks in advance of the meeting at which the proposal is to be considered.

Officers

Chair

1. Shall serve a one-year term, following a one-year term as vice-chair and preceding a one-year term as past chair.
2. Shall call meetings of the organization and shall preside at these meetings.
3. Shall solicit agenda items for department meetings and set the agenda.
4. Shall serve as chair of the Executive Committee and set the agenda for its meetings.
5. Shall serve as a spokesperson for the Library Department within and outside of the library.
6. Shall appoint members to fill committee vacancies due to the resignation or departure of a committee member, in consultation with the chair of the Nominating Committee.

Vice-Chair/Chair-Elect

1. Shall act for the chair during his or her absence.
2. Shall serve as a member of the Executive Committee.
3. Shall receive reports from Library Department committees and keep the chair updated on the work of committees; and shall ensure that committees meet regularly.

Past Chair

1. Shall attend meetings of the University Senate, and represent to said body the interests of Library Department members and libraries generally.
2. Shall report to the vice-chair/chair-elect on a regular basis and to the membership at each regular meeting and should supply a written copy of the report to the secretary.
3. Shall serve as a member of the Executive Committee.

Secretary

1. Shall keep minutes of the Library Department meetings. The minutes shall briefly describe main points discussed and state the actions taken. Motions and votes shall be recorded with the exact wording of each motion, the name of the maker of the motion, and whether the motion passed or failed.
2. Shall supply a draft of the minutes to each member of the organization in electronic format within two weeks of the meeting. A final version shall be supplied to each member within two weeks of approval of the minutes, which generally takes place at the following Library Department meeting. A final version, including all committee reports and attachments, shall also be supplied to the University Archives.

Parliamentarian

1. Shall advise the Library Department chair and membership on questions of parliamentary procedure to ensure that Library Department meetings be conducted in accordance with the Constitution and Bylaws of the Library Department Handbook and that they follow the designated rules of order.
2. Shall serve as a non-voting member of the Executive Committee, attending its meetings and advising it on matters relating to the Library Department Handbook as the Executive Committee conducts its work.

3. Shall offer non-binding interpretations of the Library Department Handbook upon request of any member.

Librarian Delegate to the Senate Committee on Libraries

1. Shall serve as the professional librarian member of the Senate Committee on Libraries.
2. Shall attend meetings of the University Senate, and represent to said body the interests of Library Department members, and libraries generally.
3. Shall serve as a member of the Executive Committee.

Committees

Executive Committee

Organization:

Standing committee. All elected officers; and two elected members-at-large shall serve as voting members. The Dean of Libraries, the Associate Dean, and the parliamentarian shall serve in a non-voting capacity. The chair of the Library Department shall serve as Committee chair. The Committee shall meet upon call by the chair and must be called to meet when so requested by two or more members. Elected members shall serve two-year staggered terms. The committee may add temporary members to assist with specific projects, in consultation with the Library Department vice-chair.

Eligibility:

1. All elected officers and the parliamentarian shall meet the eligibility requirements defined by Article 1 of the By-Laws of the Library Department Handbook.
2. Members-at-large shall have completed at least one year of membership in the Library Department.

Functions:

1. Serve as an advisory committee to the Dean of Libraries on any matter of administration.
2. Act for the Department between regular or special meetings. However, major actions affecting the long-range policy of the Library shall be referred to the Department as a whole.
3. The *elected* members of the Executive Committee shall act as a grievance committee when necessary. The grievance committee shall hear grievances from individual Library Department members and shall make recommendations to the Dean of Libraries.
4. Approve the formation of ad hoc Library Department committees and task forces, and make appointments to those committees.

Reporting Procedure:

Shall report to the vice-chair/chair-elect on a regular basis. Shall send a written report to the department membership 5 business days before each scheduled department meeting.

Nominating Committee

Organization:

Standing committee. Three elected members. The Committee shall elect its own chair. The committee may add temporary members to assist with specific projects, in consultation with the Library Department vice-chair. Elected members shall serve two-year staggered terms.

Eligibility:

Committee members shall be voting members of the Library Department.

Functions:

1. Distribute to the membership no later than three weeks prior to elections a list of open offices to be filled.
2. Propose candidates for offices to be elected at the April meeting and distribute the names to the membership two weeks prior to elections.
3. Administer the elections of officers, committee members, and representatives of the Library Department in a manner to be determined by this committee, and in accordance with the Constitution and By-Laws of the Library Department. As an integral part of administering elections, this committee shall ensure that the membership of Library Department is familiar with current election procedures, results of elections, and current committee membership.

The Nominating Committee is charged with making concerted efforts to achieve balanced representation when drawing up slates of candidates for all committees. To achieve balanced representation, the Nominating Committee will consider:

- the current divisional and/or departmental makeup of the library, taking into account varying job functions
- librarians of different ranks
- librarians with different numbers of years of service.

Reporting Procedure:

Shall report to the vice-chair/chair-elect on a regular basis. Shall send a written report to the department membership 5 business days before each scheduled department meeting.

Professional Development Committee

Organization:

Standing committee. Four elected members. Elected members shall serve two-year terms, with two members elected each year.

