

Policy On
Management Team Meeting Times

The management team commits itself to a regularly scheduled meeting time. ~~Until further notice this will be every wednesday at 9:00 a.m. *~~ The person chairing the meeting that week may cancel the meeting for lack of agenda items simply by letting everyone on the team know about the cancellation anytime after the deadline for submission of agenda items. Agenda items shall be submitted at least 24 hours in advance of the meeting time. Exceptions to this deadline will be allowed only if the chair approves, and usually only when prior arrangements have been made.

Management team meetings can be broken down primarily into either business meetings or team-building meetings. At this time there will be no set rotation schedule between the two. Rather the management team will conduct business until someone on the team feels the need to do some team-building exercises and calls for a meeting to be devoted to them. Anyone of the team can and should take responsibility for setting up team-building times the minute it becomes apparent that the team's work is being adversely affected by inter-tensions.

Date policy accepted July 12, 1978
Chairperson Gregg Rubison

*This statement was deleted in a management team decision. See minutes of team meeting January 9, 1979.

EILEEN LEMKE MECONI, Recorder 1/79

Policy on
Management Team Notebook

The management team will document its history through the use of a comprehensive notebook housed at The Library Group Secretary's desk and maintained by the management team recorder. This book will serve as background to orient new members of The Library Group to our management style, orient new members of the management team, provide further information on any issue the team has tackled to anyone interested, and remind the team of its past decisions.

The notebook will contain three sections. First, a chronological file with all management team agendas, minutes, and other handouts will be included. Second, there will be a section for policy statements the team has formally adopted. This section will not include one-time only management team decisions which do not establish precedent. Rather it will include every policy discussed and adopted by the team, signed, and dated by the person chairing the management team meeting where it was adopted. It is expected that ultimately this section will be a comprehensive manual outlining library policy. Third, the notebook will contain a section on outstanding committees charged by the management team, including the committee's charge, constitution, final recommendations, and management team response to the recommendations.

Date policy accepted August 2, 1978

Chair George Ripston

Policy On
Identifying and Recommending Candidates for the Appointed Process Person

Candidates for appointment will be recommended by the management team to the Dean. The candidates will be identified only after all eligible staff persons have been discussed and evaluated in light of the criteria. Staff persons who meet the criteria will be interviewed as to their willingness to serve as process person.

The management team will recommend at least two candidates to the Dean, and the appointment will be made from those candidates. In the event of an extended absence of the Dean, the management team will recommend one candidate to the acting appointing authority.

Policy adopted August 23, 1978

Chair

Jack E. B.

Recorder

Charles Walker

Policy On
Information Flow to the Management Team

In order for the management team to function effectively, members must have access to and knowledge of information which may have a bearing on the actions of the team. Much of this information comes to the Dean but may not be shared outside of the management team for various reasons. Such items as may be pertinent to the functioning of the management team will be placed in a folder to be maintained at the Library Group Secretary's desk. Verbally received items will be placed in writing.

It is the responsibility of each team member to periodically review the folder and to remain informed on matters of concern. Further, it is the responsibility of each team member to insure that items requiring management team consideration are placed on the agenda.

Policy adopted August 30, 1978

Chair

Th. E. Buff

Recorder

Charles Walker

Policy on
Management Team Duties

Members of the management team will share responsibility for the functioning of the group by taking turns serving in the capacity of chair, recorder, observer, or member of the operational group. Any member who does not otherwise have a regular assigned management team duty will serve as a substitute in case of illness or vacation of a member with a regular assigned management team duty. The dean of the library is an exception here, and is not a part of the duty assignments.

Assignments will be made by the team every six months. A person who is chair, observer, or will serve for three months before passing that job on to the next person assigned to that role. Members of the operational group will serve for six months. If a member of the management team leaves the team in the midst of serving in one of the above capacities, the person who is replacing the leaving member shall automatically assume that member's team duty unless the team decides otherwise.

Assignments will be made keeping in mind the preference of individuals whenever possible. People who have just finished serving as chair or member of the operational group have the right to ask for a less time-demanding duty for their next assignment, or to be the team member without an assignment. At the last meeting before the team rotates assignments, there will be time set aside for evaluation of the members and the duties.

The role of recorder on the management team is to write up the minutes and to keep documentation of all management team happenings. As minute-taker the recorder will take whatever notes are necessary during team meetings and write those up for distribution to members of The Library Group. Care should be taken to make sure that the minutes give a sense of what's happening at management team meetings in terms of process as well as decision-making. In other words, while it may not be necessary to write up every trust-building exercise, it may be important to mention one now and again, including a statement of why the management team chose to do a trust-building exercise at that time. The recorder should always keep in mind that minutes are a vital link between the management team and the rest of the library, and not just an exercise in paperwork pushing.

The second major responsibility of the recorder is to maintain the comprehensive notebook which is kept at the Library Group Secretary's desk.

The role of chair of the management team is to insure an order to the team deliberations for the most effective functioning of the group. The chair will do this primarily by being responsible for the form of the published agenda and by regulating the actual meetings as they happen.

The chair may edit agenda items as necessary and may also decide to postpone certain submitted agenda items in cases where the agenda would otherwise be too lengthy. The chair will prioritize agenda items in order to postpone the least pressing, in consultation with the people who have submitted the items. Also the chair will act as a major resource to members of the team as to the best way to present an agenda item and will offer suggestions and criticisms towards this end.

The management team chair will be responsible for taking the management team through the agenda at the time of the actual meeting. The chair, however, is not responsible for such process issues as watching the time, stopping interruptions, or keeping the team on the subject. These are situations that the entire team is responsible for creating or changing. The chair is only responsible for making the transitions from agenda item to agenda item by small introductory remarks or background information.

The chair has the authority to cancel team meetings and shares the responsibility for calling special meetings with any other member of the team who feels the need to do so.

The role of the management team observer is to watch whatever no one else on the team is watching that relates to the smooth functioning of the team. Ideally all members of the management team will maintain a high level of awareness of the group process we use in order to conduct business. However, the observer will fill in whatever gaps exist in calling attention to those processes, particularly those which get in the way. The observer role is one which must be discharged at the time of actual meeting, unlike the chair's responsibility which is primarily to prepare for the meeting beforehand, and the recorder's responsibility, the bulk of which is discharged after the meeting. The observer's role is not to make value judgements but rather to simply make observations that raise key issues the team may otherwise be overlooking. The observer may choose to do so all at once after the meeting is concluded, during the meeting, or both. The observer will be most helpful if he or she chooses to make controversial comments, that is to say, comments which illuminate what others may be feeling but are too afraid or too confused to articulate.

Date policy accepted August 7, 1978

Chairperson George Richardson

Policy On
MANAGEMENT TEAM AGENDA

The management team agenda will be compiled in a way best suited to facilitating good discussions and effective decision-making. In most cases that goal will be met by observing a certain agenda format that includes the categories of "information item," "discussion item," "decision item," "recap," "who's going to do the newspaper article?" "by-the-way items," and the "observer's report." Guidelines for those categories are as follows.

INFORMATION ITEM --

An information item on the management team agenda can be simply a means of documenting and distributing a piece of information, or it can be the first step in a large on-going issue that needs the concentrated attention of the entire management team.

If the item is being submitted simply to inform team members, and/or to have on record a piece of information, then care should be taken to write it in such a way that it stands by itself. It should be so clear that no questions arise upon the reading of it. If the submitter wants feedback about the item, that should be specified and also it should be specified whether the submitter would like to hear reactions before, after, or during the meeting.

An information item submitted as the first step in attacking an issue should also be clearly written and should stand by itself as much as possible. In this case the submitter would simply be letting team members know that he or she was working on a certain issue, and that they could expect to see the issue submitted as a discussion item at some future date. If this is being done so that a member thinking about a certain issue can see if anyone else would like to help design the discussion around that issue, the member should specify that and specify whether volunteers should contact them before, during, or after the meeting. This kind of information item has the beneficial effect of getting everyone thinking about an issue so they are a little more prepared to tackle it than if it is first introduced as a discussion item.

Information items are characterized by the lack or brevity of discussion about them. Any discussion that does ensue should be in terms of clarifying the information rather than discussing any issues.

DISCUSSION ITEM --

Discussion items are the heart of the management team meetings, and as such, care should be taken to structure them in a productive way. In the typical management team meeting, there are likely to be several different types of discussion items, and consequently several different formats for discussion agenda items.

The most open format should be reserved for large issues or problems which suffer from a lack of data. If a member of the management team wishes to have a discussion around an issue which isn't yet clear to them, they should just write up a statement to the best of their ability, to which the team could respond. In essence, the team's role would be defining the nature and scope of the issue so that the discussion could come up again in a subsequent agenda in a more specific format.

If this preliminary work has already been done, i.e. the submitter has a specific idea of the issue to be tackled and has enough information, then the discussion agenda item should be presented in the format of a statement to be edited (such as in the case of a proposed new policy statement or a new committee charge) or in the formal discussion item agenda format. This latter means writing up the item to include 1) a succinct statement of the issue under discussion 2) relevant data 3) options and 4) consequences. Care should be taken to write this with objectivity and to avoid turning the consequences section into an argument for the option favored by the submitter.

If the management team reaches a consensus on an issue submitted as a discussion item, the team can agree to submit the consensus as a decision item ^{on} the following agenda, and to act as if the item has already been formally adopted as policy.

DECISION ITEM —

A decision item on a management team agenda should be, for the most part, a pretty routine affair. After an issue as been explored as a discussion item, and an option selected or statement edited, that consensus should appear the following week as a decision item. This will give members of the team and members of the Library Group one last opportunity to modify (or reject) the decision before it becomes a matter of record. If there is any significant discussion about the decision item, the item should be resubmitted as a discussion item the following week.

Occasionally the management team will be called upon to make a decision about an item that has never previously come up for discussion, for example in the case of committee appointments, or other one-shot decisions. These kinds of decisions shall be recorded in the minutes but do not need to come up for formal adoption in a subsequent agenda.

Decision items should be posed as questions when possible. When adopted, the decision item should be signed, dated, and filed in the appropriate part of the management team notebook.

RECAP —

The recap section of the management team agenda is intended to clarify team assignments. Since so much of team business is conducted outside of the meetings, this section is needed to make sure nothing falls between the cracks. Usually the recap section deals with making sure everyone knows who is writing which agenda items arising from that particular week's agenda. At the chair's (or any other member's) discretion, the discussion during the recap section can be expanded to include all assignments being worked on, as a kind of mini-evaluation of what the team is working on in total. This is also the time to make assignments of who should be working with any member of The Library Group who wants to raise an issue on the team's agenda.

WHO'S GOING TO DO THE NEWSPAPER COLUMN?

This part of the agenda is specifically to make sure that each week someone on the team is designated to write something for the library newsletter, The First Edition.

OBSERVER'S REPORT —

(See the management team policy statement on the role of the observer to see what kinds of things should be said in an observer's report).

The observer's report is an essential part of the agenda and should never be shortened simply to make room for other business. There should always be enough time for the observer to give one full uninterrupted statement of observations, and enough time for people to respond. The observer's report is not the place to raise issues that could better be dealt with in a discussion item. It is for spontaneous observations and evaluations about how the meeting went.

BY-THE-WAY ITEMS —

A by-the-way item is anything that doesn't fit anywhere else.

Policy adopted September 20, 1978

Chair

George Rickerson

Recorder

Bonnie Walker

Policy On
Definition of the Operational Group

The Dean of Library Services is responsible and accountable for the provision of Library services to The Evergreen State College. The Dean is assisted in this function by the Management Team. The Management Team is the policy making and policy reviewing body for the Library. The Operational Group is an executive committee of the Management Team and is composed of three members of the Management Team.

Membership

The Operational Group is composed of the following three members of the Management Team. The Dean of the Library, one Area Coordinator, and one Process person. The membership rotates except for the Dean who is a permanent member. The Area Coordinator and the Process person serve for six months and are chosen from and by the Management Team.

Responsibilities

The Management Team delegates to the Operational Group responsibility for on-going, operational matters in order to ensure the continual delivery of effective Library services. The Operational Group is not responsible for matters that fall totally within the purview of the three Areas of the Library, and does not impinge upon the role of the Area Coordinators.

The Operational Group is a small, accessible sub-group of the Management Team which can be called together to work on 1) the implementation of a policy promulgated by the Management Team, or 2) decisions with regard to issues for which there is no existing policy which involve more than one area of the Library, or the entire Library. It meets in the place of the larger group when a problem needs immediate attention, when there are questions of process

or procedure arising out of Management Team decisions, or when the Dean needs advice and counsel about internal or external Library matters.

The Operational Group can decide to call together the Management Team or the entire Library Group if needed, depending on their decision of how a situation ought to be handled. They may also prepare agenda items for the Management Team or the Library Group as a whole to act on.

Any member of the Library Group can carry concerns or problems to members of the Operational Group or to other members of the Management Team.

Meetings

Meetings of the Operational Group may be called on an ad hoc or regularly scheduled basis, i.e., once or twice a week. Meetings may be called or scheduled by any member of the Operational Group. The person who calls the meeting will be responsible for notifying Operational Group members of meeting time and the topic to be discussed. Scheduled meetings should be held on an alternative schedule from Management Team meetings.

We feel that this is an evolving draft that can be amended and changed as the Operational Group works together.

SS:md

Policy adopted December 5, 1978

Chair Shoche Walker

Recorder George Kirkson

POLICY ON CONSTITUTING DTFs AND STANDING COMMITTEES

Philosophy

Leadership is the ability to bring out the best thinking of each member of a group of people. The Management Team of The Evergreen State College Library, in keeping with its mandate to be the policy-setting group within the Library, commits itself to seeking the best thinking of Library Group members through the use of disappearing task forces (DTFs) and standing committees.

Every effort will be made to see that DTFs will be given the respect and support they need from the Management Team and the rest of the Library Group. DTFs will not be seen as mere advisory bodies to the Management Team. Rather, DTFs and their members will be seen as facilitators or coordinators of the process of arriving at policy recommendations. The Management Team will be seen as the body whose primary task is to instigate, support, and coordinate the important work of existing and previous DTFs.

Since this model of governance depends on the active participation of members of the Library Group, the Management Team will constitute DTFs with the goal in mind that all members of the Library Group will feel able and willing to speak their opinion on any policy under review. For example, a certain DTF might be appointed with people from both media and nonmedia areas of the Library, not because this representation is necessary to deal with the issues, but so that everyone in the Library can voice their opinion to someone with whom they feel comfortable.

Procedure

The Management Team will write a statement (hereafter called the charge) identifying the nature and scope of the policy issue to be addressed and will circulate the statement to the members of the Library Group. The Management Team recorder will post the charge on the staff lounge bulletin board, and give a copy of it to the Library Newsletter editor, and to the chairs of User Services, Technical Services, and Media Services meetings. The goal is to enable every member of the Library Group to know from the very beginning the Library policies under review.

Members of the Library Group who are interested in serving on a particular DTF will identify themselves to a member of the Management Team; Library Group members may also suggest others for appointment to a DTF. The Management Team will appoint the DTF, designating each person appointed as either a member of the DTF or a resource person to the DTF. The Management Team shall appoint as few people as possible to sit on the DTF (ideally two to four), and as many people as needed as resource persons (could range from one person to the entire Library Group).

The distinction between resource persons and DTF members is one of roles, not status. People will be appointed to the DTF who have some basic knowledge which will allow them to understand the issues but shall not be prejudiced towards any specific view of the issues. "Prejudiced" is defined as lacking the ability to listen; a person may have biases but not act on them and so would

Policy on Constituting DTFs and Standing Committees

committee's behalf in placing on the Management Team agenda any DTF charge that needs revision or review.

DTF members shall encourage as many members of the Library Group to express their opinions as possible. A suggested format is as follows:

1. The DTF meets to identify, in writing, the significant issues involved in the charge.
2. The DTF circulates their thinking and questions through the Library Group via the staff bulletin board, Library Newsletter, area meetings, and informal contacts, asking for feedback.
3. The DTF reads written responses and interviews persons who show interest in responding to the questions verbally.
4. The DTF drafts a policy statement.
5. The statement is submitted to the Library Group through the channels mentioned in #2, above, for further reaction.
6. The DTF prepares a final draft policy statement and submits it to the Management Team for acceptance and/or modification.

In the case of unresolved conflict of opinion among the Library Group members about a policy, the DTF will write up as clear a description as possible of the various points of view and present it to the Management Team without recommendations.

This policy statement on constituting DTFs and standing committees does not automatically apply to issues that relate primarily to internal affairs of the Management Team. Also, parts of it may be suspended by the Management Team or the Operational Group in an emergency when a quick decision must be made.

Date policy adopted 12-5-78

Chair Shooby Walker

Recorder George Robinson

ANNUAL LEAVE EMERGENCY FUND POLICY STATEMENT**

The revised Annual Leave Emergency Fund policy has been established of and for Library employees. The Annual Leave Emergency Fund (ALEF) will permit Library employees who accrue annual leave to donate a small portion of their annual leave* to a fund for subsequent partial disbursement to needy Library employees in emergency situations. There have been occasions where Library employees have had serious personal or medical problems which have required them to be away from work for extended or repeated periods of time. When they have used up their compensatory time, and/or sick leave and/or annual leave, they are then forced to take a leave-without-pay — often putting them in a financial bind. Co-workers and the staff in general have found annual leave donations the best, least burdensome, and most legal means of providing financial aid in these situations as opposed to outright cash donations or loans.

How the Annual Leave Emergency Fund will operate: All Library Group employees are eligible to request a donation from the ALEF in an emergency situation. The employee requesting the donation or his/her supervisor shall make the request to any member of the Management Team, and that group's Operational Group shall make a judgement and determine the amount of annual leave to be disbursed from the fund. Employees who receive annual leave from the fund are not required to repay the donated annual leave, but should make every effort to participate in the fund rebuilding, just as all Library Group members are encouraged to do.

The College's Personnel Director, Rita Cooper has recommended a "payroll savings" type program for the Library Group to use to collect a set amount of annual leave time on a monthly basis from each participating employee. (For example, an hour or two to be collected each month from each participating employee's accrued annual leave will be deposited into the fund.) Donations are non-refundable. To get the fund started, some employees donated a day or two to build an initial usable fund. All Library Group employees are asked to become participating members by donating a portion of their annual leave time to the ALEF. The Library Group secretary will be responsible for the bookkeeping involved in making this fund operate.

* The HEPB rules and regulations say only annual leave may be donated to another employee. Sick leave is not transferable.

**THIS POLICY IS AN IN-HOUSE LIBRARY POLICY ONLY, NOT A CAMPUS-WIDE POLICY, AND, THEREFORE, INFORMATION INCLUDED IN THIS POLICY STATEMENT IS NOT FOR CAMPUS-WIDE DISTRIBUTION.

Chair Mary Dillaway
Recorder Eileen Burke McConl
Date January 9, 1979

Interim Audio Policy

General Policy

The Interim Audio Policy that presently exists will continue, as revised, for the general public:

The State Attorney General's Office has informed the Library that its method of providing access to its audio materials (i.e. the dubbing of archival-reel and circulating-cassette copies of sound recordings without permission) is illegal for recordings covered by current copyright law. Consequently, the Library is exploring alternative methods. Meanwhile, we have suspended the processing of new audio materials. Copies of copyrighted recordings are being removed from the collection. Circulation and minimal maintenance of the remaining collection continues. Finally, master discs do not circulate and are not available to Library users. We regret any inconvenience you may experience as a result of this policy. If you want to discuss it, or feel your situation justifies an exception, see Pat Matheny-White, Coordinator of User Services.

Reserve listening rooms will be established for all library users for the purpose of listening to discs and reel-to-reel tapes. The room may be reserved one week in advance at the circulation desk. An ID card will be required to obtain a key to the room. It may be necessary to give priority for academic use.

Academic Use: Programs and Contracts

We recognize special needs for group listening and extensive individual listening related to academic work. To meet these needs the following policies will be observed:

The circulating cassettes should be used by academic programs as often as possible.

Legal cassette or reel copies (works not covered by copyright) will be placed on reserve at the Circulation Desk by request of faculty for program and contract use. For works covered by copyright, discs may be placed on reserve. The reserve system will provide control of the use of the audio collection by an exchange of ID card for tapes or discs.

We recognize that faculty may need discs for taping excerpts or use in class. We prefer to limit the use of discs. Faculty with requests for discs should see the Coordinator of User Services. To fall within fair use guidelines, excerpt tapes must be erased at the end of the program or contract for which they were made.

All academic use will be arranged by the Coordinator of User Services.

Additional Operational Details:

The present Mackintosh Room will be used as a reserve listening room. Study rooms or the TV room may have to be used depending on demand. A list of users who can have access to the listening room(s) will be kept at Circulation. This list will be provided by Pat. Disc cleaning equipment will be in the listening room(s) for users.

The recordings on reserve at Circulation will be handled in the same manner as the foreign language tapes. Faculty will be requested to put recordings on reserve at the beginning of the quarter or with advance notice (2 days) at other times.

Pat will be sending a memo to faculty explaining the policy and procedures. Equipment needs will be coordinated with Karen Berkey.

Date policy adopted 9-20-78
Chair George Rickerson
Recorder Charbe Walker

Amended slightly at management team meeting of November 21, 1978 as recorded in the minutes of the January 30, 1979 meeting.

ELMECONI ,recorder

Policy On
Management Team Discussion of Personnel

The Management Team has the right and responsibility to discuss personnel matters as an integral part of its deliberations. This includes such things as a review of the existing hiring policy, discussion of vacant positions concerning whether they should be filled or changed, discussion of functions and needs in the Library in relation to positions, and other related matters.

The Management Team shall not discuss situations of conflict between people on the job which have no Library policy or procedure implications. Any member of the Management Team may ask any other member of the team for a brief statement of the nature of the conflict in question, in order to determine whether or not it has Library policy or procedure implications. All discussions of this nature are confidential.

Chair Eileen Burke Meconr

Recorder L. Matthew White

Date April 17, 1979

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Policy on
Replacement of Area Coordinator(s)

This policy provides for the continuance and continuity of information flow, intra-area coordination and reference services during the absence of one or more Library area coordinator(s). This policy applies when the Dean has determined that it is not necessary to hire a full-time replacement.

The term "absence" is whenever, for whatever reason, the area coordinator is not physically present to fulfill the responsibilities of their area coordinating position (i.e., sick leave, annual leave, an extended "business" trip, leave-without-pay, professional leave, sabbatical leave, rotation into a faculty teaching position, etc.).

I. INFORMATION FLOW

In the absence of an area coordinator, it is the responsibility of the Management Team to make specific plans and assign specific responsibilities to insure two-way information flow and communication between the affected area and the various decision-making/information generating groups (the Management Team, Operational Group, Area Coordinator's meetings, etc.).

II. INTRA-AREA COORDINATION

The coordination function includes decision-making and daily communication within the specific area, communication with other areas within the Library and communication between Library users and library services. Although this function will vary from area to area, the area coordinators and staff members within each area shall identify the essential coordination activities well in advance of any absences.

