

**Tulane University Libraries**  
**Library Department Handbook**

**New Orleans, LA**

**Approved by the University Senate, March 1983**  
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## **Part I**

### **Introduction**

Tulane University Libraries 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 1930s; 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 Tulane University Libraries. 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 the Library Department in January 2008. Hereafter, in this document, Tulane University Libraries refers to all libraries within the Tulane University Libraries 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 part III, "[Guidelines for Members of the Library Department](#)," *supplement the policies and procedures found in the [Faculty Handbook](#) and [University-wide policies](#)*. 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 [Library Department Bylaws](#), the 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.

Parts I and III of the Handbook may be revised by the [Rights and Responsibilities Committee](#) as needed in order to ensure that the Handbook is kept as up to date as possible. Changes to part I or part III should be brought to the attention of the Library Department through that committee's reports to the Department, for further discussion when considered appropriate.

The procedural appendices are submitted and maintained by the relevant committees. Changes to an appendix should be brought to the attention of the Library Department through the

responsible committee's reports to the department, for further discussion when considered appropriate.

The Rights and 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/>

### **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, and Associate Dean, 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 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 Tulane University Libraries 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 Tulane University Libraries 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 librarian position.
  - B.** Permanent part-time librarians and term delimited librarians meeting the above criteria are Library Department members.
  - C.** Should anyone with Tulane University Libraries who is not already a permanent librarian be appointed to a permanent 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 Librarian Search Advisory 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 Tulane University Libraries, 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 nonvoting 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 Tulane University Libraries.
  - 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 Tulane University Libraries, or receive other benefits specific to members of Library Department.
- D. 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.
- E. The Dean of Libraries shall have a standing invitation to attend all regular meetings of the 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 July meeting of the Library Department, for terms beginning at the September 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 July 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 September, November, January, March, May and July 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 vicechair/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](#), [Librarian Search Advisory](#), 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. Amendments.**

These 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.

## 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.
3. Shall serve as a member of the [Executive Committee](#).

### 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 University Senate Committee on Libraries**

1. Shall serve as the professional librarian member of the [University 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 [Bylaws](#) 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 [Bylaws](#) of the Library Department. As an integral part of administering elections, this committee shall ensure that the membership of the 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. The Committee shall elect its own chair. 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. Organize regular meetings for Library Department members to share information about recent professional development activities.
3. 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. Four 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, and funding for professional participation and travel.

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.

**Librarian Search Advisory Committee**

**Organization:**

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

**Eligibility:**

Committee members shall have previous or current experience on an active search committee for a librarian position.

**Functions of the Librarian Search Advisory Committee (LSAC):**

1. Maintains and updates the *Procedures for the Recruitment of Librarians* document and ensures that the document follows Tulane University's recruitment policies and procedures. Makes this document available to all Library Department members.
2. When a librarian search committee is formed, the LSAC chair contacts the search committee chair and invites one or more members of the active search committee to a meeting where the procedures will be discussed.
3. A member of the LSAC will serve as a liaison to active search committees.
4. Maintains a list of active search committees and the committee members.
5. Meets with each new hire to receive feedback on the libraries' recruitment practices and uses this information to improve the search process.
6. Reviews current recruiting trends in academic and research libraries and recommends to Library Department suggested changes to librarian search policy or procedure for consideration.

**Reporting Procedures:**

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

## Part III

### Guidelines for Members of the 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

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 Tulane University Libraries 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 Tulane University Libraries, 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 Tulane 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 organizationor

- 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).
4. **Family and Medical Leave:** Parental Leave and Extended Sick Leave. Librarians who have worked for the University for at least twelve (12) months and have worked at least 975 hours during the twelve months prior to requesting leave are eligible for family and

medical leave under the Family and Medical Leave Act (FMLA) for the following purposes:

- To care for the librarian's newborn child or newly adopted or newly placed foster care child, as long as the leave is taken in the year following the child's birth or placement (for newborn and newly adopted children, see also Parental Leave below)
- or
- To care for a child, legal spouse, or parent with a serious health condition or
  - To care for the librarian's own serious health condition that leaves them unable to perform their job.

Please see Tulane's Office of Human Resources for eligibility information, specific requirements, and forms:

<http://tulane.edu/hr>

5. **Pregnancy Leave.** Pregnancy leave applies to any pregnant librarian, with a standard period of six weeks and the possibility of extension for a reasonable period of time up to four months. A reasonable period is defined in the University policy as "that period during which the female employee is medically disabled on account of pregnancy, childbirth, or related medical conditions."

During pregnancy leave, a librarian first uses accrued sick and/or vacation leave, then is eligible for leave without pay. Tulane's group health insurance coverage and the employee share of premiums continue to apply during unpaid leave.

For further details about eligibility for pregnancy leave, its relationship to FMLA leave and parental leave, and procedures for applying, please contact Tulane's Office of Human Resources: <http://tulane.edu/hr>

6. **Parental Leave.** A librarian may be eligible for parental leave to care for a newborn child or a newly adopted child, provided that, based on the University definition of parental status in this context, the librarian is the biological mother or father of the child, or is a same-sex spouse of the biological mother or father of the child, or has legally adopted a child of age 17 or under. (Foster parents and legal guardians are not eligible.) The duration of such leave is up to four consecutive weeks immediately following the birth or adoption.

A librarian who has been employed for at least 12 consecutive months is eligible for parental leave with pay. A librarian employed for less than 12 consecutive months may first use any accrued sick or vacation hours, then is eligible for unpaid parental leave. Tulane's group health insurance coverage and the employee share of premiums continue to apply during parental leave.

For further details about eligibility for parental leave, its relationship to FMLA leave and pregnancy leave, and procedures for applying, please contact Tulane's Office of Human Resources: <http://tulane.edu/hr>

7. **Professional Leave.** Leave with pay is granted whenever possible in order to encourage professional participation and travel. For further information on policies relating to professional participation and travel, including the types of participation covered, see the Library Department Handbook section "[Professional Participation and Travel](#)," above.
8. **Sabbatical Leave.** Due to their academic status, 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.
9. **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.
10. **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.
11. **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.
12. **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.
13. **Pre-retirement Leave.** Librarians who are at least 62 years of age and who have completed at least 15 years of continuous service with Tulane are eligible for an unpaid

pre-retirement leave of up to 18 months. This leave allows eligible University employees to continue to participate in the University's group health insurance coverage at their own expense, paying the full cost of premiums, including coverage for those who qualify as dependents. After the pre-retirement leave period, employees will officially be terminated and will then become eligible to continue University-plan health insurance coverage based on the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), which has a standard period of eligibility of 18 months. The combination of pre-retirement leave and COBRA coverage can thus provide continuous health insurance coverage through Tulane for up to 3 years, until eligibility for Medicare applies at age 65.