Eligibility:

Committee members shall have completed at least one year of membership in the Library Department.

Functions:

1. Provide information and support on professional development to all interested members of the Library Department.
2. To organize regular meetings for Library Department members to share information about recent professional development activities.
3. To collect data on professional development activities and travel expenses for the Executive Committee of the Library Department.

Reporting Procedure:

Shall report to the vice-chair/chair-elect on a regular basis. Shall send a written report to the department membership 5 business days before each scheduled department meeting.

Promotions Committee

Organization:

Standing committee. Five elected members. The Committee shall elect its own chair. Elected members shall serve two-year staggered terms.

Eligibility:

1. Committee members shall have completed at least one year of membership in the Library Department.
2. Committee members shall have achieved the rank of Librarian III or Librarian IV.

Functions:

Review and recommend to the Dean of Libraries candidates for promotion according to the schedules determined in the *Library Department Handbook*, based on the roster of members with the ranks and years of service in those ranks supplied by the Library administration.

Reporting Procedures:

Shall report to the vice-chair/chair-elect on a regular basis. Shall send a written report to the department membership 5 business days before each scheduled department meeting.

Rights and Responsibilities Committee

Organization:

Standing committee. Three elected members. The Committee shall elect its own chair. The committee may add temporary members to assist with specific projects, in consultation with the Library Department vice-chair. Elected members shall serve two-year staggered terms.

Eligibility:

Committee members shall have completed at least one year of membership in the Library Department.

Functions:

1. Serve the interests of the members of the Library Department by studying librarians' benefits and making recommendations concerning issues such as salaries, leave time, travel funds, and professional development.
2. Review the status within the University of the members of the Library Department.
3. Update the Library Department Handbook as necessary and make the most recent version available online.

Reporting Procedures:

Shall report to the vice-chair/chair-elect on a regular basis. Shall send a written report to the department membership 5 business days before each scheduled department meeting.

Standing Search Committee

Organization:

The core, elected Standing Search Committee shall consist of four members, including two primary members and two alternates. Elected members shall serve two-year staggered terms. During their first year on the committee, representatives shall function as alternates; during their second year, they shall function as primary members.

Eligibility:

Committee members shall have previous or current experience on an active search committee for a Librarian position at Tulane University.

Functions of the Standing Search Committee:

1. Oversees the formation of active search committees and coordinates the search process in accordance with library guidelines while ensuring appropriate consistency across searches.
2. Maintains the Procedures for the Recruitment of Librarians document and submits any significant revisions to the Library Department for approval or vote.
3. One primary member of the standing search committee shall serve as chair of an active search committee, and shall be chosen by members of the full elected committee. If more than two searches are underway simultaneously, an alternate committee member may serve as chair of that search.

Reporting Procedures:

The Search Committee sends a written report to the department membership five business days before each scheduled department meeting.

Part III

Guidelines for Members of Library Department

Appointment

The Dean of Libraries and Academic Information Resources (henceforth referred to as the Dean of Libraries) makes appointments upon the recommendation of a Search Committee of the Library Department. Appointments are for 12 months on a fiscal year basis. The Dean of Libraries confirms in writing the conditions of appointment, including salary and academic rank.

Librarians do not have tenure but do have continuing appointments with the exception of those persons appointed at the Librarian I or II level as described in the following section on Ranks. All new appointments are probationary for a period of one year, after which they are automatically renewed unless one of the steps under Promotion or Discharge is taken. Librarians are entitled to Academic Freedom as set forth in Article X of the Faculty Handbook.

Salaries

Salaries, including administrative stipends, are determined by the Dean of Libraries, based on appropriate recommendation, and subject to the approval of the University administration. Promotion to a higher rank generally includes appropriate compensation.

Ranks

Temporary Librarian. Temporary Librarians may be hired for a particular purpose for a finite period of time at the discretion of the Dean of Libraries, under conditions determined by the Dean. They are not considered members of Library Department.

Librarian I. A Librarian I will have earned a Master's degree from an American Library Association-accredited library school or its equivalent.

- A Librarian I becomes eligible for promotion after 12 months of service and is invited to apply for promotion by the Promotions Committee.
- If after one year of service a Librarian I is not promoted but has demonstrated potential for future promotion, the probationary period may be extended for up to 12 months.
- If a Librarian I does not receive promotion or an extension of the probationary period, notification of termination is given with at least three months' notice.

Librarian II. Eligibility for appointment to the rank of Librarian II comes after 12 months in the rank of Librarian I or equivalent experience. Archivists will typically have achieved archival certification.

Librarian III. Eligibility for appointment to the rank of Librarian III comes after three years in the rank of Librarian II or equivalent experience. A Librarian II not promoted to Librarian III after five years in rank will receive a 12-month non-renewable appointment; exceptions may be made for part-time librarians.

Librarian IV. Eligibility for appointment to the rank of Librarian IV comes after five years in the rank of Librarian III or equivalent experience.