Each area coordinator shall select a replacement for her/himself, by whatever means s/he wishes, with that replacement subject to the approval of the Management Team. The area coordinator shall decide how soon the replacement becomes the acting area coordinator if the absence is to be less than twenty-two consecutive working days; otherwise the replacement automatically becomes the acting area coordinator after twenty-two consecutive working days of absence by the area coordinator. Whether or not the same person functions as the replacement for every absence is at the discretion of the area coordinator. The replacement shall be kept informed on all issues and decisions facing the area, at all times, so as to be able to speak for the area and make decisions as the need to do so arises. The replacement shall continue to fulfill their usual work assignments while replacing the coordinator and perform only those essential coordinator-type responsibilities identified by the area coordinator.

Crucial personnel and budget decisions which have to be made during a coordinator's planned absence, should be discussed and planned for as much as is feasible prior to the coordinator's departure. Participation by the replacement on Library and non-Library DTFs, committees, groups and the like, is at the discretion of the area coordinator. S/he may select another person to attend these meetings and/or elect not to have anyone attend.

Depending upon the length of the absence and the current issues before it, the Management Team will decide whether or not the replacement shall become a member of the Management Team.

The replacement shall be compensated, with compensatory time, for the overtime accrued as the result of expediting the extra responsibilities required of s/he as the area coordinator. The replacement shall accrue a minimum of eight hours of compensatory time for each week s/he acts as area coordinator. The accrued

Policy on the Replacement of Area Coordinator(s) (continued)

compensatory time may be used at the replacement's discretion or held until the end of the fiscal year (June 30th), when the Library will reimburse the replacement for the time accrued (only classified staff may be reimbursed for compensatory time accrued).

III. REFERENCE

When one or more librarians are on extended absences from the reference desk function, they shall be replaced by another librarian(s). However, this replacement of absent librarian(s) to insure the continuance of the reference function shall not be absorbed by existing staff.

Policy Adopted on May 22, 1979

Chairperson Eileen Burke Mecow

Recorder C. H. Davis

POLICY ON ORIENTATION OF NEW MANAGEMENT TEAM MEMBERS

Policy

The Management Team shall take appropriate steps to orient new members such that they become efficient members of the Team as soon as possible, following their selection or election.

The orientation of new members shall include orientation both to the mechanics of the Team work (how to write agenda items, how to give an observer's report, etc.), and the team process (listening skills, learning skills, etc.).

The orientation of a new member shall begin upon their appointment or election four weeks previous to the meeting at which they officially take office or as soon thereafter as possible. The bulk of orientation shall occur during these four weeks but will continue as long as deemed necessary by the new member.

A new member will be responsible for familiarizing her/himself with all Library policy previously adopted by the Management Team, all outstanding DTF charges, and some past Management Team minutes as appropriate, before taking office.

Procedures

A suggested procedure for the orientation of a new Management Team member is as follows:

Two members of the Team will be chosen to bear the primary responsibility for orientation of a new member. One will be chosen by the Team to orient the new member to the mechanics of the Team. This will include going over the different kinds of agenda items, explaining the Management Team duties, reviewing the policy on constituting DTFs, the job description of the operational group, etc., during the orientation period. This person will serve as a consultant to the new member until there are no gaps in information about the mechanics of the Team that interfere with the full participation of the new member.

The new member shall also choose someone presently on the Team, probably the person with whom they feel most comfortable, who will act as a consultant about Team process. The process orientator and the new team member will meet with each other member of the Team, one-by-one, immediately after the new member's election/appointment, or as soon thereafter as possible, to work through any feelings that might interfere with the smooth working relationship between the two members of the Team. The process orientator's role will be to support both persons in expressing their feelings in honest, positive ways, and to push each person toward resolution of their differences, if any.

The first meeting after the new member has met with all other members individually, shall be devoted to Team building. Each member will report on their time with the new Team member and what they learned from it, with the new member having the chance to add his/her comments to the report. Other Team building exercises, as appropriate, should be shared at that time.

Date

May 31, 1979

Chair

Recorder

Silvan Lemke Mecony
E. H. Davis

POLICY FOR LEAVES OF ABSENCE WITHOUT PAY,
PAID PROFESSIONAL LEAVE, AND ALTERNATIVE APPOINTMENT YEARS

Leaves of Absence Without Pay

The Washington Administrative Code personnel rules state the reasons and conditions under which leaves of absence can be granted. These regulations state:

- (1) Leave of absence without pay may be allowed for any of the following reasons:
 - (a) Conditions applicable for leave with pay;
 - (b) Maternity leave;
 - (c) Educational leave;
 - (d) Leave for Government service in the public interest;
 - (e) To accommodate annual work schedules of employees occupying positions established on the basis of an instructional year as specified in WAC 251-18-380.
- (2) Requests for leave of absence without pay must be submitted in writing to the employing official or designee and must receive the approval of both the employing official and the personnel officer.
- (3) Leave of absence without pay extends from the time an employee's leave commences until he/she is scheduled to return to continuous service, unless at the employee's request the employing official and the personnel officer agree to an earlier date.
- (4) Annual leave and sick leave credits will not accrue during a leave of absence without pay which exceeds ten working days in any calendar month.
- (5) A classified employee taking a temporary appointment to an exempt position shall be granted a leave of absence without pay, with the right to return to his/her regular position, or to a like position at the conclusion of such temporary appointment; provided application for return to classified status must be made not more than thirty calendar days following the conclusion of the temporary employment.

The procedure for submitting requests in the Library for leaves of absence without pay and for granting or refusing these requests shall be as follows: Requests for leaves of absence must be submitted in writing to your supervisor one month prior to the beginning of the requested leave date. This request must include reasons for the leave and dates of requested leave. This request, along with any other requests submitted at the same time, will be brought by the supervisor to a staff meeting within the unit. The request and its impact on the individual job and the work load of the unit as a whole will be discussed at this meeting. Based on the discussion, the supervisor will forward the request(s) to the Management Team with a recommendation to either grant or refuse the request(s) and the reason(s) for the recommendation if it is negative. The Management Team will have final authority over granting or refusing all requests for leave of absence without pay.

Leaves of Absence with Pay

Paid professional leave is possible under the terms of the Staff Professional Development Program. (EAC 174-112-900 to 940). This is a program to fund professional leaves for Evergreen employees to enable them to attend courses or workshops, to conduct independent study, or research projects, or to further their professional training. Details of eligibility, application procedure and criteria for selection for the program are available in the EAC. Applications must be accompanied by a letter of recommendation from the individual's

Immediate supervisor. It is the policy of the Evergreen State Library and the Management Team to encourage Library Group members to participate in this program. In order to do this, Area Coordinators will inform the Management Team of applications made to the Staff Professional Development Program. The Management Team will actively support the application process and encourage people to apply.

Alternative Appointment Year

The standard appointment is for a twelve month, forty-hour work week unless the position is specifically funded, advertised, and filled as a half-time, three-quarter or etc. appointment, or is partially reduced as a result of reduction-in-force.

It is possible for Library employees to request a reduced appointment years, e.g., half-time, three-quarters time, etc. This request must normally be submitted in the spring during the annual budgetary process. In order to be economically feasible for the Library, reduced appointments must be built into the budget. This is to prevent unused salary money being recaptured from the Library by position control.

During the annual budgeting process, the Management Team shall remind employees of the opportunity to request an alternative appointment year, i.e., a reduced appointment. Requests for a reduced appointment year must be submitted in writing to the supervisor. The request, along with any other requests submitted at the same time, will be brought by the supervisor to a staff meeting within the unit. The request and its impact on the individual job and the work load of the unit as a whole will be discussed at this meeting. Based on this discussion, the supervisor will forward the request(s) to the Management Team with a recommendation to either grant or refuse the request(s). This will include the reason(s) for refusing the request if it is negative, or an explanation of how the functions of the position will be accomplished on a reduced time basis if it is positive. The Management Team will have final authority over granting or refusing all reduced appointment year requests.

C. Adams
Chair
July 17, 1979
Recorder
Chuche C. Walker
Date

PROCEDURE TO ELECT PROCESS PERSONS

The election of a new process person to the Management Team shall be initiated approximately six weeks before the person is to officially take office. This provides two weeks for the nomination, election and notification process and four weeks for orientation and overlap of terms.

Eligibility: Any Library Group member who is a permanent, full- or part-time employee, classified, exempt or faculty, is eligible to serve on the Management Team and to vote in the election. A list of eligible candidates will be circulated with the nomination and election notification memo.

Procedure: The Management Team will appoint an election committee to conduct the election and count the ballots. Any member of the Library Group may nominate a person who is eligible to serve. Eligible members may nominate themselves. The person nominated must agree to stand as a candidate. If only one candidate stands for election, that candidate will be appointed.

Each candidate will write a statement regarding his/her reasons for running and qualifications (this statement can be as short or long as the candidate wishes). The candidate will be responsible for distributing the statement to The Library Group. Each person who accepts a nomination should be prepared to attend the regularly scheduled meetings of the Management Team from the time of election until the end of the term. There will be one slate of candidates. Each voter will vote for one person. The election will be by secret ballot. The Library Group secretary will receive nominations and ballots.

To win, a candidate must receive a plurality of the votes cast. The election committee will report the results of the election to the Chair of the Management Team. The Management Team Chair will, in turn, announce the name of the new Process Person to the Library Group.

* If no candidates apply then the position will be vacant until the end of the term which has to be filled, unless there is reason to believe that another attempt at an election would be fruitful.

A. Davis
Chair
July 17, 1979
Recorder
ELLEN LYNNE McCOMB
Date

* Addendum approved by the MT Dec. 11, 1979. Added to book by Susan P. Smith
Recorder

POLICY ON LIBRARY SERVICES TO OFF-CAMPUS PROGRAMS

The Evergreen State College Library will provide the following services to off-campus programs:

1. Access to minimal basic reference materials.
2. Access to reference materials needed to support the academic program.
3. Access to a collection of materials capable of supporting inter-disciplinary programs.
4. Professional assistance to students and faculty in accessing reference and other information resources.
5. Professional assistance in helping students acquire library utilization skills.
6. Access to media equipment necessary for support of academic programs.
7. Professional assistance to students and faculty in the use of media equipment.

The cost of services provided should be in phase with the library formula for the FTE students enrolled in the academic programs, and the amount funded by the legislature and allocated internally by the college.

The services will include reference, interlibrary loan, acquisition of materials, loan of media equipment and other media services as determined by an evaluation of program needs and the college's capability to deliver services.

Cooperative agreements with local libraries will be arranged as much as possible.

Specific requests, recommendations, and procedures for providing service will be made for each off-campus program.

Chair

P. A. Davis

Recorder

Deborah Robinson

Date

July 25, 1979

POLICY ON THE PURPOSE, COMPOSITION, TERMS OF OFFICE AND
OPERATION OF THE MANAGEMENT TEAM

PURPOSE: The Management Team is the policy making body for the Library Group. Also, the Management Team insures compliance with the policies which have been adopted. The principles and policies upon which the Management Team operates are evolutionary rather than fixed. It is, therefore, understood that this definition may be changed by the Management Team in the future.

COMPOSITION: The members of the Management Team shall represent all areas and aspects of the Library. It is composed of three area coordinators, or their replacements, three process persons, and the Dean of Library Services. The area coordinators and the Dean serve on the Management Team by virtue of their official positions. Two process persons are elected by permanent Library Group members. (See election of Process Persons Procedure, July, 1979). One Process Person is appointed by the Dean from a slate of atleast two nominees drawn up by the Management Team. (See policy on Identifying and Recommending Candidates for the Appointed Process Person, Aug. 23, 1978). One process person is appointed rather than elected in order to provide balance on the Management Team. This is decided on whether the needed balance is from the public services point of view, the "back room" point of view, media, male or female, budget unit head or a non-budget unit head point of view, etc.

TERM OF OFFICE: The Area Coordinators and the Dean are permanent members of the Management Team. The Process Persons serve for a one year official term of office plus an initial month's orientation period and overlap of terms with the previous Process Person. (See Policy on Orientation of New Management Team Members, June, 1979).

OPERATION: Both the Area Coordinators and the Process Persons shall act as conduits of information to and from their respective areas as well as the Library as a whole, and do not serve on the Management Team as representatives of their areas. Members of the Management Team share responsibility for the functioning of the group by taking turns serving in the capacity of Chair, Recorder, Observer, or member of the Operational Group. These duties and assignments are explained in the Policy on ~~Management~~ Team Duties (Aug. 2, 1978) and the Policy on Definition of Operational Group (Dec. 5, 1978). The Management Team meets at a regularly scheduled time (See Policy on Management Team meeting Times, July 12, 1978). Agendas are prepared according to a format designed to facilitate productive discussions and effective decision making. The agenda format is described in the Policy on Management Team Agenda (Sept. 20, 1978). The agenda is distributed atleast two days before the scheduled meeting. Additional existing policy statements which describe the operation and function of the Management Team are: Policy on Management Team Notebook (Aug. 2, 1978), Policy on Information Flow to the Management Team (Aug. 30, 1978), the Policy on Constituting DTF's and Standing Committees (Dec. 5, 1978), and Policy on Management Team Discussion of Personnel (April 17, 1979).

Chair E. H. Davis

Recorder Brooke C. Walker

Date: July 26, 1979

POLICY ON THE PURPOSE, COMPOSITION, TERMS OF OFFICE AND
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Chair

Chris Davis

Recorder

Chuck Walker

Date:

July 26, 1979

THE EVERGREEN STATE COLLEGE
July 1, 1978
(Retyped with amendments June 20, 1979)

PRINCIPLES FOR THE MANAGEMENT TEAM

The principles upon which the Management Team operates are expected to follow an evolutionary path. Therefore, the following principles arrived at through consensus by the Implementation Committee* are subject to growth and change.

- I. Management Team shall be the policy making and policy reviewing body for the Library Group.
 - A. The course of action decided upon by Management Team shall coincide with the Evergreen Administrative Code and support the goals and objectives of the College.
 - B. The business of the Management Team shall be conducted as openly as possible while respecting individuals' requests for confidentiality. It shall be considered a serious breach of duty for any member of the Management Team to betray any confidences.
 - C. Evaluation of the Management Team and its processes shall be continuous.

NOTE: The Implementation Committee* suggests that the Management Team may wish to consider the formation of a committee composed of Library Group members not serving on the Team specifically charged to evaluate the Team's work, etc.

- II. Management Team shall expect that all decisions that can be made at the area level shall be made there.
 - A. Management Team should not consider procedures except when examination of procedures will illuminate or assist in the formation of policy.
- III. Management Team shall encourage all members of the Library Group to provide leadership in the formation of policy to the limit of each individual's willingness to serve. Management Team shall firmly reject any attempts to link leadership with job titles, salary levels, sexual, racial or other groupings, status, work area, or any other sociological phenomena.
 - A. Management Team shall be committed to encouraging the flow of information upward from the Library Group as well as downward from Management Team.
 - B. Management Team shall be committed to listening to and hearing opinions and feelings of Library Group members.
 - C. Management Team shall delegate its responsibility as widely as possible in respect to both authority and workload. One way the Management Team will do this is by charging task forces to work on particular issues.

D. Management Team shall ensure that Library Group members whose job descriptions do not specifically provide room for management duties will be granted time to perform such duties by their area coordinators.

1. Management responsibility shall be fully credited in a participant's employment record but no monetary payment will be granted beyond the

A. Management Team members shall regard themselves as serving the Library Group at large rather than their area as a constituency.

B. Management Team and Library Group members shall be committed to supporting their fellow members as individuals even though positions on an issue may differ.

C. Management Team shall follow an organized decision-making process.

D. Management Team shall serve as a model for team effort within the Library Group.

V. Management Team shall promote constructive relationships between the Library and library users, external organizations, and agencies, both within the College and beyond it.

VI. Management Team is accountable to the Library Group.

Chair A. Davis

Recorder _____

Date August 28, 1979

*The Internal Task force, as one of it's last official acts, appointed an Implementation Committee (Jacci Trimble, George Rickerson, Al Saari, Susan Smith, Eileen Lemke Meconi and Dave Carnahan) in the spring of 1978, to set up the founding principles for the Management Team.

POLICY ON FACULTY MEMBERSHIP FOR LIBRARY STAFF

The Library endorses and supports professional librarians applying for and becoming Members of the Faculty when their duties as librarians include public service work, curriculum planning, collection development, teaching students to use library materials, developing reference workshops, liaison between library, faculty, and students. The Management Team will review and approve applications for faculty membership by incumbent professional librarians prior to their applying for faculty membership. The decision as to whether or not a librarian may apply for faculty membership will be based on three factors: 1) whether the Library has the money; 2) whether the librarian is doing public service work; 3) whether the librarian will be able to fulfill professional librarian duties as well as faculty duties.

The Library also endorses and supports all other Library employees, including professional media staff, applying for and becoming Members of the Faculty (per appropriate EAC guidelines), as one of the many means for developing and delivering quality library services and resources. These applications do not require Management Team approval.

All Library employees shall work twelve month appointments (with appropriate annual leave) except when the Management Team grants a request for or determines that one or more of the following is necessary:

- a) leave without pay
- b) split appointment
- c) shortened appointment year

During budget time, whenever a professional position is vacant, and other times as necessary, the Management Team will review the Library's fiscal situation and the need for professional librarianship services and area coordination throughout the year. The Team will then develop a plan to meet the Library's needs and individual staff member's leave-type requests, within fiscal reality. Plans developed will recognize the need for year-around coordination of areas, the need for the same person doing year-long coordination of an area, continuous reference service and continuous collection development and maintenance.

The Management Team will initiate a library-wide evaluation of the effectiveness of this policy prior to the budget-building time in 1981.

Pat Anthony White
Chair

A. W. Davis Susan P. Smith
Recorder (pmw)

October 16, 1979
Date

COMMENTARY ON THE DRAFT POLICY ON FACULTY MEMBERSHIP FOR LIBRARY STAFF

Introduction

The purpose of this commentary on the Draft Policy on Faculty Membership for Library Staff is to address in detail issues which have been raised in the course of the discussion of this policy.

Issues

1. Continuity. One area of concern had to do with the need for continuity, particularly in the area coordinator positions. The Management Team agrees that continuity is required in these positions. The policy addresses this by specifying that all positions in the Library are 12-month positions and by stating that the Team's periodic review of the Library's need for professional librarianship services will specifically provide for continuous coordination. Further, the Management Team will insure that no librarian will leave the Library to teach while serving as an area coordinator.
2. Reference and collection building. Another concern was that work which is considered to be professional librarian work was being neglected by our librarians; specifically, the reference desk was being neglected, the Resource Selection Committee was not functioning effectively, and collection development activities were minimal, at best. The Management Team agrees that these activities are basic professional librarian functions and should be attended to on a continuous basis by professional librarians. The demands of faculty membership must not interfere with or degrade these activities.
3. Trickle-down effect. A third concern had to do with the famed "trickle-down effect," in which the work trickles down, but not the money. Specifically, it was felt that when a coordinator was absent from the Library due to his/her faculty membership, it was not fair to have lower level staff pick up the coordinator's responsibilities and still have to carry on their own jobs. The Management Team agrees that this is an inequitable situation. As has been stated, coordination responsibilities, reference responsibilities, and collection development responsibilities must be met by the professional staff regardless of the demands of faculty membership, and they must be met on a year-around basis. During the periodic review described in the policy, the Management Team will insure that there will be adequate professional staff on hand to carry out these activities during the entire year. As a by-the-way, it appears that this calls for some revision of the Area Coordinator Replacement Policy.
4. Pay scales. The feeling was often expressed that the faculty librarians were being paid more to work less, and that the Library could not afford faculty membership for librarians. The issue of pay scales turned out to be a complicated and tricky subject, mainly because the exempt pay scale and the faculty pay scale are not related to each other in any way, and what an individual is paid depends more on the individual than on what pay scale they are on. The Management Team decided not to change existing college policy with respect to pay scales for Library staff who are Members of the Faculty. That policy is as follows: librarians who are Members of

the Faculty are paid on the faculty salary scale and are paid by the Library all of the time; other Library staff who are Members of the Faculty are paid on the faculty salary scale only when they teach full-time in an academic program and then they are paid from the academic budget. The only other policy with respect to pay scales that the Management Team seriously considered was to pay librarians who are Members of the Faculty on the exempt salary scale except when they are teaching full-time in an academic program and during the quarter in which they are planning their program; during these two quarters they would be paid on the faculty scale.

The Management Team decided not to change the pay scale policy because it became clear that it would be impossible to write an equitable, stable, and manageable policy dealing with two unrelated pay scales. More to the point, it wouldn't necessarily save the Library any money to do so. So, the Management Team decided to use leave without pay, shortened appointment years, and its power to approve or reject attempts to apply for faculty membership by librarians as the means to provide adequate professional librarian staff at an acceptable cost. As a by-the-way, there is one myth about the pay issue that should be put away: librarians do not receive more money for working nine months on the faculty scale than they would for twelve months on the exempt scale; they do not get more money for working less.

5. Roles of faculty members who rotate into the Library. There have been questions about how the Library benefits from having a faculty member work in the Library for a quarter. One of the major responsibilities of a faculty member working in the Library is to assess Library collections in their subject areas and to make suggestions for additions to the collections. Faculty who are serving in this capacity offer the Library a high level of expertise that we would not otherwise have. Their second responsibility is to serve as reference librarians. Having full-time faculty serving in this highly visible Library role improves the Library's status with students and with other faculty members and thus benefits the Library. The Management TEam agrees with a stated concern that faculty serving in this capacity need careful guidance from the librarians.
6. Faculty librarian responsibilities other than teaching. Another concern has been the demands on the faculty librarians other than actual teaching and the time that these things take. These things include attending faculty meetings, curriculum planning, academic advising, faculty seminars, and DTFs. Since most academic decisions are made at faculty meetings, curriculum planning sessions, and on faculty DTFs, faculty librarians are in a better position to help make those decisions and to have better control over decisions that can affect the working conditions of the Library staff and the types of services we offer. Academic advising gives faculty librarians a first-hand opportunity to know what kinds of questions, needs, and concerns a small group of students have. It also gives the librarians an opportunity to make sure the Library is a part of the academic plans of these students. Faculty seminars give faculty librarians an in-depth picture of concerns that are being addressed in one academic program. This gives faculty librarians a better understanding of the real needs of academic programs so that the Library can provide better service.
7. Job expectations for librarians. Several people have spoken to the need for better job expectations for librarians. This concern seems to have

two parts to it. First, who assures that the faculty librarians really do their job? The supervisors of librarian faculty members make sure that they are working well in the Library. Librarians are evaluated annually just as other Library employees are evaluated. When librarians are teaching full-time in academic programs they are evaluated by their Academic Dean, working with the Library Dean. It is as important that the librarians have good supervision as any other library worker. However, the Management Team believes this is a supervisory issue and not an issue specifically related to faculty librarians so we did not address it in our draft policy.

The second concern has to do with individual library members not always knowing which librarian to approach, if any, for which day-to-day decisions. A suggestion has been made that more specific job expectations have to be written both for Library staff members and for librarians so that people will have a better idea of their respective responsibilities. Again, Management TEAm members thought this was a good idea but not directly related to the policy at hand. We encourage people to study the Policy on Unit Management, The LEEPES evaluation system, and to initiate an update of job descriptions in their area if needed.