Additional information is available from Tulane's [Office of Human Resources](#).

### **Benefits**

This list of librarian benefits does not include leave benefits. For the categories of leave that librarians are entitled to, please see "[Leave](#)."

Due to their academic status, librarians are entitled to:

- a) Tuition benefits for themselves and dependents, equivalent to the tuition waiver benefits for faculty and faculty dependents (including employee and dependent waivers, extended tuition waivers, and tuition exchange program)
- b) Apply for Tulane research grants
- c) TIAA-CREF or Fidelity Investments retirement benefits, participating in the Faculty and Administrative Retirement Plan
- d) Purchase of faculty parking permits
- e) Receive and follow *Library Department Handbook*

All Tulane University employees are entitled to:

- f) Health insurance through medical, dental, and vision plans (premiums paid partly by Tulane, partly by the employee)
- g) Healthcare Flexible Spending Account and Dependent Care Flexible Spending Account plans
- h) Basic term life insurance (premium paid by Tulane)
- i) Basic dependent life insurance (premium paid by Tulane)
- j) Supplemental life and Accidental Death and Dismemberment (AD&D) insurance (premium paid by the employee)
- k) Long-term disability insurance
- l) One-time death benefit (paid by Tulane)
- m) Business travel accident insurance
- n) Professional liability coverage
- o) Corporate card to cover approved travel, meeting, and entertainment expenses
- p) Employee Assistance Program

- q) Wellness Program
- r) Library privileges

For more information on these benefits, see:

- *Faculty Handbook*:  
[https://academicaffairs.tulane.edu/sites/academicaffairs.tulane.edu/files/Faculty%20Handbook%202017-18\\_0.pdf](https://academicaffairs.tulane.edu/sites/academicaffairs.tulane.edu/files/Faculty%20Handbook%202017-18_0.pdf)
- the Office of Human Resources webpages on Benefits:  
<https://hr.tulane.edu/benefits/benefits>

or contact the Office of Human Resources directly.

### **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, or discrimination in employment practices and educational programs/activities on the basis of race, color, sex, religion, national origin, age, disability, genetic information, sexual orientation, gender identity, gender expression, pregnancy, marital status, military status, veteran status, or any other status or classification protected by federal, state or local law. Any librarian has the right to express a grievance without fear of loss of position or status.

Any librarian who is alleging discrimination should immediately contact the [Office of Institutional Equity](#) and keep it informed at each level of the grievance procedure. The Office of Institutional Equity will participate as mediator and advisor in all cases involving complaints about possible violations of University policies on non-discrimination, affirmative action, and equal employment and educational opportunity. As part of the monitoring responsibility of the office, the Office of Institutional Equity 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.

Time limits specified for procedures described herein shall hold except in exceptional or extenuating circumstances, in which case the dean of the school or the library director (as determined for each unit), 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 or her complaint with that individual most directly concerned or, alternatively, with the Office of Institutional Equity. 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/library director.

### Formal Procedures

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\* 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.

If no satisfactory resolution is achieved by any of the parties within five (5) working days of the meeting with the dean/library director, the complainant and/or the dean/library director should submit a written statement of the grievance to the grievance committee, or equivalent elected committee, of the school/library. The complaint shall be accompanied by the statement that the complainant agrees to the presentation of evidence against his or her position. The committee shall seek to settle the matter by making a recommendation to the dean/library 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 her or his case, and to ensure that the librarian is aware of the facts and evidence that have been presented against that 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 Office of Institutional Equity, 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 upon 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/library director and, where appropriate, the Office of Institutional Equity. The decision of the committee shall be determined by a majority.

The dean/library 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/library 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/library director to ensure that librarians presenting grievances do so without fear of retribution or prejudice.

### **Tulane University Libraries 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, or discrimination in employment practices and educational programs/activities on the basis of race, color, sex, religion, national origin, age, disability, genetic information, sexual orientation, gender identity, gender expression, pregnancy, marital status, military status, veteran status, or any other status or classification protected by federal, state or local law. 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 a professional or academic capacity.

If a person employed by Tulane University Libraries 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/Acting Dean 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 Office of Institutional Equity 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/Acting Dean.
3. Written documentation of these meetings should be prepared by said next higher administrative official and/or the Dean of Libraries/Acting Dean 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/Acting Dean, the grievant may request of the Dean of Libraries/Acting Dean that the Formal Procedure be instituted.

## **Formal Procedure**

The Dean of Libraries/Acting Dean shall immediately inform the [Executive Committee Chair](#) that the formal grievance procedure has been instituted. The [Executive Committee](#) shall have five (5) working days to meet and form the Grievance Committee. The Chair shall inform the complainant that the Grievance Committee has been created. A written grievance statement must be submitted by the grievant to the Dean of Libraries/Acting Dean 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 any member of the committee is directly involved in the grievance case brought to the committee, that member 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/Acting Dean.

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 Tulane University Libraries, 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 recorded 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 in its employment practices and educational programs/activities on the basis of race, color, sex, religion, national origin, age, disability, genetic information, sexual orientation, gender identity, gender expression, pregnancy, marital status, military status, veteran status, or any other status or classification protected by federal, state or local law, the Office of Institutional Equity 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 recorded in any form.
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 persons mentioned in the document without 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 Committee may choose to contact other University employees to obtain relevant information.) 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/Acting Dean. 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/Acting Dean. The Dean of Libraries/Acting Dean 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 the President's designated representative within five (5) working days of the decision.
15. If the President decides to review the case, the Dean of Libraries/Acting Dean 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 other participant in the grievance procedure by reason of such participation.

**Library Department Handbook**  
**Appendix A: Procedures for the Recruitment of Librarians**  
Revised Jan. 30, 2025 by the Library Search Advisory Committee  
**Procedures for the Recruitment of Librarians**

Authored by the Librarian Search Advisory Committee. This resource provides guidance and support materials for active search committees.