Assistant/Associate Dean. Assistant and associate deans do not hold a rank of Librarian I, II, III, or IV or participate in the Library Department promotions process. An assistant or associate dean who has held a rank as a librarian at Howard-Tilton Memorial Library sets aside the rank while serving in that administrative position.

Promotion Criteria

In the guidelines are references to professional contributions and leadership. For an explanation of these, including more options than those mentioned, see the [Professional Contributions and Service](#) section.

General Criteria

Excellent job performance is the most crucial factor in promotion decisions. Consequently, a librarian's effectiveness in serving the Library's mission and goals receives greater weight than any other criterion. Routine performance of duties does not in itself warrant promotion, no matter how specialized or important the duties may be.

Demonstrated attributes of the successful librarian include:

- Professionalism: Maintains a clear understanding of and commitment to:
 - The enduring values, ethics, and principles of librarianship, as stated in the American Library Association statement on core values, the Association of Southeastern Research Libraries statement on Competencies for Research Librarians, and the Society of American Archivists Code of Ethics.
 - The mission, goals, policies, and guidelines of this library and university.
- Dedication: Exhibits consistent commitment to excellent service, working energetically and dependably.
- Knowledge: Develops a solid grasp of one's work, learning new skills to meet its changing requirements.
- Initiative: Proposes productive innovations and creative solutions to problems.
- Adaptability: Embraces constructive change, evolves in outlook, and copes even under adverse circumstances.
- Judgment: Applies analytical skills and knowledge for effective evaluation, discussion, decision-making, and action.
- Clarity: Communicates effectively both verbally and in writing.
- Collegiality: Cooperates and collaborates to enhance service; shows respect for all library staff as well as for the diverse members of the university and wider community.
- Productivity: Efficiently completes substantial high-quality library work.

Criteria for Promotion to Specific Ranks

The promotion criteria listed below are cumulative; a candidate for promotion to a higher rank must continue to meet the criteria for all previous ranks.

Librarian II

- Documented proficiency in one's defined job responsibilities
- Demonstrated potential for continued progress and professional contributions

Librarian III

The rank of Librarian III reflects a record of substantial and successful professional performance. It is the principal professional rank at Howard-Tilton, the rank that most librarians will achieve. In addition to the criteria mentioned above, the record of a person appointed to the rank of Librarian III will document:

- Mastery of one's defined job responsibilities
- Consistent record of continuing education to enhance and update one's knowledge and skills
- Participation in professional activities and organizations
- Participation in library committees and collaborative projects
- Support for the professional and personal growth of others through promoting a collegial and collaborative work environment

Librarian IV

The rank of Librarian IV recognizes a record of sustained distinguished contributions to the University Libraries, Tulane, and the profession and also recognizes the prospect of continued excellence in performance. Librarians IV are acknowledged leaders in their chosen field. The record of a person appointed to the rank of Librarian IV will typically reflect leadership in:

- Initiative, creativity, and foresight in devising original solutions and programs that successfully address broad issues among library departments or between the library and its constituencies
- Comprehensive understanding of and concern for the library as a whole and the interrelationships among its units and constituencies
- Support for the professional and personal growth of others by being an effective source of advice and counsel, encouraging continuous learning, and other mentoring activities

- Advocacy on behalf of the University Libraries, the university, and the profession
- Library, university, and community committees and collaborative projects
- Professional activities and organizations
- Service as a resource person, teacher, or trainer beyond one's defined job responsibilities
- Contributions to the profession through research and dissemination

Professional Contributions and Service

Librarians must demonstrate sustained, continuing growth through professional contributions and service. *Activities directly related to one's position will receive primary consideration in promotion decisions.*

Professional contributions involve a wide range of activities from which librarians may choose. The Librarian I demonstrates potential for successful participation, the Librarian II actively participates, the Librarian III exhibits a solid background, and the Librarian IV demonstrates sustained leadership. The following items are suggestive, not exhaustive, and appear in alphabetical order, not in order of importance.

Fund Raising. Identifying and cultivating potential sources of library support.

Governance. Librarians contribute to the library's and university's governance by running for Library Department positions, serving on library or university committees and task forces, contributing to policies and guidelines, and acting as sources of informed, direct, and honest counsel.

Leadership. Leaders may be supervisors or non-supervisors. They may influence, serve as experts, or lead the planning or implementation of activities that improve the library, the university, or the profession.

Professional Participation. Professional participation is contributing to the advancement of the library profession through work with library, other professional, or scholarly organizations. Such organizations exist at the local, state, regional, national, and international levels. Examples of participation include:

- Serving on committees or task forces
- Serving as an officer or running for office
- Planning, hosting, or contributing to a program or meeting
- Writing reports
- Arranging an organization's continuing education programs
- Acting as an organization's liaison with another group

- Lobbying a governmental agency on behalf of an organization
- Serving as a member of an organization's review or accreditation team
- Evaluating articles for potential publication or reviewing grant applications.

Professional Consulting. Professional consulting means serving outside the library as a paid or volunteer advisor to benefit the university, community, or library profession. In addition to library and archival science, consulting areas include related proficiencies such as statistics, management, web design, database creation, or education.

