

THE LAUC POSITION PAPERS

*Position Paper #1:**Criteria for Appointment or Promotion to the Ranks of Associate Librarian and Librarian and Advancement to Librarian step V*

1. The criteria for promotion within or appointment to the ranks of the librarian series are established in the Academic Personnel Manual in Section 210-4e(3) (a)-(d) and 360-10b-e. These criteria fully define on what basis a librarian can be appointed or promoted. Expansion of these criteria into detailed lists of expected accomplishments serves no useful purpose because of the adaptable nature of the criteria and the individuality of each career.
2. The Assistant Librarian rank is the basic entry level for professional librarians. An appointee may remain in this rank for a maximum of six years, a period which is considered sufficient for an appointee to demonstrate professional competence and a potential for further professional growth.
3. Section 360-10b states: "A candidate for merit increase or promotion in this series shall be judged on the basis of the first of the following criteria, and, to the extent they are relevant, on one or more of the last three." The first criterion is professional competence and quality of service within the library. Outstanding service within the library is the primary and absolutely essential consideration in any merit or promotion review. However, for a librarian to be considered for promotion or appointment above the Assistant level, recognition should be accorded to performance in other areas as well; e.g. professional activity outside the library, university and public service, research and other creative activity. Furthermore, as is stated in Section 360-10b: "In the consideration of individual candidates, reasonable flexibility shall be exercised in weighing the comparative relevance of these criteria."
4. The promotion from Assistant to Associate Librarian is a major and critical step for librarians in the University of California. It is that review which normally awards career status and documents that the librarian has the potential for continued growth, which is the prerequisite for promotion to the rank of librarian. The promotion from Associate to Librarian differs in that it documents that the librarian has realized this potential through demonstrated superior professional ability and attainment. The Librarian rank, Step V is reserved for those librarians whose careers and continuing achievements can be regarded as distinguished.
5. While the Academic Personnel Manual states that "there is no obligation on the part of the University to promote an Assistant Librarian to the rank of Librarian solely on the basis of years of service" (360-17b(3)), the potential for advancement to the rank of Librarian is open to all members of the Librarian series. Although it is improbable that every librarian appointed to the series will achieve promotion to the rank of Librarian, there is nothing to preclude this possibility in the Academic Personnel Manual itself. It is the merit of the individual librarian which will determine whether a promotion is deserved. There should be no quotas, either with regard to the number of librarians in the librarian rank, or to the

amount of money in the budget, for a promotion recommendation should be made solely on the individual merits of the librarian under review. The same considerations apply to advancement to the top step of the Librarian rank.

6. Section 210-4e(2) states: "An appointee will be eligible for promotion only if there are demonstrated superior professional skills and achievement. For some, promotion may involve a position change; for others, promotion may not necessarily involve position change but will depend upon increased responsibility as well as growing competence and contribution in the same position. The assumption of administrative responsibilities is not a necessary condition for promotion." This statement is interpreted to mean that promotion is an opportunity open equally to librarians with or without administrative responsibilities.
7. A review for promotion or appointment to the rank of Librarian should give full consideration to the total career of the candidate. This is interpreted to be the spirit of Section 360-10c, which states: "Promotion shall be justified by demonstrated superior professional skills and achievement, and, in addition, demonstrated professional growth and accomplishment and/or the assumption of increased responsibility. The assumption of administrative responsibility is not a necessary condition for promotion."
8. Advancement from Step IV to Step V of the Librarian rank should be predicated upon a career history of outstanding service, capped by significant achievement in the period since attaining Step IV.
9. The peer review systems in practice at each campus are evolving a concept of excellence, and while this concept is not precisely defined, efforts toward a common understanding continue. Uniform interpretation of the criteria for promotion is essential in order for equity to be achieved for all librarians in the University, and LAUC should continue to work toward this goal. Procedural matters, i.e., the kind of review structures utilized for promotion and appointment, are properly left to each division. It is the criteria and the documentation that must be standardized, not the peer review structure.