8. Other questions.

- a) Q. Can all librarians apply for faculty membership?
A. Librarians whose duties include public service work as described in the policy may apply if the Management Team approves. Our ultimate goal is that all librarians will have public service responsibilities and will, therefore, be eligible for faculty membership. Fiscal reality makes this impossible at the present time.
- b) Q. What is the present budget priority for more faculty librarians?
A. The Management Team doesn't see any incumbent librarians becoming faculty members in this fiscal year. The Team is considering hiring the Assisatn Reference Librarian as faculty. We have the money for it since it was budgeted that way.
- c) Q. Are librarians' evaluations public?
A. Like all other Library staff, librarians' evaluations are public to the extent that the individual librarian wants them to be.
- d) Q. Which positions in the Library are professional librarian positions?
A. Dean of Library Services, Jovana Brown, incumbent.
Associate Dean of Library Services, Dave Carnahan, incumbent.
Coordinator of Technical Services, George Rickerson, incumbent.
Coordinator of User Services, Pat Matheny-White, incumbent.
Coordinator of Media Services, Susan Smith, incumbent.

Head of Reference, Frank Motley, incumbent.

Periodicals-Documents/Reference Librarian, Malcolm Stilson, incumbent.

Assistant Reference Librarian, Bob Pringle, incumbent (temporary)

Cataloging Librarian, currently vacant.

Job descriptions for all of these positions are available for inspection in the Library Secretary's office.

- e) Q. How can the Management Team be objective about deciding whether a librarian should be on the faculty when at least three out of the seven members of the Team are already on the faculty? Isn't this a conflict of interest?
- A. It might be a conflict of interest if the Management Team made decisions by vote, but since the Team uses consensus decision-making, there is an automatic check on the process due to the process persons. All members of the Team, including the members of the Library Group staff who serve as process people, must agree to each faculty application before it is approved.
- f) Q. When does this policy become effective?
- A. The policy is effective when the Management Team accepts it in final form, with the exception of those parts pre-empted by existing legal contract or previous commitment to academics. (In specific, Pat will be teaching winter quarter.) Any rotations of librarians into the faculty thereafter will be subject to this policy.

SPS:md

10/22/79

Policy On
Library Budget Process

I. HISTORY

The Budget Process DTF was constituted by the Library Management Team in December of 1978 in response to a number of questions about how budgets should be developed under the new management structure in the Library. Previous to implementation of the Management Team in the summer of that year, budgets had been reviewed and modified in meetings of all Library Budget Unit Heads. Since Budget Unit Heads no longer met as a group, there was some confusion among some Library staff as to how library budgets were going to be developed in the future. The charge to the Budget Process DTF was to "define the budget planning process in the Evergreen Library with specific attention to the role of the Budget Unit Heads in that process."

People appointed to the DTF included the Library Associate Dean, the Library Budget Coordinator, one Budget Unit Head and three Library staff members from various areas. Two of the staff conducted interviews of other members of the Library Group, and from these, drew up a list of key issues to begin discussions. This report is the written summary of approximately two months discussions.

II. ASSUMPTIONS

There are several assumptions contained in this report that need to be pointed out from the beginning. One of the biggest is that the process described herein is based upon the present economic situation of the college and the state. Meaning that these are austere times of no-growth budgets that leave little room for developing new projects or services. The base of each new budget built is the one presently being administered, with slight adjustments here and there.

Another assumption contained in this report is that the budget process described herein cannot be administered rigidly. What we recommend as a process are really a series of guidelines that need to be re-examined periodically. There are at least three major reasons why a budget process needs maximum flexibility. One is that the Library budget process is greatly at the mercy of external influences, such as directives from the President, schedules from the Business Office, orders from the Governor, etc. Two is that much of the success of the process depends upon the persons involved, and therefore, must change as the people do. Third, that a process of building and administering a budget is inherently a fluid, on-going one. Accordingly, when a situation arises that requires alterations to the proposed process, by all means, alter the structure to meet the situation in whatever way makes sense. In this report, we present a specific process based on present reality, but we also suggest that it is more important to follow the spirit of the report rather than the letter. To make that easier, we list below the important guidelines to be followed for an efficient humane process.

III. GUIDELINES

A. Choice of Involvement: Any budget process designed for the Library should include several levels of involvement for people to choose among. The DTF began with the belief that most people in the Library wanted more involvement in the budget process, but soon found out that this is not true. Some did, some didn't. Some even wanted less involvement than was expected of them -- this was the case among several Budget Unit Heads. In fact, a lot of the confusion about the role of the Budget Unit Heads was cleared up for us by the discovery that not

all Budget Unit Heads were interested in working with the budget other than drawing up one for their own area. This made it possible for us to see that those Budget Unit Heads who were requesting greater involvement in the budget process should be welcomed along with other Library Group members who wanted more involvement, rather than thinking that there was something unique to the job which mandated the involvement of all Budget Unit Heads in Library-wide policy. There must be room in any library budget process for people to choose to not be involved.

B. Quality rather than quantity involvement: Another important guideline to any budget process is to place more emphasis on structuring meetings so that they will be maximally productive rather than frequent. Scheduled Library Group hearings, presentations and discussions should be frequent enough to keep people well informed but, even more important, meetings which are called need to be well planned and well prepared so that participants have a sense that their involvement is indeed important. Otherwise, people conclude by making uneducated contributions which are, in some cases, more frustrating than making none at all.

C. Open meetings: When possible, the Budget Process DTF endorses the concept that all non-Management Team budget meetings should be open to Library Group staff, regardless of classification. The rare exception would be meetings where RIFing questions need to be addressed to avoid rumor-spreading or panic. It is, however, up to the group holding the meeting to decide whether to treat other interested parties as observers or full participants. For example, if the people in User Services want to attend a meeting to review the Media Services draft budget, they could, but, the latter group should decide whether to let the former present arguments either in favor or against a certain item, or whether to ask them to just listen to the arguments presented by the people whose budget was under review. We endorse this because we feel information should be free and easy to obtain by anyone interested at any level at any time, but that groups also need uninterrupted times to get work done. The proposed budget process and any Library budget process guarantees that a Library Group member can air his or her opinion about all levels of the Library budget at one time or another. Therefore, it seems fair to make it impossible for any Library budget process to break down due to "fillibusters" by people seeking to further the interests of their area at the expense of the interests of the Library as a whole.

D. Budget making is not consensual: Any successful budget process must leave room for people to really be heard about their concerns and opinions. On the other hand, if budgets were left up to consensus, they wouldn't get done. Since we all want more of the resources than are available, the attached budget process allows for maximum participation while identifying certain individuals, mainly, the Area Coordinators and Management Team as responsible for making "hard decisions" in the face of conflicting interests.

IV. RECOMMENDATIONS

With the preceding in mind, we make the following recommendations:

A. That the proposed budget process, as defined under our sections on scheduling and structure (narrative), scheduling and structure (visual), roles

and sample budget, be adopted as Library Policy and Procedure.

- B. That the Management Team develop further policy on RIFing as it applies to the Library. This seems to be a separate, complex decision-making process apart from, but tied to the budget.
- C. That the Management Team develop a list of priorities of Library functions and services for use in making budget decisions. (This has already started - Ed. Note)
- D. That the Budget Coordinator be given support for developing meeting facilitation skills, including encouragement and further training, to maximize his/her talents.
- E. That the Management Team examine and update the Budget Unit structure in the Library to ensure that the person responsible for the functioning of the unit is the Budget Unit Head.

V. BUDGET PROCESS -- SCHEDULING AND STRUCTURE (NARRATIVE)

A. The process of creating and administering a Library budget is an ongoing one and should be treated as such. During the entire year, the Budget Unit Head and the staff of each area should pay attention to the budget presently being administered, take notes when they identify changes in spending patterns and costs. In particular, they should notate trends in inflating or deflating prices of supplies and services, or any unusual expense incurred which would not be expected to repeat in the future. At the same time, each area should be thinking about what services they provide or work they do which they could eliminate, and which new services need to be provided.

This information should be assembled from February through May of each year. During February and March the staff from each area should sit down and update the established priorities of the area and make decisions about cutting or adding services in that area. In doing so, the staff need to consider the larger context within which they work by consulting the established priorities of the Library, academics and the College. After coming to an understanding of area priorities, and after compiling cost research from the past year, the staff should be able to pull together an accurate budget proposal for their area for the upcoming year -- including both a budget for day-by-day maintenance of the area and a prioritized list of one-time, large expenditures of funds. This information should be forwarded to the appropriate Area Coordinator.

During the last half of March, each of the Area Coordinators and the Library administrators should work through all of the budgets in their area. They should be checked against established priorities and compiled into one, large, prioritized request. If this involves cutting back any of the area proposals, the Area Coordinator needs to meet with the affected persons to present his/her thinking and to provide an opportunity for dialogue about the change. The Management Team will review and update the Library priority list to correspond with changing College needs.

By the beginning of April, the Area Coordinators should present their budget requests to the Management Team to combine into a full Library budget. For the balance of the budget process, the Management Team should be joined by the Budget Coordinator and the Associate Dean. Beginning in May, this combined budget will be scrutinized and refined. Everyone's opinion shall be considered, be they from Library management, Library staff or people outside

the Library. All changes in priorities, requests, etc. should be communicated to affected members of the staff as soon as possible after the changes have been decided upon. In addition, the Management Team should arrange at least one all-Library budget hearing where the proposed budget is presented in total and in a way that does not intimidate people with little or no exposure to the budget process. This hearing should serve the dual purpose of informing all members of the staff about current developments and giving them the opportunity to review and comment on these developments.

When the Library budget request has been finalized internally, it should be presented to interested people outside the Library for their comments. During the preceding part of the process, individual items may have been presented to certain external Library people for approval or comments, but now the final request as a whole should be discussed with key external people, as determined by the Dean. The idea is to complete the groundwork to ensure smooth presentation at College-wide budget hearings.

A more refined schedule of dates should be drawn up each year by the Budget Coordinator, after the Library has received directions from college and state officials as to that year's requirements.

B. Roles:

Library Staff. The primary involvement of Library staff with the budget process should occur within each person's budget unit. Each member of the Library staff, whether Budget Unit Head or everyday working class, must continually be aware of the cost of operating his or her budget unit. This doesn't mean that all staff should know payroll details or how to fill out travel forms, etc., but that they shall pay attention to inefficient and/or ineffective use of equipment, supplies, staff talents, or whatever. Because of the intricate, detailed knowledge each staff member carries about what it takes to do their job, they are also in the best position to comment on what shifts in the priorities/workload of an area can be accommodated within the present system, and which take different personnel, supplies, or equipment. The part staff play in contributing to the budget process on the unit level cannot be over-emphasized.

In addition, Library staff should add their thinking about Library priorities, and budgeting both in the area-wide and the Library-wide meetings called for that purpose. It is important, however, that staff avoid the temptation to lobby for their unit.

Budget Unit Head. The role of the Budget Unit Head in the budget process should be coordination of the efforts of the staff in that area to 1) evaluate area services in order to reaffirm or modify existing area priorities; 2) build a realistic, well thought out budget for that area for the future; and, 3) to monitor the smooth administration of the existing budget under which the area operates. The Budget Unit Head is primarily an information gatherer and disseminator. This does not mean, however, that the Budget Unit Head should play a passive role. Because that person has maintained close contact with his or her Area Coordinator and other Library people and users, and because she or he has developed a comprehensive view of the nitty-gritty financial details of running the area, the Budget Unit Head can and should exert strong leadership in coordinating the budget process. In most cases, this would mean that the Budget Unit Head would take responsibility for putting forth various proposals, but that the staff in the area would have the opportunity to review and modify

6

those proposals. The Budget Unit Head would also bear the major responsibility for representing the area viewpoint with regard to the budget, to the Area Coordinator and others, as needed, after the staff in the unit have come to a general concurrence about the budget.

Area Coordinators. In cooperation with the staff of units they supervise, the Area Coordinators shall be responsible for assembly of their area's budget request. They must become aware of the needs of each budget unit, and the justification for those needs.

During the body-building phase of the budget process, the Area Coordinators must play two somewhat contradicting roles because of their appointments on the Management Team. On the one hand, Area Coordinators shall be responsible for representing the view of their areas in providing information and argument to the Management Team in support of their areas. On the other hand, as members of the Management Team, Area Coordinators are committed to thinking about the Library as a whole rather than being bogged down by a narrow area perspective. Area Coordinators must be able to knowledgeably deal with requests of other areas as they relate to Library-wide priorities.

Management Team. The Library Management Team shall be the last unit of review prior to the budget request leaving the Library for presentation to the rest of the College and state. It is their responsibility to see that the requests have been coordinated to comply with existing lists of priorities. The Management Team and/or their sub-group, the Operational Group, should be on a standby basis during the last phases of the budget building phase of the budget process -- in order to make the immediate decisions about changes in priorities often required at this time.

Budget Coordinator. The Budget Coordinator is exactly that -- a key person in coordinating all the aspects of the budget process. The Budget Coordinator does this in two ways. First, this person shall be responsible for providing and compiling all kinds of numbers, and, in doing so, working with and understanding terms. The Budget Coordinator shall be responsible for monitoring the schedule of the budget process to ensure areas and responsible individuals have accomplished the tasks and steps as prescribed. The person shall be available to attend any or all budget unit, area or Library Group meetings where and when the staff need budget information or need help translating the various forms, schedules, and cost estimates required in the process, into terms which are easily understandable for discussion. Second, the Budget Coordinator shall facilitate budget unit, area and Library-wide meetings where budget is discussed, as requested by the people responsible for those groups. The Budget Coordinator can use his or her position of neutrality towards Library areas, coupled with his or her extensive information about budgeting, to raise issues and questions for discussion. At no time should the Budget Coordinator assume an advocacy position for or against any Library area or service.

Associate Dean. The Associate Dean acts jointly with the Dean in representing the Library at college-wide meetings and in presenting the Library budget to the campus and the college administration and other points. The Dean and Associate Dean shall be assisted in this presentation by any Library staff that they deem necessary to help support this process.

Within the Library, the Associate Dean's role shall be to play a "devil's advocate" during the latter stages of budget building, asking the hard questions

that may be asked of the Library by people from the outside, and forcing Library staff to sharpen their thinking and responses to questions in preparation for budget hearings. This will happen when the budget request is reviewed at the Management Team level.

In addition, the Associate Dean may wish to attend budget unit or area meetings where budget discussions are occurring in order to get a clear sense of what the arguments will support a particular request. In these cases, the staff involved and the Associate Dean will decide, prior to the meeting, whether the Associate Dean will play "devil's advocate" or simply observe.

Dean of Library Services. The Dean of Library Services officially is vested with the authority to make all decisions about the Library Budget, both the one proposed and the one presently administered, as well as all decisions about Library services and priorities. In reality, however, the Dean has chosen in the past to delegate some responsibility to the Area Coordinators, Budget Coordinator, Budget Unit Heads, Associate Dean and other Library staff. Acceptance of this DTF report means that the Dean shall delegate budget authority according to the roles as defined above.

The responsibility of the Dean in the budget process is three-fold. First, the Dean shall provide leadership throughout the entire process, particularly, by raising issues for discussion and putting forth proposals for the benefit of the entire Library. Because of her or his unique position of authority, which makes her/him privy to information about the rest of the College, state and nation, he or she will be able to help Library staff see their work within the larger college and institutional Library structures. Second, the Dean shall monitor the entire process to make sure it is efficient, humane, and appropriate. In the event of a major breakdown in the budget process, the Dean, in consultation with the Management Team, shall take necessary steps to get the process going again, consistent with the spirit of this DTF report. Third, the Dean is official spokesperson for the Library and, as such, has the responsibility for presenting the budget to the college administration. The Dean shall do this jointly with the Associate Dean in order to make the best possible case for the Library in the budget process.

C. SAMPLE PROCESS The following narrative traces the building of an acquisitions budget, in order to illustrate how a single request would progress under the proposed budget process.

Phase I - Drafting the Acquisitions Budget Request.

(Ongoing) The current year expenditures of the acquisitions budget shall be followed throughout the year, with Phoebe, Al, George, Acquisitions staff and the Library Resource Selection Committee making notes of any unusual expenditures. As Budget Unit Head, Phoebe would maintain this accumulation of notes for consultation in later phases. (February) Phoebe would call together the acquisitions staff and other interested people to talk about possible changes in services, workload, staff, or equipment resources that might have budget implications for the upcoming year. During these discussions, budget unit, area, Library, and college priorities would be reviewed, as well as any current budget directives. If invited, Al should attend any or all of these meetings in order to provide information, and Dave should attend if something is being discussed for which he may need background information at future hearings outside the Library. After sufficient discussion, Phoebe, should draw up a draft acquisitions budget to present to acquisitions staff for final review.

Phase II - Acquisitions Budget Merging with Technical Services.

(By March 15) Phoebe presents the draft request to George as Head of Technical Services, with verbal explanation of new requested items, a review of what elements of the budget were repeated from previous budgets, and any other information George might need.

(By March 30) George considers the acquisitions draft budget along with the Technical Processing draft budget again consulting with statements of existing internal and external priorities to which the area is committed, and compiles both into one Technical Services draft request. By this date, he may have more information from college and state authorities via Al as to how the draft must be written which may modify the acquisitions draft budget additionally. When he is satisfied that he has put together the best possible Technical Services draft budget, he presents this to the staff of that area for review and modification.

(By April 1) The Technical Services draft budget is formalized and forwarded to the Management Team, Dave and Al.

Phase III - Technical Services Budget Merged with Library Budget.

(By April 30) The Management Team reviews all the area draft requests, reviews the Library, college and state priorities and budget directives coming from external sources. As part of this, George would explain the acquisitions part of the draft budget, with Al, Phoebe and other acquisitions staff providing more detailed information, if necessary. Dave would ask tough questions about the acquisitions and other parts of the budget. The team would prioritize new or special requested items. Jovana would present these to interested outside influences such as the Vice-President, President, etc., for their informal reaction, asking Phoebe, George or Al for verbal or written supportive arguments for the acquisitions part of the prioritized items if Jovana deems it necessary.

(By May 15) The Management Team would listen to Jovana's report of the reactions of interested outside influential people and modify the request of prioritized items, as necessary. The Team would combine the draft budgets into a single Library draft budget. This would be presented to the Library Group, either through an all-Library or through area meetings. As part of this, Al and George would explain to acquisitions staff what changes were made in their draft budget and why. Depending on the reaction of Library staff, the Management Team would redo the Library draft budget and present it again to the Library Group for another round of comments.

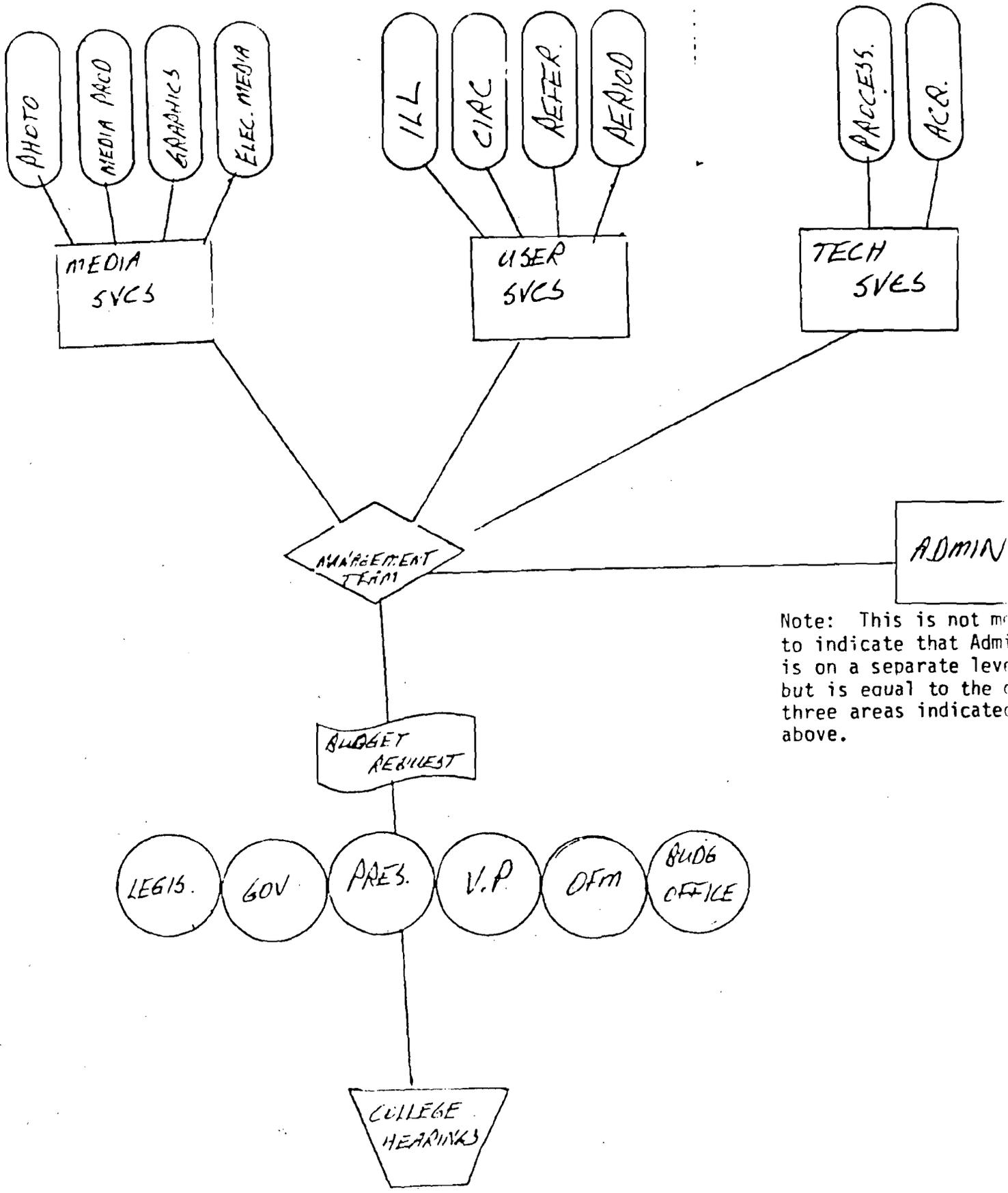
Phase IV - The Library Budget Merging with the College Budget.

(By May 30) Jovana and Dave take the final Library draft budget to the Vice-President, President and College hearings. George, Phoebe and other acquisitions staff either accompany them or stay in a standby mode to provide more detailed information about acquisitions generated requests. At this point, College administration may decide to more specifically direct the amount of funds to be allocated and the purpose of the allocation. This information will then be transmitted back to the Management Team and the Library Group for further refinement of the budget request in order to meet these directions.

Chair Pat Anthony White

Recorder Susan P. Smith

Date: Nov. 5, 1979



Note: This is not meant to indicate that Admin is on a separate level but is equal to the other three areas indicated above.

Further Commentary on Faculty Membership for Library Staff

Area Coordinators cannot rotate into teaching in a program until they have been a Coordinator for two years. The Management Team supports internal promotion for replacement for a one year term during the year the Coordinator teaches in a program for an academic quarter.

Pat Matheny-White
Recorder
July 2, 1980

PMW:sj

6/20/79

(5)

Policy On
Library Unit Management

1. For each distinct library unit, and each distinct library area, there will be a library budget unit head responsible for coordinating the building and monitoring of the budget for that unit. (See Library Policy on the Budget Process).