Research and Dissemination. Research is systematic inquiry or critical examination to establish facts or principles in a field of knowledge. Dissemination is presenting original work to the public through publication, reading a paper, or other means. Works in progress may be considered. Examples of appropriate activities and achievements include:

- Presenting papers, talks, or poster sessions at conferences
- Participating in panels or roundtables
- Creating bibliographies, databases, indices, or other scholarly compilations of information
- Writing books, chapters, articles, or reviews
- Editing or producing journals, newsletters, or other publications
- Drafting grant proposals
- Composing or performing, such as recitals or theater
- Organizing exhibits
- Creating, designing, or managing web resources
- Writing software programs.

Service to the Community. A university's core mission includes an obligation to society. Tulane's special commitment to improving our community heightens and reinforces that obligation from the local to the international level. Contributions involving professional expertise or Tulane-sponsored community service will be recognized.

Teaching. Teaching includes participating in the design, development, and presentation of courses, lectures, workshops, seminars, institutes, or other instructional or training activities. In addition to librarianship, subjects may include other proficiencies or academic disciplines. Teaching may take place in or outside a classroom setting, may be volunteer or paid, and may be sponsored by library, university, professional, civic, or scholarly organizations.

Evaluation

File Updates

The Performance Evaluation is a two-step process:

1. The annual file update
2. The periodic performance evaluation

Annual File Update:

A file update shall be sent to each Librarian annually from the Library Administrative Office. It shall be completed by the Librarian and then submitted to the Librarian's supervisor.

One of the following two procedures will then be followed:

1. The supervisor shall forward the file update to the Dean of Libraries
2. The supervisor shall attach to the file update the performance evaluation which shall be submitted as follows:

Performance Evaluation:

Each Librarian will be evaluated according to the following schedule, normally in January:

1. Years 1-3: Annually
2. Years 4-9: Biennially
3. Year 10 and after: triennially

If a formal evaluation is not required in a year when a Librarian is eligible for promotion, a letter shall be sent from the supervisor to the Promotions Committee.

A Librarian who is to be demoted or transferred shall be evaluated by his or her supervisor prior to moving to his or her new position/rank. An evaluation can be requested at any time by a supervisor or by a Librarian.

For each Librarian in a new position (e.g. initial appointment, transfer, or demotion), the performance evaluation for the first year will be based on the initial date of appointment, transfer, etc. The evaluation process for probationary employees will commence at the beginning of the sixth and twelfth months from the initial date of employment.

A Librarian who receives the one-year evaluation six months or less before the annual evaluation in January need not repeat the process until the following annual evaluation period.

Evaluation Criteria

Standards should be determined prior to evaluation and should be applicable to all librarians at the same level and with the same amount of job experience in the particular work.

When some of the work is less than satisfactory, comments should be very clear about what is wrong and what needs to be done to meet standards.

Criteria Guidelines:

1. Basic job knowledge and development of new skills
2. Quality of work
3. Productivity
4. Effective decision-making
5. Communication skills
6. Creativity and initiative
7. Adaptability
8. Working relationships with patrons, co-workers, and organizations
9. Contributions to library, university, or professional committees and organizations
10. If the librarian is a supervisor or acts in some supervisory capacity:
 - a. Planning, organization, coordination, and direction of assigned work unit
 - b. Training, development, and motivation of staff
 - c. Fairness and impartiality in the treatment of staff
 - d. Approachability and receptivity to subordinates' suggestions, problems, and complaints

Professional Participation and Travel

This section outlines policies regarding funding and paid professional release time for participation in professional activities by Library Department members. It supplements Tulane University's Travel Policy, which must also be followed. Specific provisions regarding the types of expenses that are eligible for reimbursement, per diem, foreign travel, and other related matters are available at <http://tulane.edu/asvpr/ora/travel.cfm>.

Specific instructions for completing and submitting the Professional Participation Authorization Form and for applying for reimbursement for expenses, in addition to copies of relevant forms, are available on the Administrative Services website under "Personnel" (<https://htadmin.tulane.edu/hc/en-us/categories/200156267-Personnel>; login required).

Categories of Professional Activities

1. **Professional development:** Professional development funding supports librarians in fostering their professional growth and maintaining appropriate levels of professional engagement. Examples of activities in this category include conferences of professional library organizations (e.g., ALA and ACRL) and other library-related meetings (e.g., the LOEX Conference and the Charleston Conference), both in-person and virtual, and professional webinars.

Each librarian chooses which professional development activities to undertake. Funding and paid release time for them requires approval by the librarian's supervisor and the appropriate senior administrator.

Expenses for approved professional development are reimbursable up to a maximum total amount per fiscal year for each librarian, as determined and announced by the Dean of Libraries for each year. The allocation may be spread across multiple activities within the fiscal year.

Supplemental funding will be authorized under certain circumstances:

- 1) Rank: To encourage growth and active professional engagement, each librarian at the rank of Librarian I or Librarian II is eligible for an annual funding supplement. This supplemental amount is determined and announced by the Dean of Libraries for each fiscal year.
- 2) Office or function: A librarian at any rank is eligible for an annual supplement if that librarian:
 - a. Holds an elected office in a recognized professional organization
 - or
 - b. Chairs a unit (committee, discussion group, formal task group, etc.) of a recognized professional organization
 - or

- c. Gives a scheduled presentation at a meeting.