- Welcome
  - Role of Library Search Advisory Committee
  - Contact Members of LSAC
  - Confidentiality
- Committee Composition
  - Active Search Committee (ASC) Composition
  - Duties of the ASC Chair
- Advertisement
  - DEIA Statement for All Job Ads
  - Selecting and Requesting Job Ad Placement
- Application Review
  - Evaluation Criteria Checklist & Initial Interview Selection
  - Review of Applications
  - Initial Rejection Letters
- Initial Interview
  - Initial Interview Invitation Sample Text & Follow-up Communications
  - Initial Interview Date Selection
  - Interview Questions
  - Interview Process
- Second Interview
  - Second Interview Invitation Sample Email Text & Follow-Up Communications
  - Second Interview Date Selection
  - Eligibility to Work in the United States
  - Second Interview Schedule
  - Presentation Topic; ASC Interview Questions
  - Logistics - Travel & Accommodations
- Reference Checks
  - Questions for Candidate's References
  - Reference Checks
  - Sample Reference Check Questions
- Selection & Job Offer
  - Selection
  - Candidate Selection
  - Letter of Recommendation & OIE Form Submission
  - Job Offer

- Closing the Search
  - Official Letter of Employment
  - Rejection Letters
  - Close Out Advertising
  - Records Retention
- Best Practices
  - General Guides
  - Video Interviewing
  - DEIA
  - Culture

## Welcome

### Role of Library Search Advisory Committee

The Librarian Search Advisory Committee (LSAC) supports the effective and equitable work of active search committees. LSAC accomplishes this by:

- Maintaining and updating the *Procedures for the Recruitment of Librarians* (this guide) and ensuring that the document follows Tulane University’s recruitment policies and procedures. Making this document available to all Library Department members.
- The LSAC Chair contacts the search committee chair upon committee formation and invites one or more members of the active search committee to a meeting where the procedures will be reviewed and discussed.
- A member of the LSAC committee serves as a liaison to active search committees.

Additional functions of the Librarian Search Advisory Committee include:

- Maintaining a list of active search committees and the committee members.
- Meeting with each new hire to receive feedback on the libraries’ recruitment practices and uses this information to improve the search process.
- Reviewing current recruiting trends in academic and research libraries and recommending to Library Department suggested changes to librarian search policy or procedure for consideration.

### Contact Members of LSAC

Bea Calvert / *Term: August 2023-August 2025*

Raquel Horlick / *Term: August 2023-August 2025*

Aurora Vega / *Term: August 2024-August 2026*

Madeleine Wieand / *Term: August 2024-August 2026*

## Confidentiality

Reminder - applicant confidentiality is important!

Please do not share applicant information or materials with people outside of the search process and institution. Once a search is closed and appropriate reporting data collected, please delete, shred, or otherwise prevent access to documents related to each Candidate.

## Committee Composition

### Active Search Committee (ASC) Composition

The Hiring Manager invites Active Search Committee (ASC) members to participate via a formal email to each committee member. Once all members have agreed to serve, the hiring manager directs the ASC to proceed.

ASC membership is composed of:

- position supervisor
- a support staff member who would typically work closely with this position
- up to 5 Library Department members
- *Optional* - a member of university faculty or staff from a relevant academic department or unit

Representation from multiple library divisions and levels of experience is desirable. The role of Chair is selected by the hiring manager.

### Duties of the ASC Chair

These are duties for which the Chair has sole responsibility or is charged with a deliverable action. This should serve as a checklist only.

1. Create a folder in Box to house search and candidate documents; share with search committee members and TUL's Sr HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024).
2. The Chair or the Dean emails HTML-L sharing the formation of the position search committee and the committee's membership.
3. Call and lead search kick-off meeting:
  - a. Outline the search process
  - b. explain the duties of the committee
  - c. Develop and distribute working timeline
  - d. Agree upon preferred communication methods (email, Teams group chat, etc.), identify next steps, assign tasks as needed, agree upon next meeting date as needed
  - e. Decide if you want TUL's Sr HR Program Coordinator ( Roblynn G. Sliwinski as of 8/19/2024) to redact resumes. If so, the redacted resumes will be put in a Box folder.

4. Submit job ad approved by the ASC to TUL's Sr HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024) via email for posting in Interfolio and on the library website. (*See Advertisement for additional guidance*)
5. *Optional* - Submit downloadable PDF of job ad to TUL's Sr HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024), if the library's job ad provides more information than available in Interfolio.
6. Post job ad on library website and selected free websites and listservs. Other committee and department members may assist in this task. Select platforms, job sites, and listservs to post the job ad. Committee members may participate in this work and may distribute to listservs. (*see Advertising for guidance*)
7. Create an Evaluation Criteria Checklist, store in the ASC's Box folder. (*See Application Review for guidance*)
8. Call and lead meetings to discuss applications.
9. Notify TUL's Sr HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024) of unqualified applicants.
10. Schedule the first round of interviews (Zoom).
  - a. Once scheduled, provide questions to candidate no more than 2 weeks, no less than 1 week, in advance of the interview.
  - b. If search committee members do not have a webcam, arrange to check one out from Media Services or reserve the Admin Conference Room to facilitate their access and participation.
11. Draft first round interview questions and distribute to ASC for review.
12. Convene meeting to select Candidates likely to advance to 2nd interview for reference checks.
13. Conduct reference checks (*see Reference Checks for guidance*)
14. Invite Candidate for Second Interview (*see Second Interview for guidance*)
15. With position supervisor, create second interview schedule.
16. If the second interview is in-person, make dinner reservations with Candidate and another member of ASC.
17. Coordinate travel arrangements (*see Second Interview for guidance*)
18. No more than 2 weeks in advance but no less than 1 week in advance, share the following information with Candidate:
  - a. Presentation topic to Candidates
  - b. Interview questions from ASC
  - c. Detailed schedule
19. Email announcement of second round interviews, as well as calendar invites, and pertinent Candidate material to all library personnel via the HTML-L listserv.
20. Send out link to the Candidate evaluation form: <https://htadmin.tulane.edu/hc/en-us/articles/115002616503-Candidate-Evaluation-Form-Librarian>
21. Convene ASC meeting to discuss Candidates and evaluations.
22. Submit letter of recommendation to Dean and TUL's Sr HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024).
23. Contact Candidates from the first and second round with formal decision. The Dean may choose to contact Candidates instead of the chair.
24. Send list of remaining rejected Candidates to TUL's Sr HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024).



25. Close out advertisements as needed.
26. Request removal of job ad from library web site, if needed. Typically TUL's Sr HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024) removes the job ad once the posting is closed.

## **Advertisement**

### **DEIA Statement for All Job Ads**

*The following DEIA statement should be incorporated into all librarian job ads:*

Tulane University Libraries (TUL) is committed to integrating diversity, equity, inclusion, and accessibility (DEIA) into all aspects of our work and environment. We acknowledge that reaching these DEIA goals will strengthen our institution and allow for new directions in growth. We also acknowledge that we currently have barriers to embedding DEIA in our organization. Work is being done across TUL to investigate and address these barriers, create actionable objectives, and implement programming and structural change. You can learn more about some of those efforts on the [TUL Diversity, Equity, and Inclusion Committee](#) page and the [Tulane Strategy for Tomorrow](#) website. Tulane University Libraries is committed to building a diverse workplace that welcomes and values all people, and we encourage you to apply if you have transferable skills and experience.