Therefore, it follows, there will be a budget unit head for the following:

Acquisitions	Media Loan	Photo
Processing	Circulation	Graphics
Cataloging	Inter-library Loan	Electronic Media
Technical Services	Periodicals/Documents	Master Control
	Reference	MPC
Administration	User Services	Media Services

2. The management of any library unit which does not have area-wide or library-wide implications shall be left up to the staff of that area.
3. Coordination between library units which does not have area-wide or library-wide implications shall be left up to the staff of those units.
4. See #3 above--to be repeated here.
5. The staff of a library unit is responsible for identifying problems and raising issues with the area coordinator, dean, and the rest of the library group when situations arise that have area of library-wide implications.

THE MANAGEMENT TEAM - Definition

The Management Team is the policy making body for the Library Group. It is composed of three Area Coordinators or their replacements, three Process People, and the Dean of Library Services. The Area Coordinators and the Dean serve on the Management Team by virtue of their official positions. Two process People are elected by permanent Library Group members. (See Election of Process People Procedure, June, 1979). One Process Person is appointed by the Dean from a slate of at least two nominees drawn up by the Management Team. (See Policy on Identifying and Recommending Candidates for the Appointed Process Person, Aug. 23, 1978.) The Process People serve for a one-year official term of office plus an initial month's orientation-period and overlap of terms with the previous Process Person. (See Policy on Orientation of New Management Team Members, June, 1979.) The total is, therefore, thirteen months of service on the Management Team.

The members of the Management Team shall represent all areas and aspects of the Library. Both the Area Coordinators and the Process People shall act as conduits of information to and from their respective areas as well as the Library as a whole, but do not serve on the Management Team as representatives of their areas. One Process Person is appointed rather than elected in order to provide balance on the Management Team. This is decided on whether the needed "balance" is from the public services point of view, the "back room" point of view, media, male or female, budget unit head or a non-budget unit head point of view, etc., etc.

Members of the Management Team share responsibility for the functioning of the group by taking turns serving in capacity of Chair, Recorder, Observer, or member of the Operational Group. These duties and assignments are explained in the Policy on Management Team Duties (Aug. 2, 1978) and the Policy on Definition of Operational Group (Dec. 5, 1978). The Management Team meets at a regularly scheduled time (see Policy on Management Team meeting Times, July 12, 1978).

Agendas are prepared according to a format designed to facilitate productive discussions and effective decision making. The agenda format is described in the Policy on Management Team Agenda (Sept. 20, 1978). The agenda is distributed at least two days before the scheduled meeting. Additional existing policy statements which describe the operations and functions of the Management Team are: Policy on Management Team Notebook (Aug. 2, 1978), Policy on Information Flow to the Management Team (Aug. 30, 1978), the Policy on Constituting DTFs and Standing Committees (Dec. 5, 1978), and Policy on Management Team Discussion of Personnel (April 17, 1979).

The principles and policies upon which the Management Team operates are evolutionary rather than fixed. It is, therefore, understood that this definition may be changed by the Management Team in the future.

1007 (124)

5-18
Look at
Faculty
Handbook

MEMORANDUM

TO: Library Group
FROM: Library Evaluations DTF (Chas, John, Lorie)
SUBJECT: Draft proposal for a "Library Employee Performance Expectation and Evaluation System" (LEPEES)

- I. Charge for the Library Evaluation Review DTF.
- II. Policy.
- III. Procedures.
- IV. Appendices
 - A. Writing Performance Criteria, Expectations, and Objectives.
 - B. Glossary of Terms.
 - *C. Example of Completed LEPEES paperwork.
 - *D. History of TESC Library Employee Evaluation.
 - E. RCW: 41.06.169 (law pertaining to this evaluation system).
 - *F. SPAMO criteria, improving rating accuracy, "tips" on conducting an evaluation session.
 - G. Commematory on this proposal by DTF members.

Note: Numeric footnotes refer to appendix G.
* indicates those appendices not included.

The Library Group meeting to discuss this proposal will be on Thursday, May 15th at 2:30 in the 3rd floor TV room. We hope you can arrange your schedules so as to attend, participate and ask questions.

Policy adopted _____
Chair _____
Recorder _____

Decision Item: Charge for the Library Evaluation Review ^{D.T.F.} ~~Committee~~

^{D.T.F.}
The charge of the Library evaluation Review ~~Committee~~ is to work closely with the personnel office to examine the various evaluation procedures now in effect and the new requirements of the HEP Board. The ~~committee~~ shall then make a recommendation to the Management Group describing the best procedure or procedures for performing annual evaluations within the library in order to meet both the needs of the library and the requirements of the state.

Date adopted 8/30/78

Chair Va Bull

Recorder Chick Walker

Committee Members are:

John Crosby

Karen Lase

Melanie Crawford

Chris Davies

Eileen, Liason

Due date for the report: October 2, 1978

II. POLICY

The Library shall adhere to state law (see Appendix E) and college personnel office directives, by participating in the "employee performance evaluation" system. (1)

This system shall be heretofore referred to as the "Library Employee Performance Expectation and Evaluation System" or by the acronym, LEPEES. (2)

The purpose of LEPEES shall be as follows:

1. To provide a regular time for employees to look at themselves on-the-job and to look at what their job(s) are. To assess what they have been doing, how well, what are their expectations of themselves and the expectations of them by their co-workers, supervisor(s), subordinates and clients (ie, library patrons).
2. To provide a regular time for dialogue between employees, their co-workers, supervisor(s), and subordinates about expectations and performance on-the-job and as part of the library group.
3. To provide a regular time (for people who don't often take the time) for employees, their supervisor(s), and subordinates to air frustrations, and resentments and reach agreements on information issues and emotional snags.
4. To provide a regular time for employees, their co-workers, supervisor(s), and subordinates to set goals and objectives for the insuing year(s). (Goals and objectives are referred to in this proposal as "performance objectives.")
5. To meet a Management Team, area coordinator, supervisor, co-worker and subordinate information and documentation need for the purposes of position justification, promotion, demotion, transfers, disciplinary action(s) and termination.
6. To meet state HEP board and college requirements for employee performance documentation for the purpose of promotion, demotion, transfers, disciplinary action(s) and termination. (4)

All full-time, ^{part-time} permanent Library employees shall participate in LEPEES. Employees in part-time, temporary, hourly or student employment situations are not required to participate in LEPEES, but may participate if they so desire.

II. POLICY

All full-time ^{with present} Library employees in classified, faculty exempt and administrative exempt positions shall participate in LEPEES. (3)

LEPEES shall be an on-going, year-around process, with "expectation and objective drafting" and "evaluation" occurring at least once annually, on or about each employee's anniversary date. (7)

Completed LEPEES paperwork (expectations, evaluations, objectives, etc.) shall be kept for a ^{five} ~~three~~-year period in the employee's individual personnel file in the Library administrative office. This LEPEES paperwork is open to other library staff unless the employee specifies otherwise. (5)

The development of employee performance "expectations" and "objectives" shall be both a solitary, individual employee process and then a group process involving the employee's supervisors and subordinates. Co-workers may participate in the group expectation and objective development process if they so desire, but it is not required. (6)

The at-least-annual evaluation process (when how well and to what degree the employee met the written performance expectations and fulfilled the performance objectives is assessed) shall be both a solitary, individual employee process and then a group process involving only those persons who participated in the development of that employee's performance expectations and objectives. (8)

The expectations and objectives and subsequent evaluation session(s) shall include component(s) relating to how and how well the employee related to and/or met the various needs of TESC's minority communities. (9)

The employee and her/his supervisor(s), subordinates and co-workers shall "agree to disagree" with respect to the drafting of that employee's expectations and objectives. It is acceptable to have expectations and objectives which are not mutually agreed upon by the employee and her/his supervisor, subordinates and/or co-workers. Those differences or disagreements are simply appropriately noted in the LEPEES paperwork and then reviewed at the evaluation session(s). (10)

The previously used (often times required) "Evergreen" narrative style of self-evaluation shall be an option, over and above the requirements of LEPEES.

III. PROCEDURES

Following is a brief summary of the steps involved in the LEPEES process: a) the developing of performance expectations and objectives. b) Gathering data and c) the evaluation session(s).

A. Performance Expectations and Objectives

1. Write performance "criteria" for your actual day-to-day job, consulting with supervisor(s), subordinates and co-workers (SSCs, for short).
2. Write performance "expectations" for these performance criteria, consulting with SSCs.
3. Re-write performance expectations visa vi the performance "factors", consulting with SSCs.
4. Write performance "objectives" consulting with SSCs.
5. Meet with all necessary SSCs, as a group, to review and assess your rewritten performance expectations and performance objectives. Further re-write and/or edit expectations and objectives as a result of this group meeting with SSCs.
6. Transfer re-written and polished performance expectations to the HEPB 029 Form (see appendix C).
7. Transfer re-written and polished specific performance expectations for each criteria, in so much as writing these specific expectations was possible to appropriate form. (see appendix C).
8. Transfer re-written and polished performance objectives to appropriate form. (see appendix C)
9. Distribute copies of 029 form, specific performance expectations and performance objectives to self and SSCs.
10. File originals of above in your Library personnel file.

B. Gathering Data

1. Prominently display your 029 form, specific performance expectations and performance objectives within easy eye view of yourself and your SSCs. (12)
2. Note, as often as necessary, your job activities and those of your SSCs, recording how and to what degree expectations are being met and why other expectations are not being met.
3. File and compile this information on an on-going basis, as it will be the foundation of meaningful and accurate evaluation session(s) in the future.

III. PROCEDURES

C. Evaluation Session(s)

1. Just prior to your own evaluation session or an evaluation session of an SSC, pull out the data you're gathered over the year(s) and the appropriate 029, expectations and objectives forms.
2. Rate each of the criteria/expectations, with written comments as necessary.
3. At the actual evaluation session: share data and ratings, determine appropriate final rating, combine and condense written comments, promote dialogue, support sharing of frustrations, resentments and anger, work towards resolution of conflict, assist in re-development of expectations and objectives for the coming year.
4. As supervisor for evaluated employee, write specific achievements (item 7 on the 029 form) and recommended areas of improvement (item 8 on the 029 form), in consultation with SSCs.
5. As evaluated employee, write your comments on your evaluation session(s) in the "employee's" comment box (on the 029 form).
6. File completed forms in your Library personnel file.
7. Begin the whole process over again....

Appendix A

1. Writing performance "criteria"

The criteria are those specific things, areas of performance, products or results employees, peer and supervisors should be evaluated on. A random sample of library criteria might include: filing of card sets in the card catalog, checking-in media equipment, processing purchase orders, attending Dean's meetings, answering the damn phone, assigning studio time, doing a bibliographic search, unlocking and locking doors, writing budget justifications, taking out the garbage, providing instruction on photo darkroom techniques, providing advice and consultation on slide/tape program production, writing evaluation system proposals and so forth. The criteria are the specific things you do and products and results you provide during the course of doing your job, as best you know. Writing your performance criteria is the fairly specific listing of what you do, produce or results you generate. Performance criteria do not include subjective things such as personality, loyalty, attitudes or other personality traits which cannot be directly observed and measured.

2. Writing performance "expectations"

The expectation is the level of performance required with a criteria to receive a certain performance rating. The HEP Board has five rating levels or categories: outstanding, exceeds expectations, satisfactory, needs improvement and unsatisfactory (see appendix C) for the description of these performance categories). So, for every criterion possible, you must write specific definitions of performance expectations for the three primary performance levels (outstanding, satisfactory and unsatisfactory). For example, using the criterion of filing card sets; "outstanding" performance might be "files 400 or more card sets per hour with a 2% error factor, "satisfactory" performance might be "200-300 card sets per hour with a 2% error factor," and "unsatisfactory" performance might be "files 50 card sets per hour with a 20% error factor." Many of your performance criterion may lend themselves well to this type of performance rating, but other criterion just don't work at all. How could the three rating levels be applied to unlocking and locking doors, doing a bibliographic search, attending meetings, writing reports, providing instruction on graphic arts techniques and the like? The rating levels can't be applied to these criterion and so don't waste your time trying to devise some convoluted way of determining rating levels for criterion such as attending meetings or preparing a bibliographic search. Do the best you can in determining performance expectations at the three levels for those criterion which can be measured; don't worry about

Appendix A

the rest. When it comes to the evaluation session, the performance rating definitions listed in the form 029 (see appendix C) will be used to assess performance in those criterion which don't lend themselves to this quasi-numeric rating system of measureable, mechanical tasks.

3. The performance "factor"

Now your performance criteria (form 1) need to be massaged through five or six performance "factors" in order to be re-written as performance "expectations" on the approved HEFB form 029. (There seem to be two slightly different definitions of "expectations" in this system; first, how much of what quality of specific criterion and now, criterion statements with generalized expectations of quality or amount of work done.) The performance factors are: quality of work (competence, accuracy, neatness, thoroughness), quantity of work (use of time, volume of work accomplished, ability to meet schedules, productivity levels), job knowledge (degree of technical knowledge, understanding of job procedures and methods), working relationships (cooperation and ability to work with SSPs and students and Library patrons), supervisory skills (training and directing subordinates, delegation, evaluation SSPs, planning and organizing work, problem-solving, decision making ability, ability to communicate) and, as necessary, an optional factor. Using our filing-card-sets example again, lets walk through these performance factors.

- 1) Quality of work: employee is expected to: file card sets accurately and completely.
- 2) Quantity of work: employee is expected to: file 40 8-card sets per hour.
- 3) Job knowledge: employee is expected to: know USCFA and TESC card filing rules and regulations.
- 4) Work relationships: employee is expected to: cooperate with other card filers, co-workers, supervisor, subordinates, students and library patrons.
- 5) Supervisor skills: employee is expected to: train student filers, supervise student filers, evaluate student filers, assist in planning of special card filing projects, solve card filing discrepancies with supervisor and subordinates, be able to communicate card filing information with supervisors and subordinates.
- 6) Optional factor: employee is expected to: be able to file card sets day after day without going blind, losing their mind or developing a serious drinking or drug problem.

Appendix A

It may seem a bit absurd to go into this amount of detail in describing the criterion of filing card sets. But as you run all your performance criterion through this performance factor 'filter' you'll begin to see a lot of duplication (especially in factors 4 & 5) and you'll be able to combine a lot of the criterion into one phrase or sentence. Use the SPAMO criteria (see appendix F) when writing and re-writing your performance expectations, for clear, concise and unambiguous expectation statements.

4. Writing performance "objectives"

The objectives are those specific things, areas of performance, products or results which are not now being delivered or achieved but which need to be achieved during the subsequent evaluation period. In short, goals to be met by the next evaluation session. These goals can be divided into three categories, a) those specific areas where the employee needs to improve performance; b) new tasks, projects, products, results or responsibilities the employee needs to take on to develop skills they wish to develop, to provide a means of on-the-job "professional growth" and mobility. (13)

An example of the a-type goal might be: "to memorize the entire bibliographic data base of the WLN system."

An example of the b-type goal might be: "to invent a security system for the library's print and non-print system."

An example of the c-type goal might be: "to rotate into the Dean of Library Services position for four months so as to prepare myself for such responsibilities."

When writing be sure to employ the SPAMO criteria (see appendix F).

LEPEES - Library Employee Performance Expectation and Evaluation System

- Information Issues - the who, what, where, when, why and how of Library policy, procedures, goals, tasks, responsibilities, everything other than "emotional snags".
- Emotional Snags - emotions (joy, anger, grief, sympathy, fear and their combinations like jealousy, frustration, anxiety, depression) which we feel and/or express which snag or hook or catch onto other people's felt and/or expressed emotions, the combination of which blows up into a fight or severe depression.
- Criteria or Performance Criteria - specific things, areas of performance, products or results employees are evaluated on (i.e., typing ability, card filing ability, maintenance skills).
- Expectations or Performance Expectations - in the general sense, what work you do, how well you do it and how much of it you do. In the more specific sense, the level of performance required within a criteria to receive a certain performance rating (outstanding, satisfactory, unsatisfactory).
- Objectives or Performance Objectives - goals for doing things, accomplishing results, assuming responsibilities not now part of your job.
- Factors or Performance Factors - quantity and quality of work, job knowledge, working relationships and supervisory skills are factors.
- Position Justification - amassing evidence of need of a specific job classification. Describing why it is critical a certain position be filled usually immediately.
- Anniversary Date - the month and day you began employment in your current position.
- Evaluation Session - a meeting or meetings with your supervisor(s) and/or subordinates and co-workers to : assess to what degree and how well expectations and objectives were met during the past evaluation period (usually one year), to air frustrations and resentments, to resolve disagreements, to dialogue about work and to redraft expectations and objecting for the coming year.
- SSC's - acronym for supervisor(s), subordinates and co-workers.
- HEP Board - the Higher Education Personnel board, sets policy for classified employees in the state colleges and universities.
- Rating - an assessment of how well work has been done (excellent, satisfactory, unsatisfactory).

Appendix E

From volume 9, 1977 Supplement of the 1976 Revised Code of Washington (RCW)

41.06.169 Standardized employee performance evaluation procedures and forms required to be developed --- Procedures to be instituted no later than July 1, 1978.

After consultation with state agency heads, employee organizations, and other interested parties, the state personnel director shall develop standardized employee performance evaluation procedures and forms which shall be used by state agencies for the appraisal of employee job performance at least annually. These procedures shall include means whereby individual agencies may supplement the standardized evaluation process with special performance factors peculiar to specific organizational needs. Performance evaluation procedures shall place primary emphasis on recording how well the employee has contributed to efficiency, effectiveness, and economy in fulfilling state agency and job objectives. A standardized performance evaluation procedure shall be instituted not later than July 1, 1978, for all employees. [1977 1st ex.s. c 152 & 6.]

Appendix G

1. We have no choice but to participate in the state and college-mandated evaluation system. This proposal attempts to make the best of this requirement, and the best of the modestly flaky state law and college policy and procedures.
2. This title better describes the system by including "Expectations", a term labeling the most useful part of the entire system.
3. State law and college personnel policy only require classified employees to participate in the employee evaluation system. The DTF strongly recommends that all Library employees, regardless of their classification status, participate in LEPEES for several reasons. First, to minimize the fearsome, oppressive hierarchal nature of evaluation of employees by their supervisors, without any real recourse by the employee who receives an inaccurate, highly-subjective and/damaging evaluation from a less-than-rational supervisor. Second, to speak to the notion that all library employees are equals and work as a team (despite gross differences and inequities in pay and power). Third, as you read and understand the nature of LEPEES, you'll come to realize the only way the system makes sense and is useful is by having everyone participate.
4. The "expectation-drafting" and subsequent "evaluations" done before June 30, 1979 "will be used for the purpose of increasing job effectiveness through improved supervisor-employee communications," says Rita Cooper, college personnel director. Evaluations done after July 1, 1979 may be used in promotion, demotion, etc. If and how these evaluations may be used in such instances has yet to be determined by the HEP board.
5. The HEP Board requires the LEPEES paperwork to be kept for a three year period. Rita Cooper doesn't want to keep or maintain the LEPEES paperwork and thus the DTF recommends it be kept in each employee's personnel file. The Library's personnel files are essentially open to Library employees who need to examine such files, with the administrative secretary monitoring such access. Employees wishing their LEPEES paperwork to be seen only by the "upward supervisory chain", as state and college policy dictate, can have the administrative secretary lock their paperwork up in a envelope maintained separately from the file.

Appendix G

6. The DTF recommends co-workers be involved in each other's performance expectations and objective development as it makes sense for people who work together and rely upon each other to develop and agree upon their expectations of each other. But the DTF recognizes that such involvement may consume an inordinate amount of time and thus leaves the degree of involvement to each co-worker's discretion.
7. LEPEES activities (developing "expectations, objectives" and evaluations) may happen more frequently than once a year. As an employee's job changes, expectations and objectives should be re-written to reflect those changes. And employees, supervisor(s), subordinates and co-workers can request more frequent evaluations of themselves or each other, as deemed necessary by the persons involved in the evaluation process.
8. It seems only fair that only those persons who took the time, energy and care to be substantially involved in the development of another's expectations and objectives should later be involved in that person's evaluation. It is hoped this policy statement will set aside fears of surprise appearances at evaluation sessions by threatening persons who were not involved in the expectation stage.
9. This is a requirement of the Non-White DTF Report (197-) and the college's Affirmative Action policy.
10. When lines of communication have not been as open and safe as they should have been, differences in expectations will undoubtedly develop between employee and supervisor, subordinate and/or co-workers. The Procedures section describes how to attempt to negotiate these differences to a minimum. Any remaining differences in expectations will be noted and subsequently evaluated. Experimentally-valid expectations will be "folded in" to subsequent lists of expectations and invalid expectations will be discarded.
11. Many people have found this style of self-evaluation to be helpful. As LEPEES is mandatory, the DTF recommends the narrative style of self-evaluation be optional. The reason being that the latter takes a great deal of time to adequately complete and that the former is going to be easier for most people, at it's best.

Appendix G

12. This will make possible the daily comparison, by yourself and your SSCs, at the work you're actually doing with the written expectations of what you're supposed to be doing, how much you're supposed to be doing and how well. It will also remind you of your goals and objectives for the year. This display and the comparisons by yourself and SSCs is not to be seen as a policing action, a la "how come you're not doing what your supposed to be doing." But as a daily reality check between you and your SSCs best thinking of the past and the grim necessities of today.

13. Writing performance objectives is the opportunity to describe the changing nature of your job. It is not the adding on of nine tasks and responsibilities without the lessning or discarding of other expectations. Do not write and agree upon new performance objectives without agreeing upon and writing out the appropriate amount and/or kind of continuing expectations. Protect yourself, do not deceive yourself nor feel guilty about giving something old up for something new.

POLICY ON OPEN MANAGEMENT TEAM MEETINGS

Management Team meetings, beginning January 8, 1980, will be open to any member of the Library Group who wishes to attend, under these following conditions:

I. The Agenda

A copy of the agenda will be posted in the Media Services area and the staff room and a copy will also be available at Mary Dillaway's desk. People who wish to attend a Management Team meeting should read the agenda and/or make a copy of it before the meeting.

II. Management Team Operating Policies

Members of the Library Group must read the following Management Team operating policies before attending a meeting for the first time. These are kept in the Management Team "Policy Statements..." binder which is located in the cabinet behind Mary's desk. Pertinent policy statements to read are: Management Team Meeting Times (July, 1978), Management Team Duties (August, 1978), or the Management Team Agenda (September, 1978).

III. Meeting Participation

Non-Team members will not participate in the discussions during the meetings, but rather may act as observers and provide the Team with information about the meeting during the time reserved for observers' reports at the end of each meeting. The role of observer at Management Team meetings is "to watch whatever no one else on the team is watching that relates to the smooth functioning of the team.... The observer's role is not to make value judgments but, rather, to simply make observations that raise key issues the Team may otherwise be overlooking." The Management Team will benefit from having information and commentary from the non-Team observers on how the meeting was run, the dynamics (or non-dynamics) of the group process, issues not dealt with by the Management Team discussions, and other aspects of the meeting.

IV. Closed Meetings

All regularly scheduled meetings of the Management Team will be open unless the Team decides in advance that it will be necessary to declare a meeting closed in order to discuss confidential issues, personnel matters or other issues that need to be discussed without the presence of visitors. Special closed meetings may also be called to discuss matters of this nature.