Documentation may be required for payment of this supplement. The supplemental amount is determined and announced by the Dean of Libraries for each fiscal year.

2. **Position-related training and education:** Training and continuing education activities that are directly related to the performance of the librarian's job and to strategic goals of the Library. Examples of this category include in-person and virtual instruction provided in workshops, institutes, seminars, and courses.

To qualify as position-related training and continuing education, activities must be approved by the librarian's supervisor and the appropriate senior administrator.

Expenses for approved activities in this category are reimbursed in full; the total amount does not count towards the librarian's annual funding limit for professional development. Paid release time is given.

3. **Administrative representation:** Participation undertaken to represent the Library in an official capacity. Examples include a professional meeting at which the librarian serves as a designated delegate of Tulane University Libraries and a scheduled appearance in court to testify on behalf of the Libraries.

Administrative representation is undertaken at the request of the Dean of Libraries (or at the request of another senior administrator with the approval of the Dean of Libraries) and is thus considered mandatory.

Expenses for assigned administrative activities are covered in full; the total amount does not count towards the librarian's annual funding limit for professional development. Paid release time is given.

4. **Discretionary activities:** Activities undertaken in pursuit of a professional or personal interest peripheral to the librarian's position description.

No funding is available for discretionary activities. Paid release time may be approved by the librarian's supervisor if the activity has potential for benefiting Library operations. If no release time is approved, librarians must use vacation time for such activity.

Leave

1. **Vacation leave.** Librarians earn 22 vacation days per year. They may continue to accumulate vacation leave beyond the maximum accrual of 22 days (165 hours), but only until the next anniversary date, which is defined for librarians as December 31 of each year. Each December 31, a librarian forfeits any vacation time that exceeds the maximum 22 days allowed.

Librarians report vacation leave in full-day increments only.

Upon termination of employment in the Library, librarians will be compensated for unused vacation time up to 22 days.

Exceptions:

- Part-time librarians: Vacation leave is prorated for part-time librarians.
 - Temporary grace period: For librarians already employed as of June 30, 2016, there will be a grace period through December 31, 2018. During that grace period, they will be able to continue to accumulate up to 44 days (330 hours) of vacation, as measured at the end of each December, until the end of 2018. At the end of December 2018, all librarians will forfeit any vacation leave over 22 days (165 hours).
2. **Holiday leave.** Librarians receive all designated University holidays. These paid holidays are not deducted from accrued vacation leave.
 3. **Sick Leave.** Librarians earn 12 days of sick leave per year, which may be accrued up to a maximum of 120 days (900 hours).

Librarians report sick leave in full-day increments only.

Upon termination of employment in the Library, there is no compensation for accrued sick leave.

Exceptions:

- Part-time librarians: Sick leave is prorated for part-time librarians.
- Sick leave accrued under previous policy: Librarians already employed as of June 30, 2016, who have accumulated more than 120 sick days will not lose the extra days. However, a librarian covered by this exception will not accrue any more days until that person uses enough days to have fewer than 120 sick days (900 hours).

For parental and medical leave covered under the federal Family and Medical Leave Act (FMLA), see below, under “Leave without Pay.”

4. **Professional Leave.** Leave with pay is granted whenever possible in order to encourage attendance at professional meetings. Leave, including no more than one day of travel time each way, is granted upon the recommendation of the department head. Travel funds are available to attend such meetings. The amount granted is decided upon by the Executive Committee of the Library Department and the Dean of Libraries. Applications and travel guidelines are available from the Administrative Office.
5. **Sabbatical Leave.** Librarians are eligible for sabbatical leave for the primary purpose of enhancing the value of the recipient's future service to the University and to the profession through study, research, or publication. Librarians who have completed six years of full-time service in residence at Tulane are eligible for a sabbatical of six months with full salary or for one year at half salary. Sabbaticals must be approved by the Dean of Libraries and the appropriate University Administrator.
6. **Leave without Pay.** If the librarian has been employed for more than one calendar year, a leave of absence may be granted for a number of reasons, including the acceptance of a fellowship or other temporary appointment. Each case is considered individually. Any librarian granted leave of absence is expected to return to the University for at least one year of service.
7. **Release Time.** Release time for consulting, teaching, or lecturing may be granted by the Dean of Libraries. Requests should be made in writing and submitted in adequate advance of any commitment. Librarians may have up to three hours per week for taking classes for credit. Release time for such study is subject to the approval of the department head and also depends upon the provision that the classes are not available outside working hours. Every effort will be made by department heads to arrange scheduling to accommodate librarians who wish educational release time.
8. **Bereavement Leave.** If there is a death in a librarian's immediate family or if a relative living under the same roof as the librarian should die, a leave with pay will be granted. In accordance with [Tulane University policy](#) leave shall not exceed three working days for a funeral held within a 100-mile radius of the city and shall not exceed five working days for a funeral held more than 100 miles from New Orleans.
9. **Jury and Court Leave.** A librarian will be allowed time off with pay when summoned for jury duty or when subpoenaed to appear as a court witness. Time off with pay will not be granted for court attendance when the librarian is the defendant or is engaged in a personal litigation, unless such actions are the result of any act performed as part of his or her duties as an employee of the University.