*This statement was developed by the Library Hiring and Recruitment Task Force (2021)*

### **Selecting and Requesting Job Ad Placement**

*Selecting Job Ad Placement:*

Selecting locations to place a job ad is the responsibility of the Search Committee.

Ad placement selection should be done with the following considerations:

- placement locations directly or closely related to the position;
- placement locations likely to recruit library-adjacent Candidates with highly transferable skills and experience;
- placement locations that serve Candidates with diverse identities and backgrounds.

These initial considerations should be further balanced against cost and available funding, the committee Chair may need to coordinate this aspect of decision making with the Admin Office.

**RESOURCE:** [Job Ad Placement Locations](#) - This is a list of advertising opportunities compiled by the Library Hiring and Recruitment Task Force (December 2021).

*Requesting Job Ad Placement:*

- The Chair should share a list of placement locations and costs (refer to the above resource for both) to the Sr HR Program Coordinator (Heather Brunner).

- All committee members may post the job ad to appropriate listservs
- All committee members should record all formal (e.g. paid and free job boards) and information (e.g. listservs) and compile in a single document for post-search reporting purposes.

## **Application Review**

### **Evaluation Criteria Checklist & Initial Interview Selection**

The Chair creates an evaluation checklist using required and preferred qualifications identified in the position advertisement as the main criteria. How each criteria is judged needs to be agreed upon by the full committee in advance. Two approaches have been used in recent history.

Approach 1 - yes, no, maybe.

Each committee has an evaluation chart for each Candidate and notes either yes, no, or maybe next to each criterion. The full committee must then reconvene to discuss and debate accordingly until they arrive at an agreement over whom to invite for a first interview.

Sample - [Initial Review: yes no maybe sample chart](#)

Approach 2 - rating (or scoring)

Committee members rate each criterion on an agreed upon rating scale (for example, 0=not met, 5=fully met). Each committee member arrives at a final score for each Candidate by averaging all criteria ratings. Each committee members' final scoring is then entered into a shared spreadsheet and averaged to create the final shared rating for each candidate. The committee must then reconvene to discuss anomalies in individual ratings (as needed), and decide which Candidates to invite for an initial interview based on the final ratings.

Sample = Initial Review: Individual Rating Chart ; Shared Rating Chart (samples pending permission from creator)

## **Review of Applications**

TUL's Sr. HR Program Coordinator (Heather Brunner as of 6/12/2023) will regularly check Interfolio for new Candidates, will redact identifying information, and upload redacted Candidate applications to a folder in the ASC's shared folder. (If this is something the search committee decides to do.)

ASC members should check this folder regularly for new applications and review them in a timely manner.

The evaluation criteria checklist should be used by each member to assist with evaluation. If an application deadline was set, the Chair calls a committee meeting immediately after the deadline to review and discuss applicants. If no deadline was set, the Chair calls the meeting when a sufficient number of applications have been received and evaluated. Candidates are

evaluated according to the Evaluation Criteria checklist and top-ranked candidates are selected for first round interviews.

### **Initial Rejection Letters**

Unqualified candidates may be eliminated at this time. Reject only those candidates who do not meet the minimum requirements. The Chair notifies the TUL's Sr. HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024) of unqualified candidates. TUL's Sr. HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024) sends rejection letters to unqualified candidates, and then archives the candidates in Interfolio. Interfolio has templates or you can create your own.

### **Initial Interview**

#### **Initial Interview Invitation Sample Text & Follow-up Communications**

Invitations for an initial interview should contain the following elements:

- Position they are being invited to interview for
- Duration
- Scope (number of questions to anticipate)
- Selection of possible dates they need to choose from
- Format if relevant (i.e., Zoom or conference call)

*The following template was provided by previous search committees and is also available in LSAC's Box folder. Adjustments may be made to personalize your email invitation.*

Dear [CandidateName],

Greetings from New Orleans! The Search Committee for [PositionName] would like to invite you to take part in a [telephone/Zoom] interview to further discuss your qualifications and address any questions you may have for us.

Please let me know if you are available in any of the slots below and I'll send you a calendar invitation for that date:

- [SLOT 1]
- [SLOT 2]
- [SLOT 3]

The interview, during which we'll have 8-10 questions, should last approximately 45 minutes.

We appreciate your interest in employment with Tulane University and look forward to your response.

With best wishes,  
[...]

After candidate has accepted the invitation and selected a date/time. Provide the following information in follow-up communications:

- Calendar invitation with Zoom link
- Names of committee members
- No more than 2 weeks in advance but no less than 1 week in advance, share agreed upon questions with candidate.

### **Initial Interview Date Selection**

The Chair schedules either conference calls or Zoom meetings with the candidates and ASC (verifying time zone differences), and may choose to reserve a conference room with a phone line.

The Chair should ensure all members have access to a webcam. If a committee member does not have a built-in camera, they may borrow one from Media Services (pending availability) or consider reserving the Administrative Conference Room.

### **Interview Questions**

The position supervisor and Chair, in consultation with the ASC, compose a set of first interview questions. Basic guiding principles include:

- Avoid yes/no questions.
- Do not ask questions personal in nature or unrelated to the position.
- All applicants should be asked the same questions, but different follow-up questions are permitted as needed.
- 8-10 questions is appropriate.
- Final question should invite candidates to ask questions of the search committee.

The following are resources to assist in crafting questions accessible for a neuro-distinct candidate pool:

- DCU Centre of Excellence for Diversity and Inclusion, Indeed. *Hiring Manager's Toolkit for Neurodiversity*. <https://tinyurl.com/rwcu2xxr> (accessed 6/12/2023)
- Ashlea McKay. *How to be Inclusive of Autism in Recruitment Practices*. <https://tinyurl.com/2p8zem9f> (accessed 6/12/2023)
- Chris Turner. *Conducting Interviews for Neurodivergent Job Candidates*. <https://tinyurl.com/bde5y3u6> (accessed 6/12/2023)

### **Interview Process**

The Chair convenes the ASC and moderates the interview. Each committee member is introduced by name and title. Questions are asked of the Candidate leaving 10-15 minutes for the Candidate to ask questions of the ASC.

An hour should be reserved for first round interviews.

## Second Interview

### Second Interview Invitation Sample Email Text & Follow-Up Communications

Invitations for a second interview should contain the following elements:

- Position they are being invited to interview for
- Duration (day long)
- scope (formal Q&A and information conversational meetings with a variety of stakeholders and a presentation)
- Who will be their guide throughout the day and their position
- Selection of possible dates they need to choose from
- Format if relevant (i.e., in person or zoom)

*The following template was provided in Interfolio for faculty positions (as of 6/12/2023) and lightly edited for the Library's specific hiring procedures. Adjustments may be made to personalize your email invitation.*

Hi [ApplicantName],

Following your successful initial interview with the Search Committee for the [PositionName] position in the [UnitName] at Tulane University, the Search Committee would like to invite you to Tulane for a campus interview as a Finalist.

