To: John Wilkin / EC

From: Kirstin Dougan, on behalf of the Residency Program Working Group

Subject: Final Submitted Work of the Residency Program Working Group

Date: April 8, 2016

As you know, the Executive Committee tasked a Residency Program Working Group to begin the process of developing a residency program for early career librarians. The primary goals as outlined in our group's charge included the following:

- Create a description of a University Library Residency Program for early-career librarians, including:
  o Program goal and focus,
  o Candidate requirements,
  o Suggested program outline.
- Examine other residence/fellows programs as possible models,
- Enumerate models for funding support.

The attached response to the charge should be sufficient to initiate the Residency Program. While we believe that the program can (and should) evolve from ad hoc hiring to the establishment of a more formalized program, the recommendations in our document can be used to move forward on an initial set of hires and are structured as follows: Introduction, Program Focus & Goals, Governance of the University Library Residency Program, and Program Assessment and Measures.

Our process involved significant face time among our group, discussions with individuals in Academic Human Resources, and development of supporting documents in an online work environment. While the resulting document does not answer all questions, it does provide recommended guidance to the University Library as it seeks to establish this program.

Recommended next steps:

- Post Program document for feedback from the Library and incorporate as necessary
- Appoint program coordination responsibilities
- Program coordinator(s) will need to
  o Coordinate with Library HR/Business Office re: remaining HR and budget questions
  o Develop mentor training, Residency Program training schedule, assessment plan, and other program elements

Respectfully submitted,

Ayla Stein, Kirstin Dougan (chair), Jim Hahn, Skye Arseneau, and Thomas Teper

UL Residency Program Framework

I. Introduction

The Library's Executive Committee charged the University Library Residency Program (ULRP) Working Group with the task of investigating the components of a residency program for early-career librarians. Included within this charge was a request to (a) develop a programmatic focus and goals, (b) define candidate requirements, and (c) outline of a program. Additionally the working group was asked to enumerate different models for funding support for residency positions.

Over the course of the spring 2016, the ULRP Working Group met; reviewed similar Library resident programs at North Carolina State University, University of North Carolina-Greensboro, University of Denver, University of California Santa Barbara, University of Houston, University of Tennessee - Knoxville, and Towson; and reviewed campus documents regarding different types of positions and HR requirements for short-term academic appointments. Additionally, the working group chair spoke briefly and informally with Mark Puente (director of Diversity and Leadership Programs for ARL).

While there may be instances in which flexibility for immediate hires is needed, the examination of other programs, discussions with domain experts, and professional literature on the topic led the working group to conclude that establishing a program with a formal cohort structure – with consistent training and program administration – are critical to the success of both the Program and the Residents. While there are multiple ways such a program could be designed, our working group recommends a measured implementation based on the grounds that iterative development will allow for the creation of a program that is stronger and more likely to yield positive outcomes for the candidates and the Library.

Although some details remain undetermined due to required inputs not being incorporated at this time, this document details the reasons for recommending a cohort-based program, makes recommendations regarding program oversight and governance, and recommends that – prior to implementation – the BHRSC codify policies and guidelines for these appointments once additional feedback is gathered and decisions are made.

II. Program Focus & Goals

As noted in our introduction, the working group believes that programmatic success and longevity depends heavily upon the Library's commitment to creating a structured program involving a cohort of fellows. In instances in which individuals are hired outside of the cohort, careful thought should be given to ensuring that the Residents receive the mentoring and training outlined in this document.

A. Objectives of the University Library Residency Program (ULRP)

The objective of the ULRP is to provide a strong professional development opportunity for early career professionals, with preference given toward developing the professional expertise and skills of individuals from under-represented groups. The program will allow the Library to fill existing staffing needs, build expertise around new program areas, and to experiment with new processes or technologies. Individuals in the Library Residency program will gain early career experience in an academic library setting; develop familiarity in conducting research, publishing articles, or producing other scholarly products; and develop their professional skills.

B. Goals of the University Library Residency Program

The success of this program will be measured in two ways – the ability of the candidates to assist the Library in advancing its objectives, and the ability of the candidates to move on and succeed in their professional careers. To that end, the program must incorporate meaningful goals for the candidates. While not fully fleshed out, we believe that such goals should reflect a desire for the incumbents to leave Illinois better prepared to enter permanent positions. At the conclusion of their two-years as a member of the ULRP, the incumbents will leave the position having:

- built a strong mentor-mentee relationship with members of the University Library's professional staff,
- received substantive opportunities to receive a solid introduction to the professional development and training necessary to be successful in their ongoing professional career,
- engaged in meaningful service commitments to the unit that will give them a solid basis to seek further employment,
- begun developing service relationships with professional organizations that will benefit their career, and
- begun engaging in the scholarly activities of the profession.

III.   Governance of the University Library Residency Program

The ULRP Working Group recommends that the University Library initiate this program by starting with a cohort of two individuals. We recommend that there be no more than one Resident in a given library or unit given the amount of guidance and supervision needed to provide a positive experience for these early-career individuals. Subsequent cohorts could be expanded to four or more individuals. However, we recommend starting modestly, so that we may build the program successfully with a small group and expand from there.