(Originally adopted January 1975; revised January 1978, December 1988; final corrected version issued July 14, 1989)

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*Position Paper #2:
Development of Effective Communication between Statewide LAUC
and Library Council*

Effective communication between statewide LAUC and Library Council is essential, and should be developed through a variety of channels. The President of LAUC should be appointed as an ex officio member of Library Council with full voting privileges, and provision should be made for inclusion of LAUC representatives on Library Council committees. In addition, regular

sharing with Library Council of recommendations and findings of statewide LAUC committees is seen as offering a useful means of communication. Moreover, Library Council should be able on occasion to refer problems to LAUC with a request for recommendation. It should also be possible for a matter of concern to a local division of LAUC which may have statewide significance to be brought to the attention of Library Council by that campus's University Librarian, if that local division can convince him/her that the problem is of sufficient importance to be introduced as a Council agenda item. It is believed that by the utilization of all of the above approaches LAUC will have the best opportunity to advise the library administration at the Universitywide level on matters of concern to librarians relating to the operation of the libraries of the University of California.

The following implementing recommendations are endorsed:

I. LAUC Representation on Library Council.

- A. The LAUC President should be appointed to serve as an ex officio member of Library Council with full voting privileges. The President of LAUC should be expected to regard library Council membership as a most serious personal obligation, faithfully attending Council meetings and devoting attention to Council business. In the event of an emergency which makes it impossible for the President to carry out his/her regular Council duties, permission should be requested from the Chairman of Library Council for the LAUC Vice President/President Elect to act temporarily in the LAUC President's stead.**
- B. The President of LAUC should be able to introduce agenda items for Council meetings when either of the following guidelines governing his/her actions in this area are met:**
 - 1. Agenda item is approved by a majority vote of the LAUC Assembly. (Such agenda items may originate with the Assembly or be referred to the Assembly by any member of LAUC.)**
 - 2. Agenda item received affirmative review by the statewide LAUC Executive Board. (Such agenda items may originate with the Executive Board, or be brought to the attention of the Board by the chairman of a local division with the approval of his/her Executive Committee.)**

II. LAUC Representation on Library Council Committees.

- A. The LAUC President should have the privilege of recommending one or more LAUC representatives to each Library Council committee which is of particular interest to LAUC. Decision as to the final composition of any Library Council committee remains the prerogative of the Chairman of Library Council. The LAUC representative (or representatives to a Library Council committee shall, however, be a nominee (or nominees) of the LAUC President.**

- B. The process for selection of LAUC representative to Library Council committees should be as follows:
1. Chairmen of local divisions will, with the approval of their respective Executive Committees, supply nominations to the statewide LAUC Committee on Committees, Rules and Jurisdiction, which will maintain a roster of nominees for each committee of Library Council. The nominees, whenever possible, ought to have experience or expertise relevant to their projected assignments, e.g., service on campus, LAUC or library committees that have worked on similar problems. Service on similar workgroups, however, should only be used as a guideline, since other experience or simply expertise could qualify a librarian for nomination, as could a strong interest in the area of concern.
 2. Rosters of nominees will be renewed annually at the time that new LAUC officers take office.
 3. As the need arises to draw up a roster for a new Library Council committee, the Chairman of the Committee on Committees, Rules and Jurisdiction will request nominations from chairmen of local divisions.
 4. The LAUC President will select potential LAUC representative from the appropriate roster, submitting choices to the Executive Board for review. With the approval of the Board, the LAUC President may present recommendations to the chairman of Library Council.
- C. LAUC representatives should be expected to continue to serve on a Library Council committee for the duration of the committee's term, unless special circumstances require the representative to request release and replacement.

III. LAUC Committees and Library Council.

- A. Reports of statewide LAUC's standing and ad hoc committees should be routinely shared with Library Council to facilitate problem solving and communication.
- B. Library council, in lieu of creating a committee of its own, may wish to utilize an existing or specially created statewide LAUC committee to explore questions of mutual concern for recommendations and possible solutions. Resulting reports of either existing or special LAUC committees would be available to the membership of LAUC as well as to Library Council.

Addendum

Since the attached position paper was accepted in 1975, most of its recommendations have been effected. LAUC now has two voting members of Library Council, the President and Past President. A LAUC member is appointed to all Library Council Committees and a LAUC member

serves on the operating committee of each of the regional facilities and each of the regional library facility boards.

Procedure for appointment to Library Council Committees and Regional Facilities Operating Committees and Boards are outlined in the LAUC Bylaws.

(Adopted December 30, 1975. Addendum adopted April 1989)

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*Position Paper #3:
Documentation Guidelines for the Review of Librarians*

These guidelines offer a model of documentation which may be used for the review of academic staff in the librarian series at the University of California. They also group together different types of professional activities and suggest where they fit best in relation to the criteria of Section 210-4 of the Academic Personnel Manual. They are not intended to supersede the procedures which are already established on each campus; however, they do provide general statewide standards which may be adapted and/or followed by any campus which so chooses.