V. Agenda Items

Any member of the Library Group may submit an agenda item to the Management Team, by submitting it to a member of the Team. This Team member will help prepare the agenda item in the format used by the Management Team. The non-Team member who has submitted the item is encouraged to attend the Management Team meeting and participate in the discussion of the issue. However, non-Team members do not have decision making authority.

Policy Adopted Dec. 18, 1979
Chair Pat Anthony-White
Recorder Susan P. Smith

INTERNAL PROMOTIONS AND HIRING POLICY

This policy governs the filling of all open classified positions in the Library.

1. After consulting with the Office of Employee Relations, hiring supervisors within the Library will state in writing how recruiting and hiring is to be handled for an open position, e.g., whether there will be an interview panel and/or a supplemental examination, etc. This information is to be circulated by memo to all Library Group personnel.
2. Names shall be removed from job applications by the Office of Employee Relations before grading takes place.
3. The Library hiring supervisor shall immediately notify in-house candidates in person of their success or failure at any step in the hiring process.
4. Classified staff openings shall be given the widest possible publicity within the state of Washington. (As a time saver, this does not preclude out-of-state advertising at the same time.)
5. Promotional candidates shall be given preference according to the HEPBoard Rules and Regulations.
6. Probationary periods shall be viewed as objectively as possible by hiring supervisors so that candidates are not retained only to suffer future disappointment when no promotion is available.
7. Hiring supervisors shall consider carefully what hiring a handicapped person means to that person. They must also recognize that job routines may have to be adjusted so the handicapped person can function effectively.
8. Hiring supervisors shall consider stipulating to an incomplete register whenever they can.

Chair

George Rickerson

Recorder

Sharon P. Smith

Date

Feb. 27, 1980

Charge for
DTF on Replacement of Area Coordinators in Their Absence

The charge of the Policy Committee on Replacement of Area Coordinators in Their Absence is to examine the question of what should happen to insure the continual smooth operation of Media Services, User Services, Technical Services or Media Engineering in case of sickness or vacation of the person coordinating the area.

The committee should recommend policy on the issue of under what circumstances an acting coordinator should be appointed. If an acting coordinator is to be appointed, the committee should consider what the criteria for selection of that person should be and what, if any, should be their compensation for additional duties. If an acting coordinator is not to be appointed, the committee should recommend avenues for problem-solving during the absence.

Date July 12, 1978
Chair George Rukun
Recorder Susan P. Smith

Appointed to the DTF on Replacement of Area Coordinators in Their
Absence were:

Er~~lene~~ Zaugg

Mike Hester

Debbie Robinson

Fileen Lemke Meconi, management team liaison

See management team minutes August, 9, 1978.

Charge for the Library Evaluations DTF

Date adopted 8/30/78

Chair Vic Buff

Recorder Chuck Walker

Appointments to the Library Evaluations DTF were:

John Crosby

Karen Gose

Melanie Crawford

Chas Davies

Eileen Lemke Meconi, management team liaison

See management team minutes from August 30, 1978.

Appointed to the Library Evaluation DTF after Karen and Melanie quit employment were:

Lorri Trimble

See management team minutes from November 7, 1978.

Charge for the Audio Policy DTF

"The Management Team charges the Audio Policy Committee to recommend an immediate interim policy for access to audio materials which can be implemented by September 15, 1978. This recommendation shall be submitted to the Management Team by August 30, 1978.

"The Committee is also charged to examine the draft policy prepared by the Audio DTF in consultation with the Space Committee and to make recommendations to the Management Team concerning mid- and long-range policies for access to audio materials. A survey of library users should be part of this process."

Date August 9, 1978

George Chair George Rickerson

Pat Recorder Pat Matheny White

Appointed to the Audio Policy DTF were:

Karen Gose

Jaccie Trimble

Melanie Crawford

Wyatt Cates, resource person

Becky Scott, resource person

Dave Carnahan, resource person

Ken Wilhelm, resource person

Pat Matheny-White, management team liaison

See management team minutes from August 16, 1978.

Appointments to the Standing Committee on Innovative New Suggestions (COINS)

were:

Kathy Earl

Ernestine Kimbro

Shelley Swelland

Ken Wilhelm

Phoebe Walker, management team liaison

See management team minutes from August 23, 1978.

Charge to the Budget Process DTF

The charge of the Budget Process DTF is to define what the budget planning process in the Evergreen Library should be, with specific attention to the role of the Budget Unit Heads in it. The "budget planning process" refers to the operating budget, to both the biennial and annual budget preparation processes, and to the annual allocation process within the Library.

The Budget Process DTF should aim to maximize Library Group participation in these processes while retaining necessary administrative efficiency and flexibility.

This charge does not include an examination of either the Budget Unit Heads' supervisory responsibilities or their responsibility in administering the finalized budget.

Chair Spoke Walker
Recorder George Richardson
Date November 7, 1978

Appointed to the Budget Process DTF were:

Dave Carnahan

Ernestine Kimbro

Eileen Lemke Meconi

Al Warber

Becky Scott

Woody Hirzel, resource person

George Rickerson, management team liaison

See minutes of management team meeting of December 19, 1978.

Charge to the Library Space DTF:

The Space DTF is charged to study the Library's space needs and

3. **Library standards for space utilization.** ~~estimates covering the period from 1981 to 1987. The~~
 4. **Requirements for access for the handicapped.**
 5. **Draft Audio Policy and consultation with the Audio Policy DTF.**
 6. **Council on Post Secondary Education report on Evergreen.**
 7. **Projected growth rate for TESC, including student enrollment and collection size when this information is available.**
 8. **College-wide space plan as it pertains to the library.**
 9. **Inter-institutional agreements on space (the formulas Kris Robinson uses in Facilities).**
 10. **Reasonableness in terms of projected growth rate, budget status, etc.**
 11. **Library agreements with other institutions or agencies (WSL, etc.).**
 12. **Library DTF report**
 13. **Space requirements for projected new library services**
- The Space DTF should also be involved with the 1979-81 Capital Budget allocation process, confirming previous recommendations or making new recommendations. The Space DTF also should make closer cost estimates in this allocation process.

The space DTF should report back to the Management Team with a plan for carrying out the study within four weeks after they are constituted as a DTF.

Chair

Mary Sillaway

Recorder

Eileen Lynke Meconi

Date

January 9, 1979

Appointed to the Library Space DTF were:

Libby Beck

Woody Hirzel

Dave Carnahan

Kathy Earl

Rich Edwards

Kris Robinson, resource member

Dan Weiss, resource member

Susan Smith, management team liaison

See minutes of management team meeting of January 16, 1979.

The Evergreen State College
February 22, 1980

RECOMMENDATIONS FROM LIBRARY SPACE DTF

INTRODUCTION

The Library Space DTF has spent a year analyzing the past, present and future use of the three floor library space. We have taken as a given that the reason for the library, the function of the library and its staff is to serve the college. Our job was/is to recommend the most efficient, least expensive, and most realistic use of that space for the next six years, bearing in mind that the enrollment will double during that period.

We used the following guidelines:

1. the charge from the Management Team;
2. the money available (present and future budgets);
3. the necessity for cooperation with other College areas, i.e., Academics, Facilities, College Relations;
4. the variety and quality of services the Library staff performs now and will be required to perform in the future.

During our study we constantly considered combining functions to enhance services and to make efficient use of the staff. We have talked with the staff. We have listened to suggestions, plans, projections from Library people and from other College members. We studied all these carefully, then made several lists. We itemized present and projected services. Following is a partial list:

- | | |
|--------------------------------|---------------------------------------------|
| 1. Circulation security system | 6. Twenty-four hour study area |
| 2. Reserve book area | 7. Combined media services |
| 3. Audio listening area | 8. Documents relocation |
| 4. The gallery | 9. Added reference shelves and index tables |
| 5. Added stack shelves | 10. Vertical file relocation |

Next, we rearranged the list to reflect the sequence of changes we understand will be made during the next six years. For instance, a circulation security system will precede a permanent, enlarged gallery. Finally, we listed the changes we can afford now (i.e., expanding circ.), the changes we need to write in the next budget (stack shelving), and the changes that involve capital expenditure. We decided, on these bases to recommend the plan you see: a two-phase plan based on two-to-three biennia, a six year projection.

The Library Space DTF recognized the desirability of locating the College gallery on the second floor of the library building. We believe we have been able to accommodate this college-wide need and still provide the necessary space for library functions.

Finally, the DTF needs to bring closure to this project, but recognizes that there will be new space needs developing as the library continues to improve service. Areas of potential need might include the location of a mini-computer for library circulation, reserve reading room, and space in the library building for a twenty-four-hour study area.

The Evergreen State College
February 22, 1980

RECOMMENDATIONS FROM LIBRARY SPACE DTF

FIRST FLOOR -- EXISTING AREAS AFFECTED: MEDIA SERVICES, MEDIA REPAIR,
ELECTRONIC MEDIA PRODUCTION

This plan is based on the assumption that during the 1980-81 period Media Loan will be displaced by the activation of the audio listening area and a combination of gallery shift/expansion and the accommodation of the revised circulation desk/reserve book area, and security system installation.

Phase One - 1980-81

1. Renovate a suitable area for Media Repair/Central Repair to move to. The space currently utilized as the library "cage" in the basement is suggested. Plans are underway for expansion of the Set and Model Shop. We suggest the addition of another wall section and doors would not require a major expenditure.
2. At the same time as No. 1 above, relocate materials currently housed in the "cage" or discard unwanted items. This may require a smaller caged area be established elsewhere in the library basement.
3. Move Media Loan into the space formerly occupied by Media Repair. This would require minimum space modification or renovation. We recommend the entire complex be available for Media Loan, to include 1309, 10, 11, 12, 13 and 1501, 1502. Media Loan could also share the receptionist function in Media Services as needed. Space in Mini-Media could also be shared for proficiency testing and equipment checks.

Phase Two - 1981-83

1. Provide needed modification to assure Media Loan and Media Services have efficient work spaces and conditions. Modifications would include changes in door openings and perhaps minor wall changes. Additional expense could come from new counters and/or cabinets. Media Loan staff could best plan this phase, especially after utilizing the area "as is" for a period. (Phase One)
2. The largest expense could arise from modifications to the unfinished Television Control B and Studio B. We recommend the completion of this area hold a lower priority than the above, all of which form a "domino sequence." The Control B/Studio B remodelling is not affected directly and, therefore, can be considered the final area to be completed. In the past the capital budget has included requests for smoothing the Studio floor, finishing Studio B into a properly wired and sound-proofed room, and enlarging of Control A into the Control B space to accommodate group instruction. We believe that the basic concept is still worthy of our recommendation. Some modification of Master Control (1315) may also be required to accommodate video tape editing stations currently located in space to be incorporated in the Control B/Studio B remodelling.

RECOMMENDATIONS FROM LIBRARY SPACE DTF

SECOND FLOOR

Phase One - 1980-81

There are four changes to be made on the second floor in this period according to our study. The Media Loan area must be moved down to the first floor so that the other three changes may be made. Then, the circulation area can expand, as can the gallery. Finally, the long desired audio listening center can be established.

1. Media Loan must move first if the rest of this plan is to function. For details on the moving of this area see the first-floor plan for details and location. Media Loan is now in need of more space and, due to the need for space by other areas on the second floor, it is felt that the best location which could increase the Media Loan space is on the first floor.
2. Circulation needs more space (according to Debbie's memo of April 9, 1979*, and needs to have closer access to the main entrance to use the security system which we have been informed is forthcoming (see attached memo from Jovana March 27, 1979). There is also a need for more reserve shelving space. In answer to these needs, circulation will be expanded from its current space to incorporate parts of open space previously used for access to Media Loan and some gallery space. This area will be temporarily walled, using existing partitions. This temporary set-up puts circulation into the space and area which will become permanent in 1981-83.
3. The gallery will change drastically in the next four years according to the plan by Sid White*. In order to provide space for this plan the gallery will expand in this first period to include the open areas around where Media Loan was, and slightly more than a bay of the Media Loan area proper, including a storage area. This new space will give the gallery the same space and in the same location as it will eventually hold permanently.
4. The audio listening center can be created out of the audio dubbing station and part of Media Loan. This space is large enough for record storage, individual listening stations, and group listening rooms as suggested by the Audio DTF*. It also offers public access from nearby stairs and elevators. The most expensive part of these plans is the building of a wall between the audio listening center and the art gallery.

This interim plan (see 1981-83 for final) places most of the major changes in their permanent location with their final amount of space immediately without costing as much as the final plan. It can provide new functions (such as the

*These memos are on file in the staff room. Please read them if you are interested.

audio center) quickly without being in final form. It is hoped this will solve the problems of space on the second floor until such time as capital funds are available to finish the permanent work.

Phase Two - 1981-1983

The main thrust of this plan is to make permanent the temporary changes of the Phase One plan and, with more monies for remodelling, be able to build or change areas for other functions. The areas to be finished from their temporary basis are circulation, the gallery, and the audio listening center. Other things which will need to be done when funds become available are: move interlibrary loan (enclose the area), enclose budget office, build reference and technical services offices and, if necessary, give a bay of technical services to reference for expansion. All the work suggested in this plan depends on a capital budget allocation.

1. To complete the work for the circulation area it will be necessary to wait until the gallery is made permanent. When academics builds the permanent walls and entrances to the new gallery they will be building the walls needed for the library to make circulation location permanent. Remodelling the gallery entrance will also place the security system closer to the circulation area. Two group listening rooms with soundproofing can be put in the existing audio listening center space.
2. Interlibrary loan needs to be moved from the back corner of reference to the front. Due to a need for a more secure area it will be necessary to build a counter or wall of some type around that area. This move will not decrease reference space, it will only relocate it.
3. The budget office area needs to have better lighting and be quieter. In order to answer this need, the area should be walled in and better lighting installed*.
4. Technical services needs an office for the coordinator which could be built in the acquisitions area.
5. Reference may need more space* to expand due to increase in collection size. If it should, possibly one bay could be given reference from technical services. However, that would require additional costs to tear down three walls and build two. Reference will also need additional office space which could be built in acquisitions.

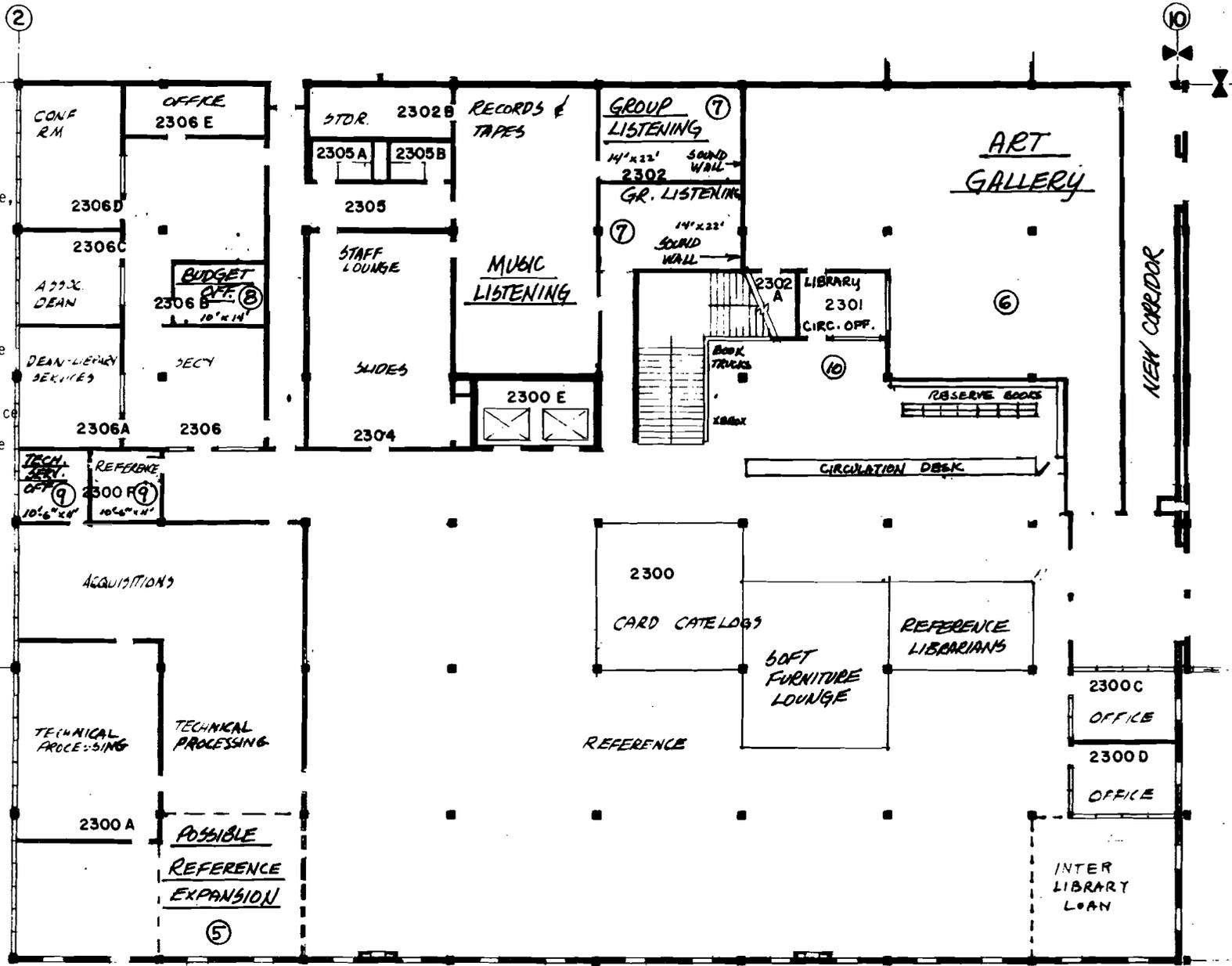
This final plan finishes the changes suggested in the Phase-One plan (temporary) and would complete in one stroke many smaller changes which should be made. Completing circulation changes depends up completion of the gallery but all the other suggested changes depend only upon the availability of funds.

*These memos are on file in the staff room. Please read them if you are interested.

1981-82
1982-83

LEGEND

5. Remodel Technical Service Area for Reference, if needed.
6. Remodel Art Gallery.
7. Provide for Group Listening Rooms.
8. Provide Enclosed Office for Budget Person.
9. Provide Technical Service Office and/or Reference Librarian Office.
10. See #6.
11. Move Security System
12. Relocate Inter-Library Loan.



SECOND FLOOR - AREA "B" 1/16" = 1' - 0"

THIRD FLOOR

in periodicals ... a section has 10 shelves (5 on each side) in a hallway
and 12 to 16 shelves (6-8 on each side) in the rest of the area.

In documents ... a section has 12 shelves (6 on each side).

In the main stacks ... a section usually has 14 shelves (7 on each side) but it can vary
greatly ... the N sections have 8 shelves (4 on each side).

THIRD FLOORDocuments

It is recommended that the documents area be shifted to the area in front of Room 3319, currently the L through N section of the main stacks. This could be accomplished with

1980-81	Need 372 shelves for cage materials
1981-82	Need 125 shelves for documents 25 shelves for P.A. related documents <u>150</u>
1982-83	Need 125 shelves for Documents 25 shelves for P.A. documents 25 shelves for #2 G.P. documents <u>175</u>
1983-84	Need 125 shelves for documents 25 shelves for P.A. documents 25 shelves for #2 G.P. documents 25 shelves for #3 G.P. documents <u>200</u>
1984-85	Need 125 shelves for documents 25 shelves for P.A. documents 25 shelves for #2 G.P. documents 25 shelves for #3 G.P. documents 25 shelves for #4 G.P. documents <u>225</u>

THIRD FLOORVertical File

The Vertical file should be moved to the area at the top of the stairs when the documents area expands.

Archives

The archives should move from room 3306 to room 3321. The larger room allows for the growth of archives. Also, this will eliminate the "noise pollution" problem for study room users when Kaye is previewing films.

MacIntosh Stereo & the Listening Tables

It is recommended that the stereo be moved when the sound proof group listening room has been completed. The listening tables will be moved to the new listening room as needed.

General Collection

Remove the stacks from the lounge areas. In the future it is recommended that stack expansion move toward the study rooms, the stair well, and into the aisles between the stacks in the areas where there are study tables attached to shelving; rather than into the lounge and larger study table areas. (See Table B.) Table B also indicates where additional shelving should be placed when it becomes available, though we have determined that the library will probably not have much success in requesting shelving for this area until we have used most of the now vacant top and bottom shelves. Table C indicates that these shelves will probably not be filled until 1985-86.

Periodicals, Microfilm/fiche and Bound Volumes

The periodical shelves are to be arranged so that they are properly aligned under the lights and so that the spacing is consistent. At present periodicals has 102 vacant shelves.