Should you accept, you will meet with [Name and their Position], who will be your guide for the day. The day will consist of formal question and answer meetings as well as informal conversational meetings with various stakeholders to learn more about each other. Please let me know if you are available in any of the slots below and I'll send you a calendar invitation for that date.

- [TIMESLOT 1]
- [TIMESLOT 2]
- [TIMESLOT 3]

Let me know if these time slots do not work for you, and we'll arrange accordingly.

Looking forward to hearing from you.

[SIGNATURE]

Additional templates may be found at the following sources:

- [Indeed.com Career Guide](#). Search for *second interview invitation template*
- Kate Heinz, "11 Interview Invitation Email Templates and Samples."  
<https://builtin.com/recruiting/interview-invitation-email> (accessed 6/12/2023)
- Freshworks. "11 Interview Invitation Email Templates."  
<https://www.freshworks.com/hrms/interview-invitation-email-templates/> (accessed 6/12/2023)

After a Candidate has accepted the 2nd interview and requested their date, send a confirmation email with request for accommodation needs. Follow-up with travel details as necessary.

Up to 2 weeks prior to an interview but no less than 1 week prior, share the following information with your candidate:

- full interview schedule (include names of people in each meeting, whether it is a formal Q&A format or informal conversational style)
- presentation topic
- *Optional* – advice on things to bring (e.g., umbrella, water bottle, etc.)
- *Optional* – information about room set-up (computer availability, etc.)

### **Second Interview Date Selection**

For the Candidate’s convenience, more than one date should be proposed and should include the time zone (CST). Select potential interview dates in coordination with the Dean or the Senior Executive Secretary as well as other key library personnel.

### **Eligibility to Work in the United States**

It is essential to determine the Candidate’s eligibility to work in the United States. The library must know if a Candidate is eligible to work in the U.S before an offer of employment can be made, as the library will need to work with the Office of International Students and Scholars (<http://www.oiss.tulane.edu/>) to file the necessary paperwork before the Candidate can begin work. This will affect the employment start date offered by the Dean. The question, “are you authorized to work and accept new employment in the United States?” may be asked either during the zoom interview or onsite interview. It should, however be asked of all Candidates for a position.

### **Second Interview Schedule**

The interview schedule is prepared by the chair and the position supervisor in consultation with the Division Head (as needed) and approved by the ASC.

Meetings with the Dean should be scheduled as soon as possible, all other meetings should be scheduled no less than two weeks in advance.

Interviews are commonly a full day in duration, however some positions may require one and half to two days.

The Chair or a ASC delegate must send calendar invites, create Zoom links (as appropriate), reserve meeting spaces, coordinate pre-interview dinner and interview day lunch. Include regular breaks throughout the day.

Meetings and events may include:

- Dinner preceding interview day, either the ASC Chair or the position supervisor makes the reservation as decided by the ASC.
- *Optional* - Library and/or TUSC tour

- Search committee
- Position supervisor (one-on-one)
- Division head (one-on-one, as appropriate)
- Department or Division this position is a part of
- Chair of the Library Department (one-on-one, typically 15 minute introduction to Library Department, promotions procedures, etc)
- *Optional* - Administrative group
- Dean of Libraries
- *Optional* – Sr. HR Program Coordinator
  - If a meeting is not set up, the Search Chair should provide the Sr. HR Program Coordinator's contact information for questions about benefits, time off, etc.
- Presentation to the Library (all library personnel are invited, see below for guidance)
- Lunch with 2-3 library personnel chosen by ASC [usually includes at least 1 ASC member; 1 librarian, and 1 library staff member this position would typically interact with]
  - The lunch group may decide where to have lunch [note, if off campus, they are responsible for reservations, transportation, and returning the candidate on time for their next meeting]
  - The Commons may be the best option due to time limitations.
  - The most senior person at lunch may be asked to use their T&E Card to pay for all lunches.
    - ♣ They are responsible for paying for lunch
    - ♣ They must save the detailed/itemized receipt for reimbursement through Concur or give the receipt to Julia Fawcett, the accountant in the Library administrative office: [jboudreau@tulane.edu](mailto:jboudreau@tulane.edu)
    - ♣ Ensure T&E reports are filed within 45 days or less of the completion of travel. T&E reports may include multiple candidate's expenses and employee travel in the same month. Although only one T&E report per month should be filed in Concur, if there are more than 20 transactions, multiple reports are required.
    - ♣ If they are unable to pay for the lunch and be reimbursed later, he/she must notify the ASC, who will then ask a different member of the lunch group to take on the responsibility.
  - *Optional* - Campus tour
  - *Optional, as appropriate to the position* - Associate Dean
  - *Optional, as appropriate to the position* - Relevant Faculty

All interviews should be similar in format, scope, and personnel. Included in the schedule are rest breaks. The committee ensures that candidates have a guide between all meetings.

### **Presentation Topic; ASC Interview Questions**

Each Candidate delivers a presentation on a topic determined by the ASC.

The presentation is usually 20-30 minutes long, but 45-60 minutes are usually allotted to allow for questions and answers. The Chair emails the presentation topic to Candidates at least two weeks in advance, giving them adequate and equal time to prepare.

The committee prepares a list of questions for its session with the Candidate. A few additional questions may be prepared for the general session, should attendees not have questions. Candidate should also receive a copy of the questions in advance at the same time as the presentation topic.

### **Logistics - Travel & Accommodations**

EVEN IF CANDIDATE IS LOCAL, ASC Chair must start with the following steps:

- Submit the [Guest Travel Request Form](#)
- Request Candidate complete the [Tulane University Guest Traveler Form](#) and submit directly to the Senior Executive Secretary by email to [rborges@tulane.edu](mailto:rborges@tulane.edu) so hotel and airfare reservations can be determined. The form should remain confidential and not returned to anyone on the hiring committee.