The guidelines consist of two parts: the first is a general statement of kinds of material to be included, and the second is a biographical supplement that provides the format for librarians to use in summarizing their work. It should be noted that the information, not the format, is the significant element; if it can be supplied more conveniently in some other form, it should be done so. For example, the inclusion of a position description might supply much of the information outlined in section 1A of the supplement.

It is recommended that this format be considered whenever it becomes necessary to revise the types of documentation used in the review of librarians on any campus of the UC system.

PART I: DOCUMENTATION TO BE INCLUDED IN THE REVIEW OF LIBRARIANS

The following documents are normally submitted by the reviewee to initiate the review process:

1. An updated UC Biography for Academic Personnel form.
2. Supplement for librarians to the Biography for Academic Personnel (see attached), summarizing activities, contributions and future plans.
3. Any other statement or material deemed relevant for review. Normally copies of manuals, publications, etc. are not included, unless specifically requested during the peer review process.

4. (Optional) A list of individuals from whom the reviewee would like letters solicited for the review. This would be particularly important for a promotion review.

PART II: SUPPLEMENT FOR LIBRARIANS TO THE "BIOGRAPHY FOR ACADEMIC PERSONNEL"

DATE _____

NAME _____

ACADEMIC TITLE (rank & salary) _____

FUNCTIONAL TITLE(S) _____

Summarize contributions to the library and librarianship according to the criteria established in Section 51-4 of the Academic Personnel Manual, and additional categories, as appropriate.

I. Professional Competence and Quality of Service within the Library

- A. General statement of duties and responsibilities. (Includes function, areas of service, nature and extent of resources and staff supervised. Mention new or enlarged areas or responsibility assumed since the previous report.)
- B. Contributions in the five major areas of librarianship.
1. Selection and development of resources. (Describe areas of responsibility in terms of subject, languages, clientele served and discuss contributions in the selection and/or development of resources.)
 2. Bibliographic control of collections and their organization for use. (Describe types of cataloging performed; consultive work, procedures developed for the organization and bibliographic control of materials, and new procedures or technical innovations developed.)
 3. Reference and advisory service. (Describe areas of responsibility, clientele served, special subject areas covered, and range of services offered, such as manual and machine searching, preparation of bibliographic and current awareness tools, development and maintenance of unique reference files, library orientation and instruction, preparation of exhibits, etc.)
 4. Development and application of specialized information systems. (Describe projects or activities carried out, consultative service rendered, reports, manuals, etc. developed and other systems contributions.)

5. **Library administration and management.** (Describe administrative responsibilities including fiscal management and personnel administration; summarize planning activities.)

- C. Describe committee and task force activity within the Library.
- D. Describe any special projects or contributions not mentioned above.

II. Professional Activity Outside the Library

- A. Describe membership and activity in professional and scholarly organizations, including participation in library and other professional meetings and conferences.
- B. Describe awards, fellowships and/or grants received.
- C. Teaching and lecturing activity.
- D. Editorial activity.

III. University and Public Service

- A. Participation in the Librarians Association of the University of California.
- B. University participation, such as an Academic Senate committee, or a special campus committee.
- C. Universitywide participation.
- D. Professional librarian services to community, state, nation. (Contributions based upon professional and scholarly expertise.)

IV. Research and Other Creative Activity

- A. Publications (Articles, books, bibliographies, reviews, etc.)
- B. Papers presented at professional and scholarly meetings.
- C. Other creative and/or research activity.

V. Continuing Professional Education

- A. Formal course work completed. (Mention any degree objectives or degrees completed.)
- B. Workshops, institutes and conferences attended.

VI. Future Plans and Objectives

Addendum

In 1988 LAUC adopted a Model Call which includes some of the information covered in Part I.

The Committee on Professional Governance maintains the *LAUC Peer Review Documents: A Compendium*, consisting of campus and Universitywide documents related to the peer review process for Librarians at the University of California. A copy of the Table of Contents appears on MELVYL. The *Compendium* itself resides with the Chair of the Committee on Professional Governance. Copies of documents in the *Compendium* may be obtained from committee members.