A. Program Oversight

We recommend that the Staff Training and Development office should administer the ULRP, with greater oversight by an AUL.

B. Recommendations Regarding Employee Grouping

The ULRP Working Group considered various employment classes on campus and recommends that the Library initially pursue appointments for these individuals as visiting faculty members. There are a variety of employee groups (HR's term for position titles and position scopes) under which Library Residents could fall.

1. Visiting Faculty – Recommended

Individuals may be hired for temporary (visiting) faculty positions. Visiting positions have long been utilized within the University Library, and well-established procedures for creating and hiring this type of position exist. As faculty lines, they are also easy to manage with respect to the recommendations made regarding titles (see below). As a drawback, there may also be limits with respect to the bounds that the University Library seeks to put on experience within the position description. Making this happen will require some effort prior to initiating searches with administrative bodies on campus (ODEA, AHR, etc….).

2. *Academic Professionals – Potentially Recommended*

Individuals may be hired for temporary (visiting) AP positions. There are well-established procedures for creating and hiring this type of position, and there is significant flexibility with respect to titles, appointment duration, etc…. There are established processes for professional evaluation, for investigation time, and for supporting professional development activities. Unlike some other employment classes, individuals in these positions are also protected in terms of commitments by having an established maximum number of hours that can be worked per week. One of the drawbacks of these appointments is that <u>each</u> position will require approval of a PAPE. Avoiding the necessity of seeking such an exception makes use of academic professionals for these positions more questionable. Making this happen will require some effort prior to initiating searches with administrative bodies on campus (ODEA, AHR, etc….).

3. *Postdoctoral Research Associates/Postdoctoral Fellows – Potentially Recommended*

While labeled as "post-doctoral" positions, research associates and fellows appear to be open to individuals with the terminal degree in their discipline. Unlike most positions under consideration, fellows in this employment category receive no benefits or sick leave from their employer. If they work more than thirty hours per week, they are eligible for coverage mandated by the PPACA. They are also eligible to purchase supplemental dental coverage. They are represented by collective bargaining. Hiring these individuals will require establishing some new processes in the Library and reconciling ourselves to not providing such benefits. But, it should be manageable.

If the Library opts for this path, we need to assume minimal benefit costs. With no benefits and leave, we should be careful to structure their calendars to ensure that they are given appropriate (and fair) time off – perhaps paralleling academic calendars in some way, i.e., planned leave over winter holiday. Moreover, recommended starting salaries for research associates/fellows on campus parallel our existing starting salary for faculty positions, providing little motivation in that regard.

4. *Specialized (Clinical) Faculty – Not Recommended*

Communication No. 17 permits contracts for multiyear employment and is designed for this type of appointment. There are established procedures for creating this type of position on campus. However, there is less title flexibility, and currently, the campus is embroiled in negotiations with the bargaining unit. Furthermore, the University Library recently considered appointments of specialized faculty and agreed that this was not a desirable path for the organization.

C. *Recommendations Regarding Titles, Appointments, and Hiring*

1. *Titles*

a. We recommend that each Visiting Faculty position carry two titles in a manner similar to established faculty appointments. Each Resident will have a title specific to the position they hold. This position-specific title should include both the pre-fix "visiting" and the suffix of "resident." For example, *Visiting Instructional Design Resident* would be a suitable

title. The secondary appointment will be consistent across all members of the program and in keeping with their appointment as visiting faculty – *Visiting Assistant Professor.*

2. Search and Hiring Recommendations

a. As the program is implemented, a template position description will be used to outline positions that fall within this program. While there will be variability to specific positions based on the duties performed, the template used for Residency hires should reflect the intent of the program and the broader requirements of the position.

b. We recommend that the positions be two-year appointments, and while the Library's needs for particular positions may vary and require flexibility, we feel that having a formal cohort and mentoring structure for the program will be most valuable to both the Library and the Residents. Therefore, we recommend that, in most cases, positions for the Residency program be requested as part of the annual Fall hiring call, with searches conducted in the spring with established start dates on August 1, or as close to one another in a given year as possible.

c. Each residency position will have a specific job description with unique titles and required and preferred qualifications. However, the following criteria should be required for the Library Resident portion of the description.
   - *Within 5 years of graduation [this maps to campus post doc requirements, but may be problematic with faculty hires]*
   - *An ALA-accredited MLS or equivalent degree; or appropriate terminal degree in field. This will be more specific depending on the particular position*
   - *Preference will be given to candidates from under-represented populations.*

d. As the program develops into cohort hiring, the ULRP Working Group believes that it may be beneficial to establish a core search committee for these positions trained in recruiting and hiring best practices for diverse candidates. Additional members would be added to each search committee from the position's unit or other relevant area(s) of the Library.

e. There is no expectation that Residents will become permanent members of the Library faculty/staff after their residency ends. Continued employment within the University Library will be contingent upon successful application through a subsequent competitive search. Indeed, the University Library may want to break with established norm for visiting appointments (including words to the effect that a position may become permanent) and ensure that announcements for these positons explicitly state that they positions will *not* be considered eligible to become permanent.

f. Residents cannot apply for a second residency position with the University Library.