Once dates are confirmed, ASC Chair informs Candidate about (cc Senior Executive Secretary):

- Date of interview
- Hotel will be provided for one or two nights, or three for international travelers
- Air and ground transportation expenses, as well as meals, will be reimbursed
- The Candidate must submit all receipts for reimbursement. Senior Executive Secretary will work directly with the Candidate for reimbursement.
- Airfare will be coordinated through World Travel and Senior Executive Secretary will forward all travel to interview liaison.
- Provide the Candidate with a W-9 form
- Statement of presentation topic and information about the presentation, including length of time and available presentation equipment.
- Onsite interview schedule and
- ASC interview questions
- Inquire about dietary needs (if scheduling meals off-campus)
- Library Department  
Handbook: [http://library.tulane.edu/sites/library.tulane.edu/files/documents/Library\\_Department\\_Handbook\\_20180820.pdf](http://library.tulane.edu/sites/library.tulane.edu/files/documents/Library_Department_Handbook_20180820.pdf)
- Benefit Guide: <https://hr.tulane.edu/benefits/benefits-guide>
- Tulane University Faculty Handbook: <https://provost.tulane.edu/academic-affairs/policies>. Note that, in general, librarians are entitled to faculty benefits, which are outlined in section IV.B. of the Faculty Handbook, but that not all sections of the Handbook apply to librarians.
- Additional departmental information may be sent as needed.



## Reference Checks

### Questions for Candidate's References

The position supervisor, in consultation with the ASC, creates a list of questions to ask references. For consistency, all references should be asked the same open ended questions, although additional questions may be added according to the relationship between the Candidate and the reference (e.g., direct supervisor, co-worker, etc.).

## Reference Checks

Reference checks may be conducted before or after the second interview. References may provide feedback via phone or email or may send letters of recommendation at the request of the ASC. If reference checks are conducted via phone, it is recommended that two or more search committee members participate in the phone call.

The reference should be assured that the exchange is confidential. If conducting a phone interview, contact the reference to schedule an interview and provide the job ad in advance. If the reference check is conducted in writing, a deadline for response should be communicated. The Chair in consultations with the ASC may request that a reference to a current or recent position supervisor be provided by the Candidate.

### Sample Reference Check Questions

Dear [reference name],

[Applicant's name] is applying for the position of [position title] at Howard-Tilton Memorial Library, Tulane University, and has given your name as a reference. On behalf of the search committee, I would like to solicit your responses to some questions regarding his/her ability to meet our job requirements (see attached).

In lieu of a conference call, we are requesting that you submit your responses via email so they can be shared with all members of the search committee. Please be assured that the search committee is professional and committed to maintaining confidentiality. We would be grateful if you could submit your responses to us by [day, MMDDYY].

1. Please describe your relationship with the [Applicant's name], including the number of years you have known her and in what capacity.
2. Describe the [Applicant's name] key responsibilities in her most recent position.
3. Do you think the [Applicant's name] is a good match for the job as described in the position description attached?
4. What is your impression of her presentation/communication skills?
5. Tell me about [Applicant's name] most important contributions to the achievement of your organization's mission and goals.
6. Describe the [Applicant's name] relationship with her colleagues? With her supervisors?
7. Describe the attitude and outlook [Applicant's name] brings to the workplace.
8. What are [Applicant's name] most significant strengths? Weaknesses?
9. Is there anything else we should know about the candidate that would help us make a decision?

In advance, thank you for your time and willingness to assist in our search.

Regards,  
[name]Search Committee Chair

### **Selection & Job Offer Selection**

The Chair will receive the Candidate Evaluation form link from TUL's Senior HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024). The Chair requests feedback through a Candidate Evaluation Form sent to library personnel and others involved in the search process. Depending on the schedule of additional candidates, the committee may wish to meet following each Candidate's visit to share observations from the interview.

### **Candidate Selection**

On completion of all onsite interviews, the committee convenes as soon as possible to discuss the candidate(s). The recommendations regarding the candidates come from evaluations and other observations from the entire process.

If no candidates are deemed acceptable by the ASC, the Chair notifies the Dean to determine if letters of rejection should be sent. The search may then return to an earlier step in the process. Options include:

- Re-examine the candidate pool for other suitable candidates ;
- Re-write the advertisement and/or re-advertise in the same or different publications;
- Re-write the job description and resubmit to the Dean;
- Suspend the search and dissolve the search committee.

### **Letter of Recommendation & OIE Form Submission**

In consultation with the ASC, the chair writes a letter of recommendation which is submitted to the Dean. TUL's Senior HR Program Coordinator should be copied on this correspondence. The committee may wish to recommend more than one candidate.

*The following is a non-prescriptive example adapted from previous search recommendations:*

Dear [DeanName],

The Active Search Committee for [PositionName] recommends [CandidateName] on the following considerations:

- [CandidateQuality/Qualification 1]
- [CandidateQuality/Qualification 2]
- [CandidateQuality/Qualification3]

- [etc.]

Additionally, we received the following positive feedback from library personnel following the full-day interview:

- "[PositiveQuote1]"
- "[PositiveQuote2]"
- "[PositiveQuote3]"
- 

*Optional: If valid concerns were raised, identify them here and briefly explain why you recommend anyway. Example: Although this candidate does not have the preferred collection development experience we were originally seeking, we believe this candidate will quickly learn knowledge and skills necessary to fully meet this need.*

Please contact the committee if you have any questions or require additional information.

Thank you for your consideration.

Sincerely,

[Name]

### **Job Offer**

The Dean accepts or rejects the ASC recommendation. An offer of employment pending Background Check may be made by the Dean, position supervisor, or committee Chair.

### **Closing the Search**

### **Official Letter of Employment**

The candidate is sent a written offer and is asked for a formal written acceptance via email. At this time, the Senior HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024) submits the offer to the Provost's Office for approval. When the signed offer letter and approval form from the Provost's Office have been received and the background check has cleared, the Dean, search committee Chair or position supervisor announces the successful Candidate and estimated start date to all library staff.

### **Rejection Letters**

TUL's Senior HR Program Coordinator (Roblynn G. Sliwinski as of 8/19/2024) sends form rejection letters to Candidates who were not interviewed via Interfolio.

If a Candidate was selected for a full interview but was not selected for the position, the search committee Chair or Dean should personally contact the Candidates(s) via email and thank them for their interest.

### **Close Out Advertising**

The Chair informs advertisers with open ads that the search is closed so that they can remove the position announcement from their sites.

### **Records Retention**

The Administrative office retains a copy of all search materials and correspondence for a minimum of three years.

Committee records consist of the following, at a minimum:

1. Information on recruitment efforts, including advertisements, faculty position announcements, and records of contacts (direct, phone, email, and letter).
2. A copy of the position description/ position announcement.
3. All applications received and considered for the position.
4. A listing of qualified applicants considered by the hiring department/ASC.
5. A listing of applicants eliminated from consideration who were determined not to be qualified; a stated reason for elimination of an applicant is required.
6. Checklists or ranking instruments used and any minutes relating to Committee deliberations and the rationale for applicant recommendations.
7. A list of candidates who were selected for an interview and those who were recommended to the hiring official.
8. Copy of letter to the Dean with committee's recommendation, and documentation pertaining to related meetings or discussions.
9. Documentation affirming that applicants not selected for an interview were notified of their status.