(Original section adopted October 1976; APM numbers updated June 1990. Parts I and II and Addendum adopted April 1989; revised June 1990)

*Position Paper #4:**Review Procedures for Librarians Outside the Normal Campus Peer Review Process*

1. Each appointee shall be reviewed in accordance with the established review procedures of the campus nearest which the regular duties are performed. The supervisor (or, under appropriate circumstances, the candidate, but not in the case of initial appointment) shall initiate the review. The supervisor shall be responsible for compiling the dossier.
- In the case of a librarian having a systemwide appointment, at least one member of the committee appointed to review that librarian shall be from a campus other than that where the review is taking place.
2. An appointee working at a location remote from any campus shall be reviewed in accordance with the procedures of the campus to which he or she reports administratively.
3. An appointee working on one campus but reporting administratively to another campus shall be reviewed in accordance with the procedures of the campus where the work is actually done. The supervisor on the administering campus (or, under appropriate circumstances, the candidate, but not in the case of initial appointment) shall initiate the review. The supervisor shall be responsible for compiling the dossier and forwarding it to the reviewing campus.
4. All supervisors of appointees in the librarian series, including supervisors who themselves do not hold appointments in the librarian series, shall keep themselves informed of the appropriate procedures and schedules of librarian reviews.

5. The recommendation of a peer review committee shall be submitted to the administering/funding campus with the understanding that it be subject to the same budgetary restrictions and considerations in effect on that campus with respect to all members of the librarian series.

(Adopted August 31, 1977)

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*Position Paper #5:
The Academic Librarian in the University of California*

Librarians at the University of California are academic employees who perform one of more of the basic functions outlined in the University's Academic Personnel Manual¹ at a professional level. They utilize the theoretical framework and practical methodology learned in graduate professional and academic study to further the instructional, research, and public service goals of the University. Librarians analyze curricula, research programs, and public service projects on their campuses and acquire and organize library materials to support them. They teach the bibliographic structure of fields of knowledge and the means of access to information for all levels of users. Librarians are the active links between individuals and the information resources, including published materials, they need to fulfill their goals at the University. Librarians contribute their expertise to the development of systems and networks designed both to increase the efficiency of local library operations and to facilitate resource sharing on regional and national bases. Through responsible management of library resources and facilities as well as programmatic planning and problem analysis, they strive to ensure the effectiveness of the University's libraries in the complex changing environment of higher education.

Individually, librarians have assignments in functional areas of library operations that require a theoretical and broad-based understanding of the role of the library in supporting University programs. However, they are not limited to performing a specific set of tasks in a restricted area. Librarians assume a leadership role within the University's libraries by defining goals and objectives and by participating in the development of plans for their implementation. They play a major role in shaping library services, policies, and procedures through program planning and evaluation.

The role of librarians within the University of California system is defined both by the professional elements of librarianship and by the status of librarians as academic employees of the University. Librarianship as a profession is characterized by those attributes identified in accepted and tested definitions of a professional.² As academic employees of the University, librarians are responsible for participating in professional activities outside the library, for University and public service, and for research and other creative activity.³ At both the campus and Universitywide level, librarians participate in committees, task forces, and other groups designed to maintain University standards of excellence. They are expected to contribute to the advancement of their profession and to maintain professional involvements outside their immediate working environment. Knowledge initially gained through professional education is expanded through participation in the activities of local, regional, state, national and international professional associations, through additional academic course work, and through reading profess-

ional literature. Professional growth and development is a requirement for retention and advancement in the Librarian series in the University of California.

The Librarians at the University of California have a collective responsibility through the Librarians Association of the University of California (LAUC) to advise University officials on professional and governance matters of concern to all librarians, including operations and policies of the libraries, professional standards, rights, privileges, and obligations of members of the Librarian series of the University, planning, evaluation, and implementation of programs, services, or technological changes in the libraries of the University.⁴ This organization, which is officially recognized by the University, is active both on the statewide and campus levels. One of its most important functions is to provide a peer review system to maintain high standards of performance for all University of California librarians.

For appointment to the Librarian series in the University of California, individuals are required to have the specialized education represented by the Masters degree in librarianship (or its equivalent); many also have earned advanced degrees in other academic field.

1. University of California. Academic Personnel Manual, Section 360-4.
2. U.S. Labor Management Relations Act (29 USC 152 (12 (a) 1976); also incorporated into the California Higher Education Employer-Employee Relations Act (CAL GOV'T CODE 3562.
3. University of California. Academic Personnel Manual, Sections 360-10(b) and 210-4(a-d)
4. Librarians Association of the University of California. Bylaws, Article II.

(Originally adopted January 1983; revised version incorporating 1988 revisions to LAUC Bylaws adopted November 1989; issued February, 1990)