1980-81	Need	17 shelves for new titles 25 shelves for titles requiring additional space 20 shelves for P.A. graduate program titles <u>62</u>
1981-82	Need	0 shelves for new titles 20 shelves for titles requiring additional space 0 shelves for P.A. G.P. 23 shelves for G.P. #2 titles <u>43</u>
1982-83	Need	20 shelves for new titles 30 shelves for titles requiring additional space 10 shelves for P.A. G.P. (3rd year) 0 shelves for G.P. #2 23 shelves for G.P. #3 titles <u>83</u>
1983-84	Need	0 shelves for new titles 40 shelves for titles requiring additional space 0 P.A. G.P. (continued)

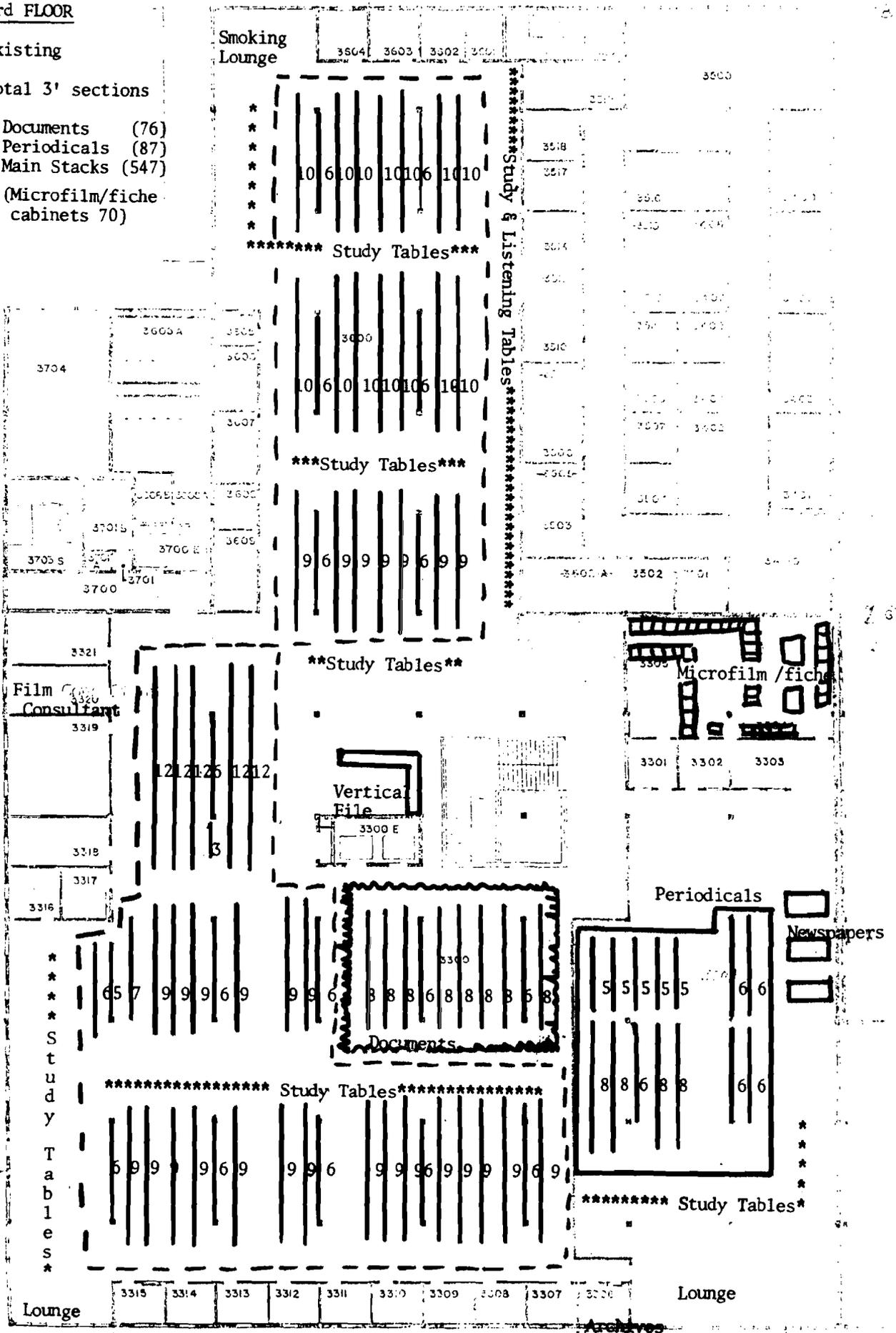
TABLE "A"

3rd FLOOR

Existing

Total 3' sections

- Documents (76)
- Periodicals (87)
- Main Stacks (547)
- (Microfilm/fiche cabinets 70)

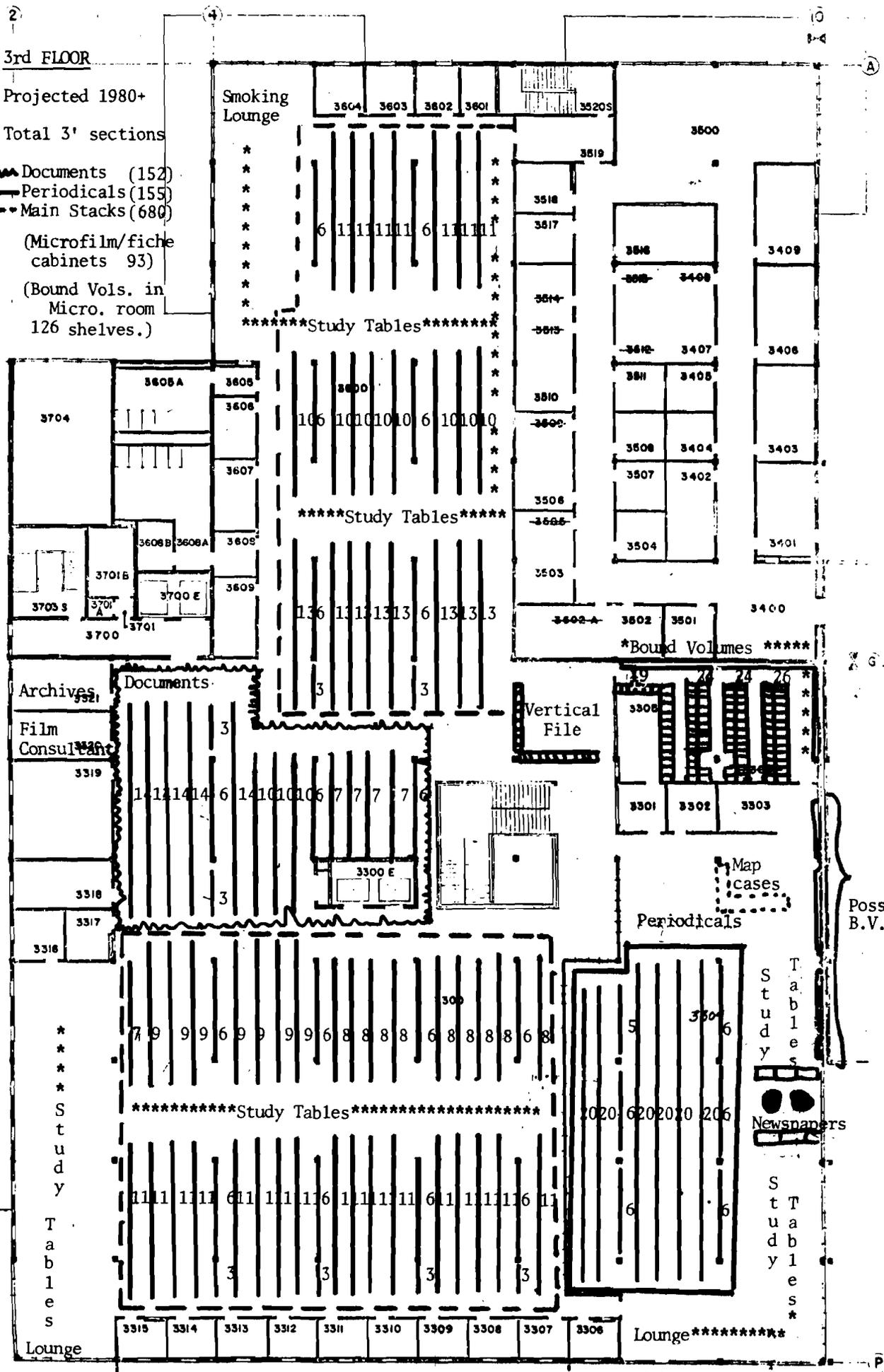


3rd FLOOR

Projected 1980+

Total 3' sections

- Documents (152)
- Periodicals (155)
- Main Stacks (680)
- (Microfilm/fiche cabinets 93)
- (Bound Vols. in Micro. room 126 shelves.)



	<u>Shelving Needs</u>						
	1979-80	1980-81	1981-82	1982-83	1983-84	1984-85	TOTAL
PERIODICALS *	102 vacant**	40 vacant**	-0-**	83 needed **	83 needed**	123 needed**	289 needed*
DOCUMENTS *	146 vacant	351 needed	150 needed	175 needed	200 needed	225 needed	1101 needed
RARE BOOKS		1 case		1 case		1 case	3 cases
REFERENCE *				786 needed			786 needed
GENERAL COLLECTION *	6741 vacant	5408 vacant	4075 vacant	2742 vacant	1591 vacant	258 vacant	-0- needed
MAPS			9 cabinets (450 maps)			1 cabinet	10 cabinets
MICROFILM		2 cases	2 cases	2 cases	2 cases	2 cases	10 cases
MICROFICHE (DOCUMENTS)			1 case		1 case		2 cases

* in # of 3' shelves.

** Does not include material in cage (750 shelves).

Does not include shelves needed for bound volumes in Microfilm room (126+).

Recommendations from Library Space DTF accepted with the following conditions:

1. The Report be accepted as general space configurations with the User Services area working out the details for the second and third floor parts of their area and Media Services for the first floor.
2. That the Circulation area needs have priority over Gallery needs in the final configurations.
3. That the Library has rights to space outside of its current space with the Gallery expansion and Jovana will negotiate and get agreements from the appropriate Deans and Vice President.

Chair

Susan P. Smith

Recorder

Pet Matthey-White

Date

April 28, 1980

PMW:sj

The Evergreen State College

March 21, 1979

TO: Library Group members

FROM: Replacement of Area Coordinators DTF (Debbie Robinson,
Erlene Zaugg)

SUBJECT: Replacement of Area Coordinators Policy

Attached is the rough draft of the Replacement of Area Coordinators Policy. A library-wide meeting is tentatively planned for April 9 at 2:00 a.m. in the third floor TV room to discuss the policy.

This policy represents an attempt to formulate an equitable and responsible means of replacing area coordinators during an absence. It is designed to function library-wide, while leaving specific procedures for implementation the responsibility of the area coordinators and area members.

Library group members are asked to consider the effects of this policy and voice their opinions and recommendations at the meeting on April 9. If you are unable to attend the meeting, you may choose to submit your opinions and recommendations in writing to the DTF.

Thank you.

REPLACEMENT OF AREA COORDINATORS POLICY -- Draft

This policy addresses planned leaves and unplanned absences lasting more than twenty working days.

The essential functions of the area coordinators have been grouped under three distinct categories: administration, reference, and coordination within the specific area. Any unique functions within these categories requiring special knowledge should be identified. All functions will be examined by the coordinators and members of their areas to determine those which are essential, prior to an absence.

Administration

This function describes those responsibilities associated with service on the Management Team, Operational Group, and Area Coordinators' Meetings with the Dean and Associate Dean. In the absence of one or more coordinator, communication to the affected area(s) of decisions made by these groups will be the responsibility of the Library Dean and remaining coordinator(s). Therefore, communication exchange with the affected area is the primary responsibility of the remaining library administrators.

Reference

A permanent half-time reference librarian will be hired to fill the reference functions vacated by absent area coordinators and other librarians rotating onto the faculty for teaching assignments.

Coordination

The coordination function means both decision making and daily communication within the specific area, communication with other areas within the library, and communication between library users and library services. Although this function will vary from area to area, the area coordinators and staff members within each area should identify the essential coordination activities. Some examples:

Technical Services - demonstrations on WLN terminals; loan of unprocessed materials; dubbing of audio cassettes

Media Services - decisions regarding faculty or other requests and availability of staff to provide requested services; information communication to staff

User Services - chairing user services meetings; arbitrating decisions between patrons and library; audio circulation

As well as prioritizing their job functions as mentioned previously, the area coordinators will choose a replacement for the coordination aspect of their job. Criteria for selection is the responsibility of the area coordinator. This replacement choice should be ratified by the Management Team. It is necessary to identify a replacement for both a planned and an unplanned absence, although the same person may be chosen to serve in both situations. The selection of a replacement for an unplanned absence will be done upon implementation of this policy to prevent confusion should unplanned absences occur. If different appointments, the replacement for a planned absence should be made no later than the beginning of the quarter prior to the planned absence.

Replacement of Area Coordinators Policy -- Draft

-3-

Whether or not this replacement position rotates in the event of a second, third, etc. absence is left to the discretion of the coordinator and the area staff members. The key consideration is that the replacement appointee be kept informed of all issues and decisions facing the area at all times.

The replacement appointee will be financially compensated for overtime during the period they are filling the "coordination" part of the area coordinator's position. The appointee will fulfill their usual assignments during this time and perform only those essential responsibilities identified by the area coordinator. Financial compensation will be accrued in the form of "comp" days which may be taken as time off or held until the end of the fiscal year (June 30) when the college will reimburse the temporary "coordinator" for the time earned. The amount of "comp" days which may be earned will be no less than one day a week.

Matters related to personnel and budget should be agreed upon by the replacement appointee, the remaining coordinator(s), and the Dean. If an area coordinator is aware of budget or personnel decisions which will be made in their absence, they should prepare a plan prior to their departure.

Other responsibilities, such as internal or external DTF's, and other college or professional obligations, should have replacement appointed at the discretion of the area coordinator and need not be the person appointed to serve as temporary "coordinator".

THE EVERGREEN STATE COLLEGE

June 13, 1978

MEMORANDUM

TO: Library Budget Unit Heads and Operational Group Members

FROM: Dave Carnahan *Dave*

SUBJECT: 1979-81 Biennial Operating Budget

We would like to have a meeting at 2:30p.m., Thursday, June 14, to begin our discussion in preparation for the 1979-81 biennial budget request. It will be held in the Library Conference Room.

Attached is a copy of budget instructions we have received from the budget office. This time we have been given a target number for the Library by the Office of Fiscal Management. It is \$2,399,000 for the biennium.

We have just completed a great deal of work on next year's fiscal year's allocation. If we could build on that work, it would save us a lot of time and effort. I would propose that we begin our discussion by looking at the 1978-79 budget request that we developed and consider the following staff changes which I believe may reflect some of the priorities we have developed during the process for the biennium:

1. Replace the Library Technician I (Meg) to full time in Technical Services.
2. Drop the Accounting Assistant position (Tommy) to one quarter time to be assigned to the Business Office for backup to Al's position.
3. Retain Bonnie's position at one-half time in the Library.
4. Consider a Media Services Operator for support to the Lecture Halls and Communication Laboratory Building rather than the Building Manager position contained in the 1978-79 budget request.
5. Reinstate 1.5 positions funded by Library funds to support Graphics with an additional .5 FTE supported by chargebacks to the Graphics area.

The 1978-79 request contained the Media Production and Operations Coordinator position, the half-time reference librarian along with the half-time film clerk for the Mini-Media area and \$25,621 for institutional student help.

Memo to Library Budget Unit Heads and Operational Group Members
June 13, 1978
Page 2

Whatever decisions we make to achieve the target number, we will have to support it thoroughly with justification called for in the Budget instructions.

We will also have the opportunity to request funds above the target number. Items such as the Library circulation system, new equipment or any other thing not contained in the target number will have to fall into this category. We have been told that any funds above the target number will be very tight so we will really have to have the justification to get it through the process.

The budget instructions also ask us to identify a five per cent cut in the target number. I would like to discuss this issue with you based on our previous experience.

We will need to know if there are areas that might experience inflation factors above normal, i.e. library collection - media parts. If George and Al could find any information on projected inflation in these areas it would help.

THE EVERGREEN STATE COLLEGE

June 6, 1978

M E M O R A N D U M

TO: John Aikin
Jovana Brown ✓
Dave Carnahan
Dean Clabaugh
Barbara Cooley
Rita Cooper
Les Eldridge
Dan Evans
Rindetta Jones
Will Humphreys

Ed Kormondy
Willie Parson
Paul Roberts
Barbara Smith
Pete Steilberg
Larry Stenberg
Bob Strecker
Stone Thomas
Dan Weiss
Ken Winkley

FROM: Mike Bigelow

SUBJECT: 1979-81 Biennial Operating Budget Instructions

Now that the 1978-79 allocations have been determined, it is time to turn our attention to the 1979-81 biennial budget request. We are to have the institutional request to OFM by August 25, 1978 so we must begin to put our request together immediately. Because of a new budget approach being implemented by the Office of Financial Management, it will be extremely important for all of us to follow instructions carefully. You are encouraged to review and understand these instructions and become familiar with the budget section of The Evergreen Administrative Code before you proceed to plan and build your budget for the 1979-81 biennium.

The budget process for the 1979-81 biennium will be different than it has been in the past because of a new law requiring the Governor to present a "no-new-taxes" budget. In order to insure that the a "no-new-taxes" budget is available to the Legislature each state agency has been given a target budget which takes into consideration previous spending patterns, anticipated workload increases, estimated state revenues and expenditure levels. We will be able to request funding levels above the target level, but these additional FTE and expenditure requests will need to be thoroughly justified and identified separately. Therefore any program request different than the target budget must be shown on Forms A-1 and C-1. This will allow the Budget Office to move from the current budget to a target level and on to a requested budget. It will be extremely important for all budget units to follow this particular instruction.

In preparing the 1979-81 budget request, each program head is responsible for preparing program plans to support the budget request for the 1978-81 biennium. Careful development of these plans is essential since they will be used to justify Evergreen's budget request to the Executive and Legislative Branches as well as to set internal institutional policies and priorities.

In developing program plans each Dean or Director responsible for an entire program (e.g., 01, 03, 04, 05, 06, 09) should identify the following:

(1) Primary functions and clientele groups served

- A. Who is the clientele?
- B. How large is your clientele this year and how large do you expect your clientele to be in each year of the next biennium.
- C. What specific service do you provide to your clientele? Provide a narrative discussion or list the principal factors and assumptions used in developing the forecasts for each agency program plan.
- D. State any planned shifts in program emphasis or delivery of services that may significantly alter the required resources or clientele demand for the 1979-81 biennium.
- E. Discuss any recent changes in state, federal or local government legislation that may impact the need or level of program services.

(2) Goals

What are the long range goals for your program to meet the needs or demands of the clientele? Goals are a statement of the direction that your program is heading in the long run.

(3) Objectives

What are the specific objectives that your program will set for the next biennium in order to meet these long term goals? Objectives represent specific targets that you plan to strive for along the direction dictated by your goals. They must be quantifiable.

(4) Plans and Strategies

Identify the plan to achieve your stated objectives and goals for the 1979-81 biennium.

(5) Workload/Output Estimates

Each program should identify workload/output estimates. Workload estimates are defined in terms of quantities which estimate the magnitude of the job that could or should be performed within a selected period of time (i.e., number of applications received in 1979; number of applications approved in 1979). Workload estimates should capture the essence of the total activity to be performed but should not be so detailed or extensive to attempt to account for all functions performed by the unit. These workload estimates should be associated with the target budget. Your past workload output estimates will be furnished to you next week and you may use them as a basis for the 1979-81 estimates.

(6) Impact Indicators

Each program should seek to identify impact indicators which reflect the extent to which a statement of objectives for specific programs or sub-programs will be met. They characterize a program's contribution to the agency objectives. For example, one impact indicator of the instruction program might be the number of graduates expressed as a percent of the total potential graduating class over a period of years. If you have problems with this element of the budget preparation, contact the Budget Office. Again, your past impact indicators will be furnished to you next week and you can use them as a basis for the 1979-81 indicators.

(7) In a prioritized order, identify services which would be deleted or added by a budget adjustment of plus or minus 5 percent. Be specific. Explain in detail the services to be deleted or added. Please identify costs by object. This should be done on blank sheets of paper. Since the requested amounts will be in addition to the target budgets, it will be necessary for you to identify in priority order the activities and costs associated with the amount requested above the target level.

(8) What alternative means for delivering services should be considered in your program or any other area of the College to accomplish Evergreen's goals in a more efficient and effective manner?

In developing these statements, program heads will want to consult with budget unit heads. The Budget Office will work with the budget unit heads of program 080 in developing goals, objectives and planning statements.

GENERAL BUDGET PARAMETERS

Definition of Terms

- A. Projected Current Level: For purposes of this budget, projected current level is defined as (1) FY 1978 actuals (less outstanding encumbrances) plus (2) estimated FY 79 changes for the following:
- Workload changes
 - Changes in level of services
 - Other adjustments (i.e., second year salary increases or increase in federal matching rate from 25% to 50%, etc.).
- B. Budget Target Level: Budget targets for the 1979-81 Biennium have been distributed to all agencies by OFM. These targets are established on the basis of achieving a preliminary balanced budget consistent with the Governor's policies and preliminary revenue and expenditure amounts. Cumulative these target amounts would allow the Governor to meet the Legislature's requirement for submittal of a "no-new-taxes" budget.

The Budget Target Level is the amount which should be used on all Form A's and supporting forms. Increases proposed above the Budget Target Level should be shown only on the A-1 and C-1 forms.

- C. Program Request Level: It is expected that programs will be in a position to thoroughly justify all budgetary FTE and expenditure requests over target levels. Increases (or decreases) between budget target levels and program request levels are to be expressed on forms A-1 with supporting detail of additional form B's and C's.

Comparable Areas

Interinstitutionally agreed upon formula levels for the 1979-81 biennial request are:

	<u>1979-80</u>	<u>1980-81</u>
Instruction: Faculty	74	75
Support	85	85
Library: Staffing	55	55
Resources		
Student Services:	75	75
Plant Operation and Maintenance:		
Fixed Costs	100	100
Variable Costs	62	62

The budgets in formula programs should be constructed to fit within the interinstitutionally agreed formula levels.

Non-Comparable Areas

A full justification is required for all non-comparable areas regardless of the implications of target budgets. Such justification should include workload indicators, facts, previous performance evaluation, and supporting narrative. It is essential that we fully explain our non-comparable functions if we expect funding of our request.

In the Libraries program one of the more important tasks will be to the continued development of a defensible rationale for the distribution of costs between comparable and non-comparable in activities where overlapping occurs.

Check with Mike

SPECIAL BUDGET INSTRUCTIONS

(1) Salary and Wages

To assist you in projecting salaries and wages and employee benefits for the 1979-81 biennium we are preparing Form B - Detail of Salaries and Wages for your existing budgeted positions. This information will be completed and delivered to the respective budget unit heads by June 12. These Form B's will reflect the existing salary schedule currently in effect and will reflect the July 1, 1978 salary increases effective for all employees.

- A. The new Form B's will include hourly, student and overtime charges at the 1978-79 level. If you wish to change the amounts, the Budget Office will run revised Form B's at your request.
- B. The Form B information includes incumbent salary levels, it does not reflect new employees that may come in at a higher or lower level. All positions are to be budgeted according to approved current compensation plans. Step increments are to be budgeted only for filled positions. New positions are to be budgeted at the mid-step of the range.

- C. Shift differentials and fixed compensation in lieu of overtime are to be shown as part of the base salary.
- D. Do not budget for College Work Study students. Matching funds will be separately budgeted as a fund transfer in the same manner as NDSL matching is budgeted.

(2) Benefit Costs Related to Salaries and Wages

Employee benefit costs are already calculated for each budget for existing permanent positions and shown on the Detail of Salary and Wages and Related Benefits print-out. A revised Form B and the Detail of Salaries and Wages and Related Benefits Sheet can be run on the computer. Do not prepare or type the Form B manually.

(3) Travel and Moving Expenses

- A. Moving expenses as provided by current College policy may be requested for 1979-81.
- B. Interview expense may be requested for 1978-81 subject to general travel regulations and, in the case of classified positions, the determination of eligible positions by the Higher Education Personnel Board (check with Rita Cooper for eligibility). Calculations and other justifications should be shown separately in your justification material.
- C. Calculate private auto mileage at 14 cents per mile.
- D. Calculate per diem on the basis of current travel regulations.
- E. Use rates listed in Exhibit I for calculating motor pool charges. Permanently assigned vehicle rates are estimated to increase by approximately 10 percent for the 1979-81 biennium.

(4) Equipment

A uniform system for replacement of equipment using the useful life concept has been agreed to by all four-year institutions. This method will provide a systematic and interinstitutionally accepted method of identifying equipment which has exceeded the normal useful life period. It will provide the institution with an opportunity to systematically request replacement of all equipment within the context of institutional priorities.

The Budget Office in conjunction with the Business Office will assemble the necessary information for this part of the institutional request.

(5) Office Machines

Do not include the cost of office machines in your budget but be sure to budget for the maintenance charges under Object E, Goods and Services. For maintenance charges and worksheet refer to Exhibit II.