The above list is from Guidelines and Requirements for Recruitment and Selection of Executive, Administrative, and Professional Staff, p.15

([http://www.institutionalequity.tulane.edu/documents/StaffSelectionHandbookFinalaug16\\_000.pdf](http://www.institutionalequity.tulane.edu/documents/StaffSelectionHandbookFinalaug16_000.pdf))

### **Best Practices**

#### **General Guides**

- [8 Ways for Search Committees to Be Inclusive - The Chronicle of Higher Education](#)  
What does it mean to keep diversity and equity at the forefront of selecting a great candidate?  
[more...less...](#)  
By Amy Crutchfield - March 28, 2022
- [Core Best Practices for Academic Interviews](#)  
2021 report by the American Library Association Core Academic Interviews Project Team outlines best practices for academic interviews, updated to increase inclusivity of hiring processes.

*more...less...*

Arch, Xan; Birrell, Lori; Martin, Kristin E.; Redd, Renna. 2021.

- [Tulane Faculty Search Guide](#)  
Created by the Office of Academic Affairs & Provost to provide best practice information for faculty searches. Guidebook, training slides, & training video contain information that is applicable to librarian searches.

### **Video Interviewing**

- [Conducting Effective Online Interviews in an Academic Library](#)  
Russell Michalak & Monica D. T. Rysavy (2022) Conducting Effective Online Interviews in an Academic Library, Journal of Library Administration, 62:1, 101-109, DOI: 10.1080/01930826.2021.2006988
- [Search Committee Tips for the Virtual Interview](#)  
General advice for online interviews from Human Resource Management at the The University of Kansas.

### **DEIA**

- [Tulane Office of Human Resources and Institutional Equity Education & Training Programs](#)  
The Institutional Equity team provides educational programs available to staff and faculty, as part of Tulane's commitment to fostering and maintaining a diverse working and learning environment.
- [Putting Equity, Diversity, Inclusion into Action in Faculty Hiring at Tulane.](#)  
Tulane Office of Equity, Diversity, and Inclusion. Published 2022.
- [Operations Guide for Managers and Supervisors](#)  
Tulane Office of Human Resources and Institutional Equity. Published 2022.
- [We are all for diversity, but...": How faculty hiring committees reproduce whiteness and practical suggestions for how they can change.](#)

### **Culture**

Rather than assessing a Candidates "cultural fit" to an organization, consider their culture add to the organization. Think about how a Candidate can add to the culture in meaningful ways, to make the interviewing process more inclusive.

- [Culture Fit vs. Culture Add](#)  
Society for Human Resource Management
- [Making the move from culture fit to culture add](#)  
How to reduce bias and find a culture add when interviewing candidates. LinkedIn Talent Solutions
- [How to assess for culture add](#)

Hiring for culture fit may sound thoughtful in theory, but it can lead to teams that all look and think alike. Hear how to avoid affinity bias and identify candidates that bring a new perspective. LinkedIn Talent Solutions

- [The Top Ten Culturally Competent Interviewing Strategies](#)  
Diversity Officer Magazine

Last Updated: Jan 30, 2025 3:18 PM

**Library Department Handbook Appendix B:**  
**Promotions Committee Procedures and Promotions Guidelines**

*By the [Promotions Committee](#); revised April 2017*

**I. Eligibility**

- A. The eligibility list of Librarians qualified for promotion in rank shall be reviewed annually by the Promotions Committee, which shall make recommendations on promotions to the Dean. Promotions in rank shall be made by the Dean with approval from the Provost.
- B. For [definitions of ranks](#) and [criteria for promotion](#), see the *Library Department Handbook*. The following guidelines for promotion apply equally to full-time and parttime librarians.
- C. Timeline for Promotions
  - 1. The date of each librarian's promotion shall be based on the anniversary of that librarian's date of appointment or most recent promotion, following the completion of the [terms of service](#) specified in the *Library Department Handbook*.
  - 2. Librarians I are eligible for promotion to the rank of Librarian II on their first anniversary dates of appointment. Any Librarian I who is not promoted by the end of the first year, but demonstrates potential for future promotion, may receive a 12month extension upon recommendation of the supervisor and approval of the Dean.
  - 3. Librarians II are first eligible for promotion to the rank of Librarian III on their third anniversary dates, following three years in rank as Librarians II. During their third and fourth years in rank, they may decline consideration for promotion. Any Librarian II who is not promoted by the end of the fifth year shall receive a 12month non-renewable appointment.
  - 4. Librarians III are first eligible for promotion to the rank of Librarian IV on their fifth anniversary dates, following five years in rank as Librarians III. They may decline consideration for promotion indefinitely.
  - 5. Any exceptions to these promotions guidelines and procedures must be reviewed by the Promotions Committee.

**II. Committee General Procedures**

- A. The committee consists of 5 members holding ranks of Librarian III or Librarian IV.

- B. Committee members rotate every year with 2 or 3 new members. Incoming members are elected in April and take office in August.
- C. There will be a transitional meeting of the new and old committees that includes all members -- outgoing, continuing, and incoming.
  - 1. All incoming members shall receive the Statement of Confidentiality, timeline document, and these procedures.
  - 2. The new Committee shall elect a chair and a secretary.
- D. All active promotions currently underway before the committee meets in August will be finished by the current Committee.
- E. The Committee shall review the list of librarians in order to determine which librarians will be eligible for promotion after August through the following July.
- F. The Committee shall initiate and conduct each scheduled promotions review as outlined below in [section IV](#).
- G. A quorum of three Committee members is required for discussion and voting.
  - 1. Any Committee member who is a candidate for promotion or the supervisor of a candidate for promotion shall recuse herself or himself from review and voting for that specific candidate.
  - 2. Throughout the year, the Committee chair should maintain a record of all anticipated committee member absences, to assist in scheduling promotions reviews and to help identify any reviews that will require alternate committee members for the committee to complete its work on schedule.
  - 3. Should recusals and/or absences prevent the standing Committee from establishing a quorum within the scheduled review period for a particular candidate, the Promotions Committee chair shall request that the [Library Department chair](#) appoint an alternate or alternates for review and voting on that candidate.
- H. By the end of each September, the Committee shall provide the Dean with a current collective list of all librarians who will be eligible for promotion by 1 July of the following calendar year, i.e., by the beginning of the next fiscal year. The list compiled as the Committee embarked on its work (see [II.E](#)) may need to be updated.