Discharge

The Library may terminate any librarian from its employ (1) due to University-declared financial exigency as set forth in the current *Faculty Handbook* or (2) under conditions listed below:

1. **Termination of Probationary Appointment.** Librarians on probationary appointment are subject to termination of their appointment for substandard performance. Termination is to be based on a supervisor's recommendation, evaluation(s) and other relevant documents, and demonstration that appropriate efforts have been made to inform the librarian of the substandard aspects of his or her work. The Dean shall take such recommendations and evidence into consideration when making a final determination. Written notification of termination of probationary appointment shall serve as three months' notice.
2. **Termination of Appointment.** Librarians beyond the probationary period are subject to termination of appointment for substandard performance. Termination is to be based on a supervisor's recommendation, an evaluation made no more than three months prior to notification of termination, previous evaluations, other relevant documents, and demonstration that appropriate efforts have been made to inform the librarian of the substandard aspects of his or her work. The Dean shall take such recommendations and evidence into consideration when making a final determination. Written notification shall serve as one year's notice.
3. **Dismissal.** All librarians are subject to dismissal for adequate cause, which is here considered to be grave misconduct or willful neglect of duty. Written notification shall serve as immediate dismissal.

University-Wide Grievance Procedures for Librarians

The University recognizes the right of its librarians* to express their grievances and to seek a solution concerning disagreements resulting from working conditions or practices, disagreements over disciplinary action or administrative decision, cases of alleged sexual harassment, or alleged discrimination based on race, sex, color, religion, national/ethnic origin, age, handicap, or veteran status. Any librarian has the right to express a grievance without fear of loss of position or status.

Any librarian who is alleging discrimination should be sure to keep the Affirmative Action Officer informed at each level of the grievance procedure. The Affirmative Action Officer will participate as mediator and advisor in all cases involving complaints about possible violations of affirmative action/equal employment opportunity in the University. As part of the monitoring responsibility of the office, the Affirmative Action Officer will keep detailed written records of all transactions during a grievance case.

This statement shall be regarded as the general outline of procedures to be followed in any grievance case. Step-by-step procedures, as they pertain to the hearing process, may be determined by each independent unit (i.e. Howard-Tilton Memorial Library, the Law Library, Rudolph Matas Library of the Health Sciences, and Norman Mayer Library).

Time limits specified for procedures described herein shall hold except in exceptional or extenuating circumstances, in which case the Dean/Director, with the mutual agreement of all involved parties, shall approve an extension not to exceed ten (10) working days. In any case where the time limit is so extended and a decision is not made within the time limit, the complainant has the option to appeal to the next step.

Informal Procedures

Any librarian who has a grievance should first discuss in confidence his/her complaint with that individual most directly concerned or alternatively with the Affirmative Action Officer. If the grievance is not resolved within five (5) working days or the complainant is still dissatisfied, there shall be an informal meeting(s) between the persons involved and the next higher administrative official(s) in the administrative hierarchy of authority. If there is no resolution of the grievance within ten (10) working days of the original complaint, the librarian should discuss the grievance with the Dean/Director of the respective School/Library.

Formal Procedures

If no satisfactory resolution is achieved by any of the parties within five (5) working days of the meeting with the Dean/Director, the complainant and/or the Dean/Director should submit a written statement of the grievance to the grievance committee, or equivalent elected committee,

* Librarians have a special status in the University. The title Librarian is defined by the Faculty Handbook, and librarians have many faculty benefits, including sabbatical leave and participation in faculty retirement savings plan options, but excluding tenure-track status. Consequently, those individuals who are appointed with the title "Librarian" shall use the grievance procedures described herein.

of the School/Library. The complaint shall be accompanied by the statement that the complainant agrees to the presentation of evidence against his/her position. The committee shall seek to settle the matter by making a recommendation to the Dean/Director within a period of ten (10) working days after receipt of the complaint.

The grievance committee shall adopt procedures to ensure that all relevant facts have been presented, to ensure that the librarian receives a fair hearing and is afforded ample opportunity to present his/her case, and to ensure that the librarian is aware of the facts and evidence that have been presented against his/her case. At the hearing, the concerned parties will be given an opportunity to be present and to state their positions to the committee. Relevant information from each party involved in a grievance must be submitted in writing to the committee prior to the hearing in order that committee members may become familiar with the various points to be considered. The Affirmative Action Officer, where appropriate, will attend the hearing in order to advise on procedures and regulations. The committee and/or involved parties may also choose to call other University employees to give information. A brief summary of each hearing, which will be confidential, will be kept by the committee and submitted to the Dean/Director and, where appropriate, the Affirmative Action Officer. The decision of the committee shall be determined by a majority.