3. Salary and Benefits

a. Salary for all Resident positions will be fixed at starting salary levels for the employment class and will only increase in keeping with campus salary programs. No retention requests should be considered.

b. Salaries will be subject to taxes and benefits eligibility will be, dependent on type of positions created for Residents and whether the salary is grant funded.

c. Relocation expenses up to $5,000 will be provided (whatever the normal cap is for faculty or some other number to be determined).

D. Recommendations Regarding Position Request Process, Approval, and Funding

1. **Funding a Position**

   a. **Unit Funds -** A library or unit wishing to participate in the University Library Resident Program may use existing academic of civil service salary lines associated with their library or unit, or instead may identify a non-permanent funding source (e.g., an endowment or grant) with sufficient funding and longevity to cover the salary and benefits for the entire two-year appointment. If a library or unit is approved to use an existing salary line for a Resident position, that line may be reallocated to address other employment needs (faculty/AP/civil service) after the residency has ended, as approved by appropriate bodies in the Library and on campus (i.e., a positon request would go through EC as they do now and a line does not have to remain a Resident line once used in that manner).

   b. **Central Funds -** Ideally, the ULRP Working Group recommends that the Library seek to create centrally administered and funded lines so that units or libraries could request funding for a Resident over and above their existing staffing level for a two-year period. These lines would not be permanently tied to one unit or library (e.g., the Residency can be in one unit for one two-year period and another the next). In addition, there may be opportunities to collaborate with other units on campus such as the Graduate Office to fund Library Resident positions with campus funds related to diversity or other efforts.

2. **Request/Approval Process**

   a. If the Library seeks to embrace the cohort model outlined in this document, requests for Library Resident positions will be accepted by EC at the same time as the fall call for librarian and AP positions, and will be tied to the same strategic hiring planning and criteria as all other academic positions.

E. Recommendations Regarding Residency Program and Unit Obligations

Residents will spend the duration of their residency in one library or unit, but will have the opportunity to meet and/or collaborate with other units in the Library to learn about a broader range of library work (see Professional Development and Training, Mentorship, Service, and Unit Obligations outlined below). If we pursue visiting faculty appointments, Residents will have up to

30% of their time devoted to research time that may result in a publication or other demonstrable output; if appointment are pursued as APs, the research will only be a 10% commitment.

1. *Mentorship*

    a. Each Resident will have a Resident Mentor, selected from a pool of trained mentors in the Library. Mentors will serve a role separate from Residents' supervisors and will be focused on helping Residents develop professionally and will be critical in fostering an environment in which the Residents can succeed. Mentors would ideally be tenured members of the faculty, much like PRC members.

    b. Mentors will be volunteers and will be given guidelines and offered training. The Library can investigate working with Mark Puente at ARL and possibly the Graduate School to develop this training. Mentors will ideally be able to address the same or similar experiences/diverse background as the Library Residents.

    c. Mentors and Residents will have one-on-one meetings (at a minimum biweekly but the Resident and mentor may set their own schedule), as well as monthly lunches (funded by the Library) with all Residents and their mentors, potentially with professional development activities (such as resume review) and/or guest speakers (either in person or via Skype).

2. *Professional Development & Training*

    a. Residents will be required to participate in the Library's annual GA training program and ongoing training offered to GAs as relevant, and in the Library's Supervisory Institute.

    b. Residents will be encouraged to attend local, regional, and/or national conferences in their area of interest and the Library will provide each Resident travel funding at the same level provided to Library APs.

3. *Service*

    a. Residents should have the opportunity to serve on at least one Library committee during their tenure, based on their roles and interests, and may also have the option of shadowing their mentor on committees of which they are a member as appropriate. We recommend that they also have the opportunity to regularly attend unit, division, and faculty meetings.

4. *Unit Obligations*

    a. Units agree to give the Resident release time for the GA training, departmental, division, and faculty meetings, for Residency Program mentoring monthly lunches, and regular mentoring meetings, professional travel/training, and investigation time.

IV. **Program Assessment and Measures**

There are numerous measures by which the program could be assessed and a combination of them is likely most useful. The program administrators should work with the Library's Assessment Librarian to design instruments as necessary.

- Exit survey and interviews with each Resident, mentor, and supervisor.
- Follow-up calls with Residents at six months and a year post departure to ascertain how well their experience in the Residency Program helped them in their professional life.
- Residents' professional placement after the Residency Program.
- Publications, conference presentations, and other work and research-related outcomes from the Residents' time in the Program.

Appendix A: Charge of the UL Residency Program Working Group

Membership

Kirstin Dougan, chair
Jim Hahn
Ayla Stein
Skye Arseneau
Tom Teper

Charge

To create a description of a University Library Residency Program for early-career librarians, including program goals and focus, candidate requirements, and suggested outline of the program itself. Working from the process used to secure the current resident (at Grainger), the taskforce will also examine other residency/fellows programs as possible models. Additionally, the taskforce will enumerate models for funding support by the Library for residency positions.

Timeline

A draft of the program document is due to EC for review by March 31, 2016.