MORE GENERAL INSTRUCTIONS

- ...ks
b
1/1-ks*
- A. Sub-object detail must be planned very carefully for both formula and non-formula functions. Review your historical data and use it as a guide.
 - B. Rounding instructions require that we round both actual and estimated to the nearest whole dollar. Fractions of dollars, \$0.01 through \$0.49, are to be rounded to the lower whole dollar and \$0.50 to \$0.99 to the next higher dollar.
 - C. Do not assume any price level increases unless you can specifically document and justify them. Current prices as of July 1, 1978 should be used as the basis for all operating budget estimates. If you have justification for increases on selective items, submit it to the Budget Office for approval and in a format transmittable to OFM. OFM wants descriptions of unit, amount of each unit required, costs, and rate of increase requested.
 - D. The personnel service fund costs should be budgeted by the Personnel Office at the rate of 0.4% per year of covered salaries and wages.
 - E. All justification material to be included in the budget document such as graphs, charts, narrative, and workload statistics should be prepared on a separate sheet of paper.
 - F. Any programs budgeting outservice training or sabbatical programs for employees must fully explain the nature and extent of such programs.

The explanation must include the policies governing such training activities, number of employees participating, summary nature of training, whether full or part-time, cost of training, cost of salary continuance, any other associated costs, and the funding source(s). This report should be done on a separate sheet of paper.
 - G. Keep in mind that each budget unit will be charged by means of Inter-Budgetary Transfer for work done by the Word Processing Center, Campus Stores, Printing, and photographic services. Also monthly recharges will be made for long distance, WATS, SCAN, and telephone equipment costs.
 - H. The Word Processing Center is budgeted as a self-sustaining operation. Services will be recharged.
 - I. Any non-recurring costs during the current biennium such as equipment purchases for new staff, special surveys, costs associated with installation of electronic data processing, emergency repairs in excess of normal maintenance should be identified in your narrative for the Budget Office. These non-recurring costs are to be used as adjusting figures to the current biennium expenditures.

BIENNIAL BUDGET REQUEST
TIME TABLE

- | | |
|----------------------------------------------------------------------------------|----------------|
| (1) Instructions and forms to President, Vice Presidents,
Deans and Directors | June 8 |
| (2) Budget Preparation by Budgetary Unit Heads | June 9-23 |
| a. Develop Goals and Objectives | June 9-15 |
| b. Review of Goals and Objectives by Deans and
Directors | June 16-23 |
| (3) Preliminary review by Vice Presidents | June 26-30 |
| (4) Unit Heads complete budgets and submit to Budget
Office | June 30 |
| (5) Budget Office compiles requests | July 1-10 |
| (6) Resolution of requests between Vice Presidents
and Deans and Directors | July 10-14 |
| (7) President's Budget Hearing | July 17-21 |
| (8) Budget Office compiles requests | July 21-31 |
| (9) Mail to Board of Trustees | August 1 |
| (10) Board approval | August Meeting |
| (11) Final compilation, reproduction and submission to OFM | August 25 |

SUMMARY

OFM is placing emphasis for the 1979-81 biennial budget request on the program plan and justification material as they relate to target budgets and agency requests. This biennium, more than ever in the past, OFM is going to recommend funding based on our ability to convince them that our service is necessary. Those of you who are responsible for writing justification at the program level should keep this in mind as you develop your requests. Above all, budgets should be planned thoroughly. There is little change of receiving funds if that service or item is not specifically requested in the budget. Please double check your mathematical calculations prior to submittal to the Budget Office.

If you need additional forms, please contact the Budget Office staff at 6185. We will also be available if you have any questions or need assistance.

LIBRARY ADMIN		USER SERVICES		TECHNICAL SVCS		ACQUISITIONS		CIRCULATION		REFERENCE	
2300	2301	2310	2311	2320	2331	2335	2336	2340	2341	2345	2350
47832	38734	71505	2019	69385	19683	37475	4823	24540	27382	35274	149
9061	3966	2084		3283	515	24839	STU	1417	2408	5666	1404
880		2400				50	6+S	100	1955	905	50
7340	5744	14492	356	13950	4037	232310	TYL	8562	5470	6348	7344
		<400>				7784	EQUIP	924			
							BEN				
							CMBK				
65113	48444	90131	2375	86614	24235	302454	TOTAL	15726	32518	41451	44977

(THIS IS THE '79-'80 BASE BUDGET WHICH INCLUDES THE POSITIO

44492	40892	73866	1851	82096	21413	42194	PERM	4958	27504	40763	35765	154
9061	3966	4030		3442			STU			3199	2942	
118		2900		3283	515	26655	6+S	1417	2408	2055	905	24
		30		136			TYL			52		
9898	8378	2200		800		260956	EQUIP	8562				
		15095	370	16694	4283	8439	BEN	992	5501	8409	7388	30
		<400>					CMBK					
70369	53236	97721	2221	106451	26211	338244	TOTAL	15929	35413	54478	47000	210

(THIS IS THE '80-'81 BASE BUDGET CONTAINING THE SAME AS ABOVE

19918	41645	74253	1851	84409	22150	43738	PERM	5115	28820	42823	35765	154
9061	3966	4030		3442			STU			3199	2942	
1918		2900		3283	515	26655	6+S	1417	2408	2055	905	24
		30		136			TYL			52		
9984	8329	2200		800		260956	EQUIP	8562				
		15773	370	17157	4430	8748	BEN	1023	5764	8821	7388	30
		<400>					CMBK					
20881	53940	98186	2221	109227	27095	340097	TOTAL	16117	36992	56950	47000	210

POSITION NUMBER	TITLE	NAME (INCUMBENT + GRADE)	# SPLIT 79-80 COMP
<u>LIBRARY ADMINISTRATION</u>			
1402	DEAN OF LIBR. SVCS	JOYANA BROWN	21039
1401	ASSOCIATE DEAN	DAVE CARMAHAN	10608
4001	SECRETARY IV	JOANNE JIROVEC	9396
4072	BUDGET COORD. "B"	AL WARBER	8455
4163	INVENTORY INSP. I	EILEEN MECONI	
			<hr/> 41412
<u>USER SERVICES</u>			
1405	COORDINATOR	SUSAN SMITH	12659
1408	REF. / PER. LIBRARIAN	MALCOLM STILSON	10350
3820	LIBR. SPEC. I	ERNESTINE KIMARD	13164
4105	LIBR. TECH III	LUCY ENRIQUEZ	11928
4121	LIBR. TECH II	GRACE PHILLIPSON	10413
4165	LIBR. COLL. SUPV. "A"	MARK RUE	11352
			<hr/> 73866
<u>TECHNICAL SERVICES</u>			
1407	COORDINATOR	PAT MATHENY-WHITE	7404
1410	CATALOG. LIBR.	GEORGE RICKERSON	12830
4012	LIBR. SUPV. "B"	BECKY SCOTT	11465
3021	LIBR. SPEC. I	LIBBIE BECK	4570
3023	LIBR. SPEC. I	ERLENE ZAUGG	12581
3016	SLIDE LIBR. CURATOR I	MELANIE CRAWFORD	
4164	LIBR. TECH II	LORRIE TRIMBLE	8453
4123	LIBR. TECH II	WANDA SCHRÖEDER	9071
4007	LIBR. TECH I		8436
4004	OFF. ASST. II-TYPE	JOHN CROSBY	7286
			<hr/> 82076
<u>ACQUISITIONS</u>			
1407	COORDINATOR	PAT MATHENY-WHITE	7404
2021	BUYER I	PHOEBE WALKER	12760
4057	ACCTS ASST. II		2508
4122	LIBR. TECH II	JACCI TRIMBLE	9071
4141	LIBR. TECH I	SHELLY SWELLAND	6125
4082	OFF. ASST. II	BONNIE WARD	4926
			<hr/> 42194

CIRCULATION

2030	PROGRAM MGR "A"	DEBBIE ROBINSON	9012	6009	60	40	9466	6310
3041	MEDIA TECH II	KAREN BERKEY		12789		100		13434
3044	MEDIA TECH I	WALLY BOSTICK		10410		100		10941
	MEDIA TECH I			10536		100		11076
4099	LIBR. TECH II	KAREN GOSE	9180	1020	90	10	9567	1062
	LIBR. TECH II		9312		100		9792	
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			27524	40763	250	350	28520	42823

REFERENCE

1406	HEAD OF REFERENCE	FRANK MOTLEY	17585	926	79	24	17585	926
1408	REF. MGR. LIBR.	MALCOLM STANSON	10350		50		10350	
3004	LIBR. SPEC. II	KAYE SULLIVAN		14532		100		14532
	REFERENCE LIBR.		7830		50		7830	
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
			35765	15458	179	124	35765	15458

MEDIA PRODUCTION

4143	MEDIA PROD. COORD.			18510		83		18510
	FILM CLERK III			4896		50		542
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
				23406		133		23832

MINI-MEDIA

3059	MEDIA TECH II	WYATT CATES		13830		100		14532
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
				13830		100		14532

MEDIA ENGINEERING

3055	MEDIA ENG. MGR	AL SAARI		27612		100		28276
3017	MAINT. TECH II	VIC BUFF		17560		100		18457
3027	MAINT. TECH I	BOB KING		15081		100		15846
3040	MAINT. TECH I	JOHN ROUSE		15018		100		15780
4061	STOCKROOM ATT. I	DEANNA LINDBERG		6762		75		7104
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
				82033		475		85478

PHOTOGRAPHY

3013	PHOTO MEDIA SPEC.	WOODY HIRZEL		19536		100		19536
3024	PHOTOGRAPHER I			13164		100		13824
3045	PHOTOGRAPHER I			13164		100		13824
			<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
				45864		300		47184

ELECTRONIC MEDIA
2022 ELEC. MEDIA PROD. II
2015 ELEC. MEDIA PROD. II

KEN WILHELM
CHAS DAVIES

19536
19536

39072

1.00
1.00

2.00

19536
19536

39072

CONTROL CENTER
3018 BROADCAST TECH II

DICK FULLER

17268

17268

1.00

1.00

17268

17268

LECTURE HALLS
MEDIA SVCS. OPER.

8869

8868

1.00

1.00

9312

9312

GRAPHICS
3003 SR. DESIGN/ILLUS "A"
GRAPHICS DESIGN/ILLUS.

BARRY SENTER

16032
6830

22862

1.00
50

1.50

16818
7178

24026

310917

378538

22.9

24.72

512903

389566

15,203

15,313

15,967

15,759

THE EVERGREEN STATE COLLEGE

June 23, 1978

MEMORANDUM

TO: Budget Unit Heads
Management Group

FROM: Dave

Yesterday's meeting produced the following areas we have agreed to request above target in the 1979-80/1980-81 budget request. They are listed in priority order.

	<u>1979-80</u>	<u>1980-81</u>
1. Circulation subsystem	\$ 43,000	\$ 10,500
conversion costs	?	?
2. Media Technician I - Circ. CLB	12,500	13,200
3. Parts (media repair)	10,000	10,000
4. Resources above \$269,518	20,000(?)	20,000(?)
5. Media Technician I - Lecture Hall 50%	6,269	6,590
6. Library Technician (second half)	5,000	5,275
7. Acquisitions subsystem	14,000	8,800
8. Graphic Artist half-time	8,000	8,000

We also identified that Debbie and George would work on priority 1, Susan, Ken and Wyatt, on priority 2, Al and Vic on priority 3, Jovana on priority 4, Susan and Dave on priority 5, George on priority 6, George on priority 7, and Susan and Dave on priority 8.

Again, I would suggest that if there is any way to quantify the justifications by amount of work to be done or people to be served or numbers of times things happen or would happen, it will strengthen the justifications.

The justifications for the above target items will be contained on the B1 forms following the justification for each budget unit area. I talked with Mike Bigelow and he suggested that we use the following headings under the areas we're developing justifications for. An example would be;

Memo to Budget Unit Heads
June 23, 1978
Page 2

Administration

Request to meet target:

Request above target:

THE EVERGREEN STATE COLLEGE

June 21, 1978

MEMORANDUM

TO: Budget Unit Heads
Management Group

FROM: Dave *Due*

Please place in priority for including above target in the 1979-80/1980-81 Library budget request.

	<u>1979-80</u>	<u>1980-81</u>	<u>Decision</u>
Acquisition subsystem	14,000	8,800	(7)
Circulation Subsystem conversion costs	13,000 2,000	10,500 15,000	(1)
Graphic Artist 1/2 time	8,000	8,000	(8)
Library Technician I (second half)	5,000	5,275	(6)
Media Technician I Circ CLB	12,500	13,200	(2)
Media Technician I Lecture Hall 50%	6,269	6,590	(5)
Parts (Media Repair)	10,000 10,000 5,000	10,000	(3)
Resources above \$269,518	20,000	20,000	(4)
So far the things inside the target number include:			
Library Tech. I 1/2 time (first half)	5,000	5,275	
Listening Center Student Help	1,200	1,200	
Media Coordinator	20,000	20,000	
Media Film Clerk 1/2 time	5,800	6,100	
Some Lecture Hall support			

We will discuss this tomorrow at 1:00 in conference room.

Thu

monographs. The entitlements (See Table V) will allow us to begin collecting the breadth and depth of materials required. Phasing of initiation of the two programs will allow appropriation concentration on each area in the building process.

C) Expenditures involved appear in Table V.

TABLE V
FORMULA LIBRARY EXPENDITURES*

1980-81	1981-82	1982-83	1983-84	Year N
Collections: \$206,176 Staff=4.44 FTE \$ 66,861	Collections: \$216,720 Staff=5.52 FTE \$ 83,120	Collections: \$ 10,574 Staff=1.65 FTE \$ 24,845	Collections: \$ 12,064 Staff=1.83 FTE \$ 27,556	Collections: \$ 9,397 Staff=2.41 FTE \$ 36,289
Total \$273,037	Total \$299,840	Total \$ 35,419	Total \$ 39,620	Total \$ 45,686

* Average cost/FTE derived from formula salary plus appropriated salary increases for 1977-78 and 1978-79 (\$12,549). These costs reflect the difference between formula entitlements with and without graduate programs.

IV.6. Capital Costs

A. Types of existing facilities to be used (in square feet)

	<u>1980-81</u>	<u>1981-83 (et. seq.)</u>
Classrooms	849	1,260
Offices	600	960
Laboratories	800	800

LIBRARY ADMIN		USER SERVICES		TECHNICAL SVCS		ACQUISITIONS		CIRCULATION		REFERENCE	
2300	2301	2310	2311	2330	2331	2335	2336	2340	2341	2345	2346
47832	38734	71505	(THIS IS THE '78-'79 BUDGET AS APPROVED BY THE BOARD OF TRUSTEES)	69385	19683	37475	PERM	4823	24540	27382	35274
9061	3966	2084	2019	3283	575	24839	STU	1417	2408	1955	1404
880		2400				50	645	100	100	50	905
7340	5744	14492	356	13950	4037	232310	TVL				50
		<400>				7784	EQUIP	8562			
							BEN	924	5470	6348	7344
							CHK BK				
65113	48444	90131	2375	86614	24235	302458	TOTAL	15726	32518	41451	44977

(THIS IS THE '79-'80 BASE BUDGET WHICH INCLUDES THE POSITIO

49492	40892	23864	1851	82096	21413	42194	PERM	4958	27504	40763	35765	152
		4030		3442			STU			3199	2942	
9061	3966	2900		3283	575	26655	645	1417	2408	2055	905	24
718		30		136			TVL			52		
		2200		800		260956	EQUIP	8562				
9898	8378	15095	370	16694	4283	8439	BEN	992	5501	8409	7388	30
		<400>					CHK BK					
70369	53236	97721	2221	106451	26211	338244	TOTAL	15929	35413	54478	47000	210

(THIS IS THE '80-'81 BASE BUDGET CONTAINING THE SAME AS ABOVE

9918	41645	74253	1851	84409	22150	43738	PERM	5115	28820	42823	35765	152
		4030		3442			STU			3199	2942	
9061	3966	2900		3283	575	26655	645	1417	2408	2055	905	24
1918		30		136			TVL			52		
		2200		800		260956	EQUIP	8562				
9484	8329	15778	370	17157	4420	8742	BEN	1023	5764	8821	7388	30
		<400>					CHK BK					
2881	53740	98186	2221	109227	27095	340097	TOTAL	16117	36992	56950	47000	210

	REFERENCE		MEDIA PROD. 2350	MINI MEDIA 2351	MEDIA ENGIN. 2352	PHOTO 2353	ELEC. MEDIA 2360	GRAPHICS 2365	CONTROL CENTER 2370	LECTURE HALLS 2375	TOTAL
74	2345	2346									
THE BOARD OF TRUSTEES)											
382	35274	14760		12534	FEAM 75074	34558	37200		16440		569218
66	1464			1759	STA	4422	1369			2101	18325
95	905	488	664	509	ETS	25304	1356		200	200	87970
100	50		50	75	TVL	250					1605
					EQUIP	800					241672
134	7344	2792		2608	BEN	13342	6379		2932	168	106764
					CRAB	<16076>	<1500>			<1200>	<19176>
145	44977	16040	714	17485	TOTAL	119970	40958	44824	19572	1269	1010878

	4463 THE POSITIONS MENTIONED IN GAVE'S MEMO				ALL OTHER FIGURES ARE FROM THE '78-'79 REQUEST							
076	35765	15458	23406	13820	FEAM	82033	45864	39072	22262	17268	8868	637465
319	2942			1418	STA		2666	3200	2684		4724	23305
2055	905	2488	644	859	ETS	26289	13328	8536	3000	200	200	109049
5				17	TVL	158		38	250			2599
					EQUIP							272578
340	7388	3092	4681	2877	BEN	16407	9386	9070	4787	3454	2152	143555
					CRAB		<16076>	<1500>	<3250>		<1200>	<22426>
447	47000	21038	28791	19003	TOTAL	125167	55168	57476	30333	20922	14744	1219855

	SAME AS ABOVE PLUS INCREMENTS)											
076	35765	15458	23652	14532	FEAM	85478	47184	39072	24026	17268	9312	706469
319	2942			1418	STA		2666	3200	2684		4724	23205
2055	905	2488	644	859	ETS	26289	13328	8536	3000	200	200	109049
5				17	TVL	158		38	250			2599
					EQUIP							272578
321	7388	3092	4730	3019	BEN	17036	9650	9070	5020	3454	2240	143558
					CRAB		<16076>	<1500>	<3250>		<1200>	<22426>
352	47000	21038	29026	19845	TOTAL	129301	52752	57476	31730	20922	15276	1241072

BASE BUDGETS TOTAL
BIENNIAL TARGET

2459227
2370000
<60227>

ADDITION NUMBER	TITLE	NAME (INCUMBENT + GRADE)	17 79-80		18 FTE		20 80-81	
			19 COMP	20 N-COMP	19 COMP	20 N-COMP	20 COMP	21 N-COMP
LIBRARY ADMINISTRATION								
1402	DEAN OF LIBR. SVCS	JOVANA BROWN	21033	7011	.75	.25	21033	7011
1401	ASSOCIATE DEAN	DAVE CARNAHAN	10608	15912	.40	.60	10608	15912
4001	SECRETARY IV	JOANNE JIROVEZ	9396	3132	.75	.25	9396	3132
4072	BUDGET COORD. "B"	AL WARBER	8455	3823	.70	.30	8881	3806
4163	INVENTORY INSP. I	EILEEN MECONI		11214		1.00		11784
			49492	40892	2.60	2.40	49918	41625
USER SERVICES								
1405	COORDINATOR	SUSAN SMITH	16659	1851	.75	.25	16659	1851
1408	REF. SER. LIBRARIAN	MALCOLM STILSON	10350		.50		10350	
3020	LIBR. SPEC. I	ERNESTINE KIMBRO	13164		1.00		13164	
4105	LIBR. TECH III	LUCY ENRIQUEZ	11928		1.00		11928	
4121	LIBR. TECH II	GRACE PHILLIPSON	10413		1.00		10300	
4165	LIBR. COLL. SUPT. "A"	MARK RUE	11352		1.00		11352	
			73826	1851	5.25	.25	74253	1851
TECHNICAL SERVICES								
1407	COORDINATOR	PAT MATHENY-WHITE	7404	1851	.33	.67	7404	1851
1410	CATALOG. LIBR.	GEORGE RICKERSON	12830	1426	.72	.28	12830	1426
4012	LIBR. SUPT. "B"	BECKY SCOTT	11465	2023	.35	.65	11465	2023
3021	LIBR. SPEC. I	LIEBIE BECK	4570	1958	.35	.65	4607	1975
3023	LIBR. SPEC. I	ERLENE ZAUGG	12531		1.00		13164	
3016	SLIDE LIBR. CURATOR I	MELANIE CRAWFORD		11598		1.00		11978
4164	LIBR. TECH II	LORRIE TRIMBLE	8453	989	.90	.10	8887	987
4123	LIBR. TECH II	WANDA SCHNEIDER	9071	1008	.90	.10	9527	1059
4007	LIBR. TECH I		8436		1.00		8628	
4004	OFF. ASST. II-TYPE	JOHN CROSBY	7826	810	.90	.10	7257	857
			82073	21413	4.95	1.76	84409	22150
ACQUISITIONS								
1407	COORDINATOR	PAT MATHENY-WHITE	7104	1851	.33	.67	7104	1851
2021	BUYER I	PHOEBE WALKER	12760	1418	.90	.10	13408	1470
4057	ACCTS. ASST. II		2508		.25		2634	
4122	LIBR. TECH II	JACCI TRIMBLE	9071	1008	.90	.10	9527	1059
4141	LIBR. TECH I	SHELLY SWELLAND	6125	681	.78	.22	6439	715
4022	OFF. ASST. II	BONNIE WARD	4926		.50		4926	
			42194	4958	3.60	.36	45138	5715

CIRCULATION

2030	PROGRAM MGR "A"	DEBBIE ROBINSON	9012	6009	60	40	9426	6310
3041	MEDIA TECH II	KAREN BERKEY		12789		100		13434
3044	MEDIA TECH I	WALLY BOSTICK		10410		100		10941
	MEDIA TECH I			10536		100		11076
4099	LIBR. TECH II	KAREN GOSE	9180	1020	90	10	9562	1062
	LIBR. TECH II		9312		100		9192	
			<u>21544</u>	<u>40763</u>	<u>250</u>	<u>350</u>	<u>28620</u>	<u>42823</u>

REFERENCE

1406	HEAD OF REFERENCE	FRANK MOTLEY	17585	926	79	04	17585	926
1408	REF/PER. LIBR.	MALCOLM STALSON	10350		50		10350	
3004	LIBR. SPEC. II	KAYE SULLIVAN		14532		100		14532
	REFERENCE LIBR.		7830		50		7830	
			<u>35765</u>	<u>15458</u>	<u>179</u>	<u>104</u>	<u>35765</u>	<u>15458</u>

MEDIA PRODUCTION

	MEDIA PRD. COORD.			18510		03		18510
4143	FILM CLERK III			4896		50		5412
				<u>23406</u>		<u>133</u>		<u>23652</u>

MINI-MEDIA

3059	MEDIA TECH II	WYATT CATES	13830			100		14532
			<u>13830</u>			<u>100</u>		<u>14532</u>

MEDIA ENGINEERING

3055	MEDIA ENG. MGR	AL SAARI		27612		100		28276
3017	MAINT. TECH II	VIC BUFF		17560		100		18450
3027	MAINT. TECH I	BOB KING		15081		100		15816
3040	MAINT. TECH I	JOHN ROUSE		15018		100		15780
4061	STOCK ROOM ATT. I	DEANNA LINDBERG		6762		75		7104
				<u>82033</u>		<u>425</u>		<u>85478</u>

PHOTOGRAPHY

3013	PHOTO MEDIA SPEC.	WOODY HIRZEL	19536			100		19536
3024	PHOTOGRAPHER I		13164			100		13824
3045	PHOTOGRAPHER I		19164			100		13824
			<u>45864</u>			<u>300</u>		<u>47184</u>

ELECTRONIC MEDIA

2022 ELEC. MEDIA PROD. II
2015 ELEC. MEDIA PROD. II

KEN WILHELM
CHAS DAVIES

19536
19536

37072

1.00
1.00

2.00

19536
19536

37072

CONTROL CENTER

3018 BROADCAST TECH II

DICK FULLER

17268

17268

1.00

1.00

17268

17268

LECTURE HALLS

MEDIA SVCS. OPER.