The Dean/Director shall notify all parties of the recommendation of the grievance committee. Either party may appeal the recommendation of the committee directly to the President within five (5) working days. If the President decides to review the case, the Dean/Director will be so notified, normally within five (5) working days of receipt of the appeal or receipt of information about the recommendation. If the President does not choose to review the case within this time period, the decision of the committee will be final. If the President does review the case, the President's decision will be final.

All librarians are encouraged to use the grievance procedures when they believe they have not been treated fairly. It is the responsibility of the Dean/Director of the School/Library to ensure that librarians presenting grievance do so without fear of retribution or prejudice.

Howard-Tilton Memorial Library Grievance Procedures

Tulane University recognizes that it is inevitable that some disagreements will arise between employees and their colleagues or supervisors. The Grievance Procedures provide an effective and equitable process for resolving disagreements, which is vital for effective working relations, morale, and individual motivation. It establishes a system of equitability and due process so that employees receive a fair hearing of any problem or complaint and supervisors resolve employee complaints or problems quickly, properly, and fairly. It determines whether a violation of rules or policies has occurred and, if so, determines the means for correcting the violation.

General Provision

No librarian shall be dismissed, suspended, reduced in rank, or otherwise disciplined except for adequate cause. *Adequate cause* is considered to be grave misconduct or willful neglect of duty. Disciplinary action shall not be used in order to restrain librarians in their exercise of academic freedom or their rights as American citizens. Librarians may be terminated in the case of University-declared financial exigency as set forth in the current *Faculty Handbook*.

Grievance Process

The University recognizes the right of its librarians to express their grievances and to seek a solution concerning disagreements resulting from working conditions or practices, appointment, reappointment and promotion, benefits, disagreements over disciplinary action or administrative decision, cases of alleged sexual harassment, or alleged discrimination based on race, sex, color, religion, national/ethnic origin, age, handicap, or veteran status. Any librarian has the right to express a grievance without fear of loss of position or status. A *grievance* is any claim made by a person or group of persons of an injustice that directly and adversely affects the grievant(s) in his/her/their professional or academic capacity.

If a person employed by Howard-Tilton Memorial Library is involved in any capacity in a grievance procedure, said person shall be allowed time to perform this function without loss of pay.

The process may take several forms. These will be described under the Informal Procedure and the Formal Procedure. Maximum time limits are established for the completion of each step in the grievance procedure. However, it is in the best interest of the University and its employees that all grievances be considered with as much dispatch as is feasible. Therefore, every effort shall be made by employees in filing grievances and supervisors in replying to grievances to take action within the shortest time possible. The time limits may be extended in any specific instance by the Dean of Libraries/ library director with the mutual written agreement of all involved parties. This extension shall not exceed ten (10) working days. In any case where the time limit is so extended and a decision is not made within the time limit, the grievant has the option to appeal to the next step. Without such an extension, failure to comply with the specified time limit for the completion of any step in this procedure shall permit the grievant to proceed to the next step. Failure at any step of this procedure to appeal a grievance to the next step within the specified time limit shall be deemed to be acceptance of the decision rendered at that step.

Informal Procedure

The Informal Procedure is intended to be a vehicle for the orderly consideration of employment problems concerning recent or continuing conditions of employment. Informal discussion between persons directly involved in a grievance shall precede the submission of a formal request for a hearing and should be encouraged at all stages.

The Informal Procedure includes the following:

1. In the event that any grievance arises between a librarian and a colleague, the University or any administrative official of the University, the persons involved should meet and

attempt in good faith to resolve the dispute informally within five (5) working days from the date of the dispute. Where appropriate, the Affirmative Action Officer shall be included in such discussions. A *working day* is any weekday, Monday through Friday, when the Library is open. Counting of working days shall begin with the first working day after an action, such as the date of a dispute, a meeting, or the filing of a written statement of a grievance.

2. If the procedure outlined above is unsuccessful, there shall be an informal meeting(s) between the persons involved and the next higher administrative official(s) in the administrative hierarchy of authority within the next five (5) working days. If there is no resolution of the grievance within ten (10) working days of the original complaint, the person or persons involved should discuss the grievance with the Dean of Libraries/ library director.
3. Written documentation of these meetings should be prepared by said next higher administrative official and/or the Dean of Libraries/ library director and should be signed by all parties. Signatures indicate only that the documentation has been seen

Efforts should be made by all parties to resolve the grievance through informal means. Should the Informal Procedure fail to resolve the grievance, and if no satisfactory resolution is achieved by any of the parties within five (5) working days of the meeting with the Dean of Libraries/ library director the grievant may request of the Dean of Libraries/ library director that the Formal Procedure be instituted.

Formal Procedure

The Dean of Libraries/ library director shall have five (5) working days to schedule the meeting of the elected members of the Executive Committee for the purpose of instituting the Formal Procedure. A written grievance statement must be submitted by the grievant to the Dean of Libraries/ library director by the end of the fifth working day.