### **III. Chair and Secretary Responsibilities**

- A. The Chair



1. Calls all meetings
2. Notifies the Library IT department to change access to the Promotions Committee's shared drive
3. Signs all letters to promotion candidates and their supervisors
4. Ensures that all deadlines are met
5. Answers questions regarding promotions procedures and dossiers
6. May delegate any of the above responsibilities in his or her absence
7. In October sends the names of librarians eligible for promotion in the fiscal year to the Library Dean

**B. The Secretary**

1. Takes minutes and prepares reports as necessary
2. Maintains the list of librarians and promotions dates, etc.
3. Prepares letters and memorandums to candidates and their supervisors
4. Creates folders for candidates on the shared drive
5. Provides the promotion dossier to candidates
6. Makes an e-version of a candidate's dossier and uploads it to the shared drive. If an e-copy is provided by the candidate, reviews and compares the e-version to the paper copy before uploading the file to the candidate's folder

**IV. Promotion Review Procedures**

**A. Promotion to Librarian II**

1. Three months prior to candidates' anniversary of hire dates, the Committee shall notify candidates via letter that they are eligible for promotion.
2. On the same date, the Committee shall send a letter to the candidate's immediate supervisor notifying them of the librarian's eligibility for promotion and requesting written evaluation of the candidate's suitability for promotion.
3. Candidates shall submit their dossiers in accordance with the [Dossier Preparation Guidelines](#) (below) within one month of the date of the Committee's letter.
4. The supervisor shall submit the requested documentation to the Committee chair within one month of the date of the Committee's letter.
5. If a candidate was considered the previous year but not promoted, it is again necessary to submit complete and current documentation.
6. The Committee may request in writing any additional documentation from the candidate deemed necessary. These documents shall be added to the candidate's promotion file.

7. Once all required documents have been received, the Committee secretary shall notify the other Committee members that the dossier is available for review electronically on the shared drive. All Committee members shall review the dossier, the supervisor's letter, and any other documentation in the candidate's file.
8. The Committee shall then meet to discuss the candidacy and decide on its recommendation. It shall vote by a show of hands and shall record the vote on the checklist.
9. The Committee shall submit its recommendation by letter to the Dean no later than one month prior to the anniversary date of the candidate's appointment, along with the candidate's file. The Committee's letter must include reasons for its recommendation and record the vote. Any Committee member may include a minority opinion as an addendum to the letter.
10. The Committee shall give the candidate a copy of its letter of recommendation, including any addendum.
11. If the Dean questions the recommendation of the Committee, additional action may be taken (see [section V, Reconsiderations](#)).
12. The Dean shall notify the candidate, the Committee, and the candidate's supervisor in writing of the final decision prior to the anniversary date of the candidate's appointment.
13. If the candidate does not agree with the recommendation of the Committee or the decision of the Dean, he or she may initiate a grievance procedure in accordance with the *Library Department Handbook*.
14. Upon successful promotion, the Committee chair shall notify the Chair of the Library Department for announcement of congratulations at the next Library Department meeting. The Dean retains the right to make library-wide announcements.

**B. Promotion to Librarian III**

1. Three months prior to candidates' anniversary of appointment or, when applicable, the most recent promotion in rank, the Committee shall notify candidates via letter that they are eligible for promotion.
2. The letter to a librarian eligible for promotion to Librarian III shall specify whether it is that librarian's first, second, or third and last year of eligibility for promotion

All other promotion review procedures are the same as described above for promotion to Librarian II ([IV. A. 2-14](#)).

### C. Promotion to Librarian IV

1. Three months prior to candidates' anniversary of appointment or, when applicable, the most recent promotion in rank, the Committee shall notify candidates via letter that they are eligible for promotion.
  - a. The letter to a librarian eligible for promotion to Librarian IV shall state that candidates are only notified by letter the first time they become eligible for this promotion. Should a candidate decide to pursue promotion to Librarian IV in any subsequent year, they must notify the committee of such intent three months prior to their anniversary of appointment or most recent promotion in rank.
  - b. Candidates may decline to pursue this promotion indefinitely.
2. All other promotion review procedures are the same as described above for promotion to Librarian II ([IV. A. 2-14](#)).

### V. Reconsiderations

- A. If the Dean questions the recommendation of the Committee, he or she may request reconsideration.
- B. If the Dean formally requests reconsideration, the Committee shall then re-open the review. It may conduct this review in whatever manner it deems appropriate.
- C. The Committee shall:
  1. Inform the candidate in writing that the review is being re-opened.
  2. Vote to reaffirm or to change its original recommendation.
  3. Write a new letter of recommendation to the Dean and give the candidate a copy of that letter.
- D. The Dean shall notify the candidate, the Committee, and the candidate's supervisor in writing of the final decision.

### VI. Documentation

- A. All files created by the Committee on individual librarians shall be confidential. (See "Library Department Promotions Committee Statement of Confidentiality.")

- B. All letters informing librarians of their eligibility for promotion and all responses, whether positive or negative, shall be forwarded to the Library Administrative Office, to be kept in individuals' personnel files.
- C. During a promotion review, in addition to the candidate's basic dossier (see [IV.A.3](#)) and the supervisor's letter, the Committee may request any other documentation reflecting job performance (e.g., a letter from the candidate, bibliographies, and internal manuals prepared).
- D. The Dean shall receive the candidate's dossier, the supervisor's letter, and any additional documentation obtained from the candidate. These documents shall be kept in the individual's personnel file after the final decision has been made.
- E. Upon conclusion of the promotions process, all digital copies of a candidate's dossier and related materials shall be deleted.
- F. In case of a grievance, the Promotions Committee, if involved, may regain access to the candidate's file kept by the Library Administrative Office.

**Dossier Preparation Guidelines**  
(last updated 8/5/2013)

Document submissions should be in a white binder, ½" in width, which are provided by the Promotions Committee.

Binders will be distributed after the candidate returns the Memorandum with the "Yes" box checked. Only one print copy of the dossier is required. A second copy may be submitted electronically.

Order of documents in the binder (Candidate)

1. Table of contents listing the documents. Include your name in the bottom right hand corner
2. Cover letter
3. Vita
4. Current job description in approved format
5. List of activities and accomplishments since appointment or last promotion
6. Other supporting documentation, if included

Documentation preparation guidelines

All documents are to be submitted in a format that allows them to be scanned easily. No staples; paperclips only. Any document less than 8 ½ x 11 should be taped to 8 ½ x 11" paper or a photocopy provided instead of the original document. Dividers (with or without tabs) between sections are recommended.

Promotions Committee

The committee will add the Memorandum, the letter from the supervisor, and the letter from the Promotions Committee to the Dean to the binder before passing the candidate's binder to the Dean.