The *Written Grievance Statement* should address the following issues:

1. A brief summary of the pertinent facts concerning the grievance.
2. A statement of why the determination(s) of the administrative officer(s) who previously heard the matter was not satisfactory to the grievant. This statement should address the following questions:
 - a. Were the proper facts and criteria brought to bear on the decision? If not, what facts and criteria were not considered?
 - b. Were improper or extraneous criteria brought to bear on the decision? If so, what improper or extraneous criteria were considered?

- c. Were there any procedural irregularities that substantially affected the outcome of the matter? If so, what were the irregularities, and how did they affect the outcome?
 - d. Given proper facts, criteria, and procedures, why does the grievant disagree with the decision?
3. A statement of desired redress, for example, an apology, the correction of a record, the restitution of a minor financial loss or a change in working conditions or assignment.

The elected members of the Executive Committee shall act as the Grievance Committee. If a member(s) of the committee is directly involved in the grievance case brought to the committee, he/she shall not participate for the duration of the committee's proceedings on that case. If, for that reason or any other, a committee member must be replaced, a replacement shall be selected by the Grievance Committee and the Rights and Responsibilities Committee in joint conference. Parties of interest may not participate in the selection conference.

All members of the Grievance Committee must be present for a meeting to be held. The chair shall schedule and conduct all meetings.

The initial meeting(s) shall be held to determine whether the charge or grievance states probable cause. *Probable cause* is a reasonable ground of presumption that a charge is well founded. The committee shall decide whether or not to hear the case, but may refuse to hear the case only by the unanimous consent of its members. If the committee refuses to hear a case, the reasons for its actions must be transmitted in writing to the persons involved and to the Dean of Libraries/library director.

Should the committee decide that there is probable cause and therefore decide to hear the case, the following *Code of Conduct* should be followed in reaching a decision concerning the grievance:

- 1. In all cases, the burden of proof shall be on the grievant.
- 2. There shall be a fair hearing with full right of cross-examination by the parties in interest. *A party in interest* is the person or persons making the claim and any person who might be required to take action or against whom action might be taken in order to resolve the claim. The parties in interest shall have the right to summon witnesses and to produce documents relevant to the proceedings. If the individual wishes to summon a witness(es), any expenses incurred shall be borne personally. If any witness summoned by either party is a person employed by Howard-Tilton Memorial Library, that person shall be allowed time to perform this function without loss of pay.
- 3. A written record of the hearing shall be provided to the Grievance Committee and, upon request, to each party in interest. The proceedings may be taped for the purpose of providing a transcription. Such recordings and transcriptions may not be used outside of the committee.

4. The proceedings and assembled evidence relevant to individual grievances shall be kept in strict confidence.
5. In the event that a grievance alleges a violation related to Tulane's policy forbidding discrimination with regard to race, color, national origin, religion, creed, age, or sex, the Affirmative Action Officer shall be notified to assist in the investigation and, where appropriate, any subsequent action.
6. All parties in interest may be present during all meetings of the hearing by the committee, except the meeting(s) at which the committee considers its decision. Witnesses shall be present only for the duration of providing their testimony.
7. The meeting(s) during which the committee considers its decision is to be closed. The discussions are not to be taped or included in the written record.
8. At any point in the proceedings prior to the time at which the committee meets to consider its decision, the grievant may withdraw the grievance.
9. In reaching its decision, the committee shall not consider or review any document or other material to which the parties in interest are not afforded access with sufficient time for response. Any documents normally confidential and not ordinarily available to all members of the committee and the parties in interest shall be made available to such members and parties if the documents bear directly on the grievance at hand. However, in no case shall documents be made available which by revelation or content would violate the civil rights or privacy of any person(s) mentioned in the document without his/her/their consent.
10. Any reports to the Library Department by the Executive Committee, when acting as the Grievance Committee, shall include only the number of cases heard and the amount of time involved. No other identifying material shall be reported without the concurrence of the parties involved.
11. The decision of the committee shall be determined by majority vote, though there may be a minority report.
12. When the case is decided in favor of the grievant, the committee shall also decide on the appropriate redress, weighing both the stated desires of the grievant and previous awards in similar cases within Tulane University. The award shall be made within twenty (20) working days after the final decision.
13. The decision of the committee shall be submitted in writing to the Dean of Libraries/ library director. The written record shall include the decision and all pertinent facts, appropriate evidence, and documentation to support the committee's decision. The records shall be filed in the Library Administrative Office and shall be available only under the supervision of the Dean of Libraries/ library director. The Dean of Libraries/

library director shall notify the concerned parties and the appropriate head(s) or supervisor(s) of the decision alone within two (2) working days following the close of committee meetings.

14. Either party may appeal the decision rendered by the Grievance Committee. This appeal must be made in writing to the University President or his/her designated representative within five (5) working days of the decision.

15. If the President decides to review the case, the Dean of Libraries/ library director shall be so notified, normally within five (5) working days of receipt of the appeal or receipt of information about the recommendation. If the President does not choose to review the case within this time period, the decision of the committee shall be final. If the President does review the case, the President's decision shall be final.

No reprisals of any kind shall be taken by the University or any employee thereof against any party in interest, any witnesses, any members of the Grievance Committee, or any participant in the grievance procedure by reason of such participation.