8869

8868

1.00

1.00

9312

9312

GRAPHICS

3003 SR. DESIGN/ILLUS "A"
GRAPHICS DESIGN/ILLUS.

BARRY SENTER

16032
6930

22962

1.00
50

1.50

16848
7178

24026

310917 378538 22.9 21.72 316903 389566

15,203 15,919 13,967 15,759

LIBRARY BUDGET REQUEST

The Library has reviewed its operating needs for 1978-1979 and has developed the following budget to meet target number of \$1,005,888. This target number represents \$32,683 less money than will be spent for the 1977-1978 operating year and \$196,810 less than allocated to the Library by the Legislature.

<u>1977-1978 Expenditures</u>	<u>1978-1979 Target</u>	<u>1978-1979 Legislative Allocation</u>
\$1,038,571* Library estimate (May 1)	\$1,005,888*	\$1,202,698
\$1,031,320* Budget office estimate (May 1)		

*These figures are excluding reserves.

The target number did not take into account actual level of operating expenses. The target number did not include step increases for staff which amounts to about 2% of staff salaries. It did not include current positions which were partially vacant last year and no provisions were made for inflation.

The target number also does not include the Library's approximately \$4,990 contribution toward the Professional Development Reserve. We cannot support this activity because of the necessary reduction-in-force of existing Library staff positions and other cuts in our operating budget. The Professional Development policy has greatly benefited Evergreen staff, including two Library staff members, but we feel it is something that cannot be funded by staff reductions.

In order to accomplish the target number, we believe that certain library functions will have to be funded above the target numbers for those areas. These fall primarily into three areas of library services; collection development, circulation of library resources, and user services, specifically periodicals and inter-library loan of materials. Funding these areas above target levels necessitates even more drastic cuts in all other areas of library operation to achieve the overall target for the Library.

First, the proposed increases are listed and justification provided for making increases in the areas of the resource collection (acquisitions), circulation and user services at an absolute minimum level. These areas are listed in priority order:

ACQUISITIONS

<u>Current Year Expenses</u>	<u>Target Budget</u>	<u>Requested Budget</u>	<u>Dollars Above/(Below) Target</u>	<u>Per Cent Above/(Below) Target</u>
\$324,344	\$316,389	\$347,714	\$31,325	9.90%
\$236,137 resources		\$269,518 resources		
\$ 87,072 other		\$ 77,706 other		

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This budget request represents:

A reduction in staff of 1.5 positions:

One Accounting Assistant II position (vacant) (\$8,652)
One half of Bonnie Ward (Office Assistant II)
position (filled) (\$4,116)

An increase of \$33,381 in the resources budget

We feel that we must make every effort to maintain the resource budget. Serious and even drastic cuts have been made in other areas of the Library budget to accomplish this. The proposed resource budget amounts to 14 per cent over last year's resource budget. Last year's expenditures and this year's request are distributed as follows:

	<u>Spent 1977-78</u>	<u>Resource Budget</u>	<u>Request 1978-79</u>	<u>Percentage Increase</u>
Books	\$ 99,071		\$106,050	7%
Serials	\$128,724		\$154,625	20%
Non-print	\$ 8,342		\$ 8,843	6%
Total	\$236,137		\$269,518	14%

The amount spent in 1977-78 purchase about 7,000 units of book materials (approximately 4,700 titles), no new serials and about 600 units of non-print materials.

The percentage increases for books and non-print materials will only cover inflation. The amount for serials is 10 per cent for inflation and 10 per cent for new subscriptions.

This budget request is in fact a reduction of \$10,755 from what the librarians feel is the minimum necessary for an adequate resources budget. This reduction has been made in the money for books and non-print materials. The increase in the serials budget has been retained because of the importance of serials to the quality of the library collections.

Serials are any publication that appear at regular and irregular intervals. The definition spans a weekly newsmagazine to a bi-annual index or directory. A high percentage of the reference collection consists of serials. The prices of serials have risen sharply in the past few years. The official inflation rate is 10 per cent, but many of the titles held by academic librarians have increased in price at a steeper rate. In order to retain some balance between the amounts we spend for books and for serials, we have sharply curtailed the purchase of new serial titles in the last two years. For example, the Library bought no new serials in 1977-78.

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We have continually reviewed our serials and periodicals collection and retain only those titles we feel are essential. The small increases we have attempted to make in this budget have been eaten up by inflation. Therefore, we have not been able to purchase the new titles required to meet current academic needs.

We feel that it is absolutely necessary to provide for this minimal amount of money for new serials. We are now in a situation where our serials collection is deteriorating because we cannot afford to purchase current volumes. Some of our titles in the reference collection stop in 1975 for example. Universal Reference System at \$275 per year is an example of a social science index we have not been able to update for two years. In other instances, we have not been able to purchase the cumulated annual volume of an index such as Music Index at \$125 per year. There are also titles we need, but have been unable to afford such as the Federal Index Annual which costs \$400 per year. And finally, there are important new titles that are important to our collection such as the Humanities Citation Index which will cost \$1,250 per year.

We have worked cooperatively with the State Library in the area of periodicals in order not to duplicate titles held by them. We felt this was a sound policy, because it has been cheaper to obtain articles for our patrons from their journals by interlibrary loan, than to purchase the titles ourselves. However, the new Copyright Law has had a critical impact on this policy. We can no longer copy in excess of five articles per periodical title from these journals and still remain in compliance with the law. This has already added a strain to our stretched serials budget. We therefore also need an increase in the serials budget in order to purchase those periodicals that are in high demand by our students but are no longer available on Interlibrary Loan. Examples of periodical titles heavily requested by our students are: Lancet \$30 per year; Artic & Alpine Research \$25 per year; and Perceptual and Motor Skills \$85.20 per year.

We also need to order a few new periodical titles every year to support increased needs or shifts in needs. Unless we provide for this increase, we will be unable to respond to the academic needs of our faculty and students, particularly in new subject fields or combination of fields.

A resource budget of the size we are proposing is seriously inadequate to meet the requirements of a quality liberal arts college such as Evergreen. Added to the fact that Evergreen's philosophy of education encourages wide ranging independent study is the fact that many upper division students are pursuing studies that would be equivalent to master's level work at another institution. We build our library collection in three distinct ways. The first is filling academic program needs. Approximately 70 per cent of the book budget is used for this.

The second is selection from currently published material by the librarians by subject area to ensure a current and well rounded collection. The third is retrospective selection to fill gaps, add important standard works and provide the basic works of information in the humanities, social sciences, sciences and art that a sound liberal arts collection should have. Richard Alexander spent winter quarter in the Library, in part, analyzing the literature collection. We need the funds to purchase the titles he recommended be added.

We have made it a practice to devote 10 per cent of our resource budget to non-print materials: slides, sound recordings, films, etc. Our users make huge demands on all these resources. Faculty specifically use these materials extensively in group presentations. Non-print materials constitute an important part of our collection. Last year, we reduced our non-print budget by two-thirds. This request represents no increase over this amount except for inflation.

The quality of our resource budget has institutional impact beyond immediate teaching and learning needs. For example, without a maintenance of effort in our resources budget we may be ineligible for Federal funding such as the HEW Title II grants. Furthermore, the quality of the college library is an important part of the accreditation review.

In addition to an increase in the resources budget, this budget request represents a staff reduction of 1.5 FTE. This includes a reduction of Bonnie Ward (Office Assistant II) to half-time in the Library. Rita Cooper has advised us that it is appropriate that this position be shared within the institution. Bonnie will continue to provide assistance in acquisitions and periodicals as a half-time office assistant. This acquisitions budget also includes the elimination of an Accounting Assistant II position, unfilled at the present time.

CIRCULATION

<u>Current Year</u> <u>Expenses</u>	<u>Target</u> <u>Budget</u>	<u>Requested</u> <u>Budget</u>	<u>Dollars</u> <u>Above</u> <u>Target</u>	<u>Percent</u> <u>Above</u> <u>Target</u>
\$59,530	\$56,614	\$73,670	\$20,056	35.43%

This budget request represents:

An increase in staffing by adding:

1/2 Library Technician II (\$3,226)
1 Media Technician I (filled) (\$8,176)

A reduction in staff of 2 institutional students (\$3,094)

At the present time, the Circulation Desk is staffed by one full-time Library Technician II and one half-time Library Technician II. We have been forced to hire temporary additional part-time assistance just to maintain daily operation.

Circulation statistics (transactions) for the past two academic years have been as follows:

<u>Number of Circulation Transactions</u>			
<u>1976-77</u>		<u>1977-78</u>	
September 1976	3,576	September 1977	5,376
October 1976	6,255	October 1977	9,908
November 1976	5,240	November 1977	9,419
December 1976	5,200	December 1977	8,876
January 1977	7,131	January 1978	11,843
February 1977	4,852	February 1978	9,680
March 1977	7,687	March 1978	17,497
April 1977	5,360	April 1978	9,620
May 1977	4,243		
June 1977	3,590		

The first priority has therefore been to extend the now half-time Library Technician II position to a full time Library Technician II position.

An increase in the amount of material circulated has caused a significant change in staff workload. Demands have increased for the numbers of searches, recalls, mailings; billing has nearly doubled and so have the amount of problems for the circulation staff and the patrons. The current staff is unable to maintain the daily operation without putting in overtime, especially at the end of the quarter and during the billing period. The supervisor feels that overtime situation is untenable and will result in staff turnover.

The only other means of resolving this situation is to curtail or cut out a service. For example, the present list of community patrons exceeds the student and staff population. There are 2,700 registered off-campus borrowers. As a rough guess, 60 per cent of these are active users. Unless we add this staff, we will have to eliminate this service. The political impact of such a decision would be considerable. We have no other way of cutting back. We have already limited access to slides, artprints, and recordings.

This budget request also represents the elimination of the summer institutional student position. This cut along with the reduction in the summer institutional student position in Periodicals and Serials means that the Library will be open Monday-Friday, 8:00 a.m. - 5:00 p.m. only, instead of open three evenings per week until 9:00 p.m. as it was last summer. This will have a severe impact on those students enrolled in summer school, especially those who work or who are in program activities during the day. In addition, there will be no coverage for staff vacations. Our planned inventory to follow up on the preliminary recommendations of the Library Review DTF will not be accomplished by this budget.

This budget does not include a request for the Washington Library Network circulation system, nor does it contain contingency funds for the breakdown of the current circulation system. This system was developed by Evergreen Library and Computer Services staff in 1973 as a temporary one until the Washington Library Network system was available. It is a batch system using transactors to punch cards. The equipment has lasted well beyond its planned life expectancy. The system is breaking down because of the age of the equipment and the heavy demands placed on it. The transactor "Herbert" for example, will not remain operational much longer. Media Repair informs us that the demise of one transactor will shorten the life of the other. We have been unable in this budget request to make provisions for the system going down permanently. We are planning on the purchase of the Washington Library Network On-Line Circulation System in 1978-79.

Media Loan requires a minimum of two full-time staff members to stay operational. This area has been staffed with two media technicians for the last several years. Due to staff rotations, we lost one of these positions during last year's budget allocation. We requested a reinstatement of this position which was granted. We requested an exemption of the Executive Order which was granted. Due to time involved in the recruiting and hiring procedures, this position was not filled until March 21, 1978. It is currently filled. The major part of the salary for the position, therefore, did not appear as part of our operational budget for 1977-78.

The pressure and workload generated by Media Loan service has had a tendency to wear down staff until they can no longer perform their jobs. Media Loan's circulation continues to grow, and, in the average, three hundred circulation transactions occur daily. All these pieces of equipment must be checked before and after they are used. Billing has increased proportionately to circulation. Problems with the equipment are increasing proportionately to the age of the circulating equipment. Without the Media Technician I position, we cannot provide the level of service that we do now.

Not only would the daily operation break down, but the teaching support that Media Loan provides its users would become impossible. Unless this position is filled, we will have to discontinue Media Loan service to students.

This budget request also includes the elimination of one summer institutional student position. The use of Media Loan this summer will be seriously curtailed by this staff cut. This position is responsible for cleaning and maintaining the equipment during the summer. This care is essential for continuing service with the older equipment.

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Also the annual inventory which occurs in June and July will also be impaired. The inventory is important to our equipment security and control as well as maintenance.

USER SERVICES

Current Year Expenses	Target Budget	Requested Budget	Dollars Above Target	Per Cent Above Target
\$80,762	\$78,645	\$91,544	\$12,899	16.40%

This budget request represents:

An increase in staffing by adding one half-time Library Technician II position	(\$4,836)
A reduction in Malcolm Stilson (Reference/Periodicals Serials Librarian position to an eleven month appointment	(\$1,660)
A reduction in staff of 1.5 institutional student	(\$2,159)
A reduction in the goods and services budget	(\$ 730)
The elimination of in-state travel money	(\$ 50)

The first priority has been to extend the half-time Library Technician II position in Interlibrary Loan to full time. This position is needed to help carry on an increased workload brought about by recordkeeping requirements of the new Copyright Law and perhaps more significantly by Evergreen's participation in the Washington Library Network. Our requests to other libraries for our own students are remaining steady at approximately 900 - 1,200 requests per month, but the requests to us to supply material for other libraries have increased dramatically. Last year, they averaged approximately 100 per month. This year they have increased to approximately 300 - 350 per month. We must continue to provide quality interlibrary loan service both for our students for whom it is an important academic resource and for other libraries in reciprocation for the material we borrow.

This budget represents a reduction in Malcolm Stilson's position (Reference Periodicals Serials Librarian) to an eleven month appointment. This will reduce the amount of time Malcolm can spend at the reference desk.

In addition this budget represents a reduction of two summer institutional student positions.

The User Services area of Periodicals-Documents and Interlibrary Loan will therefore have no institutional students for the summer. This means that there will be no typist for Interlibrary Loan, and more important, no periodicals/documents student to check in and shelve materials and staff the facility at night.

The cut in the goods and services budget may not provide sufficient supplies to maintain the microform reader-printer for the entire academic year. Because our backfiles of periodical subscriptions are on microform, we have to provide an easy and economical way for Library users to make print-out copies of the articles they wish to take out of the Library. We charge for this service, but do not recover the entire costs.

The repair contract (\$2,000 per year) for the reader-printer has been cancelled. This will add an additional maintenance burden to the staff in media repair.

There will be no travel money. This will mean that we cannot request staff to attend inter-institutional meetings, training sessions, etc.

The three budgets above are listed in priority order, those that follow are in budget number order. The areas of priority came in above target at \$64,280. Taking this amount from the other budgets will have the following impacts.

ADMINISTRATION

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Percent Below Target
\$117,460	\$113,960	\$108,713	\$ 5,247	4.60%

This budget request represents:

- A reduction in the Dean and Associate Dean positions to eleven months (\$4,462)
- The elimination of all out-of-state and directed travel for the Library staff (\$2,000)
- Elimination of contingency money

This budget request reduces the Dean and Associate Dean position to eleven month appointments which reduces the overall time that these two people spend in the Library. The budget request for the entire Library reduces the appointment period of seven staff who make over \$16,000 per year. Three additional staff in this salary range are already on 11 month appointments. This general reduction to an eleven month appointment for "senior" library staff will mean that it will be necessary to close the Library completely for a two-week period at Christmas and at the end of the summer term in order for the leave without pay to be taken.

This budget request eliminates out-of-state travel money. All out-of-state and directed travel for the Library is centralized in the 2300/2301 budget. The entire professional and technical staff including librarians, media specialist, etc., use these funds. This travel allows library staff to stay current with state-of-the art developments in various fields, to receive specialized training necessary to carry out specific functions, and to represent Evergreen at conferences and meetings. These opportunities provide

us with an important and vital link with our fields and areas of specialization. There was essentially no out-of-state travel in 1977-78 because of the Executive Order. Further curtailment of this opportunity will have a serious effect on our ability to remain informed about current practices and procedures in the Library and media fields.

This budget request contains no contingency money. A small amount of money \$1,500 - \$2,000 is usually kept in the Administration budget for unforeseen expenses that arise during the year. This money is used only for those emergency expenses that are crucial to our continued operations.

TECHNICAL SERVICES

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Dollars Below Target
\$116,622	\$119,188	\$110,097	\$9,091	7.63%

This budget request represents:

A reduction in staffing by eliminating -

One half-time Library Technician II position (filled)	(\$3,667)
All institutional student help	(\$2,577)
A reduction in the goods and services budget	(\$2,300)
The elimination of in-state travel money	(\$150)
The elimination of equipment replacement money	(\$793)

This budget represents the elimination of Meg Menauls' (1/2 time Library Tech. I) position. This was a full-time position before the hiring freeze, so Technical Services is losing a full-time position in this cut. This position was responsible for receiving and processing the products (cardsets and labels) received from the Washington Library Network. Loss of this position will delay the processing of books by an average of seven days (10 to 14 days during peak load periods). Processing staff will be unable to continue work on the backlog of unprocessed books, and this backlog, which has been reduced by more than half during the past four months, will rebuild itself to its former level by January 1979. Not only does this mean that these materials will be unavailable for use, but rebuilding of the backlog will have a significant negative impact on staff morale. Staff now assisting with the processing of slides will be reassigned to book processing, which will introduce a delay of about one month into the processing of slides. Technical Services will continue to be unable to devote any staff to the backlog of unprocessed audio materials. Lack of access to these materials is already a serious problem for some faculty and students.

In addition this budget request represents the elimination of all institutional student help. The institutional student was responsible for assisting the supervisor of processing with a variety of problems that required some technical knowledge and library experience, for example, problems involving serials. With this cut, these problem materials will be unprocessed and shelved indefinitely.

This request eliminates in-state travel for Technical Services. Deletion of the requested travel money will deprive Technical Services of an effective tool for staff development. The money has been used in the past to fund travel of classified staff to meetings and conferences which ordinarily are attended only by librarians. These opportunities have enabled our staff to gain some perspective on their jobs and has had a beneficial effect on morale.

Equipment money has been eliminated from this budget request. The money requested for equipment was for the purchase of one Adler 21D typewriter. Technical Services has three of these machines, and they are all worn out, according to the typewriter repairman. They are the only machines we have that will handle catalog card stock satisfactorily, and their frequent breakdowns interfere with the work of the unit. This cut will further delay the processing of library materials.

REFERENCE

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$62,930	\$59,205	\$51,704	\$7,501	12.67%

This budget request represents:

- A reduction in Frank Motley's (Head of Reference) position to eleven months. (\$1,560)
 This request excludes Ginger Alexander's (temporary half-time reference librarian) funded by the Staff Professional Development Committee to cover part of Pat Matheny-White's professional leave.
- A reduction of an institutional student position by 40% (\$ 968)
- A reduction in the goods and services budget (\$2,000)

This request reduces the Head of Reference's position to eleven months. This combined with the reduced appointments of the other librarians will impact the reference and bibliographic teaching function provided by the Library. In addition to Frank Motley, all five librarians work on the reference desk in addition to their primary areas of responsibility. It is staffed seventy-three hours per week by a professional librarian. Sundays are included in this total cost but the four hours on Saturday are excluded because reference service on that day is provided by other staff. An overall reduction of librarian time will therefore reduce the amount of time they can spend away from their own work

areas and on the reference desk. Having a librarian at the reference desk is the area's main responsibility and provides primary contact with students. In addition the area is responsible for providing lectures, tours, workshops and teaching the Library module. A further impact for the regular academic year is that we would not be able to offer the library module and the number of library workshops we could give would be greatly reduced. We have been giving about 92 library workshops per year to about 773 students. Over the average year, our workshops are attended by about one-third of the student body. Together with the library module, we offer approximately 2,615 student hours of formal instruction per year. With the proposed budget, the module would end and the workshops would need to be reduced by about half in favor of keeping a professional librarian on duty at the reference desk at all times.

This budget request represents a reduction of a 40 per cent of an institutional student position. This student position files our approximately forty loose-leaf services. The reduction of this position will result in a deterioration of these expensive and vital library serials.

This request represents a \$2,000 reduction in goods and services. To accomplish this, the Reference budget will no longer pay postage on the films booked for the College. Reference provides films booking and film reference services for the entire College. We have regarded paying the postage as part of this service. The costs will now have to be charged back to the academic programs using the films.

MEDIA PRODUCTION

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$6,217	\$6,456	\$ 714	\$5,742	88.94%

This budget request represents

A reduction in staffing by eliminating the half-time Media Film Clerk III position (vacant) (\$5,742)

This budget request eliminates Marsha Reagan's (half-time Media Film Clerk III) position in the Media Services. This position acts as receptionist and typist for the entire Media Services area and as a media assistant in the Mini-Media Production area. The impact of this reduction:

- A. Leaves only one full time staff member (a Media Technician II) in the Mini-Media Production Center.

- B. Eliminates clerical and chargeback IBT support for Media Services.
- C. Eliminates the media assistant function of this position in the Mini-Media Production Center.
- D. Places additional responsibility on the student staff in Mini-Media when the Media Technician II is out of the area.
- E. Allows even less time for the Media Technician II to work with students and academic programs (giving individual attention to students and giving workshops for programs).
- F. Decreases security in the Mini-Media Production Center area.
- G. Places an even greater workload on other Library staff that would have to do the Media Film Clerk's functions of typing, accounting, receptionist duties and media assistant duties.

MINI-MEDIA PRODUCTION CENTER

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$16,678	\$17,337	\$16,914	\$423	2.44%

This budget request represents:

A reduction in Wyatt Cates (Media Technician II) position by two weeks (\$577)

Reducing this position will mean that the Mini-Media area will be closed for two weeks at the end of the summer quarter. This is a period of time that some students use for completing their media projects. In addition, this period between quarters is used by the Media Technician II to perform preventative maintenance on equipment, to inventory equipment and to prepare the area for the fall quarter.

MEDIA ENGINEERING

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$115,941	\$113,553	\$111,826	\$1,727	1.52%

This budget request represents:

A reduction in Al Saari's (Media Engineer) position
 to eleven months (\$2,190)
 It represents a 23 per cent decrease in last year's
 budget for media parts.

The impact of this staff reduction is that Al Saari would have one month less time to accomplish the tasks involved in his job. Because of his workload, he already has a very large accumulation of paid annual leave time. He has been directed to reduce this accumulation. A reduction in his appointment period will hinder this. Some of the backlogged media engineering design and installation projects area:

1. Communications Building testing and final acceptance of audio systems.
2. Communications Building design and installation of cable TV system.
3. Interface of audio console to film resolving equipment.
4. Modification of patch panel on all AP1 consoles in Communications Building.
5. Design and installation of KAOS-FM equipment during remodeling process of CAB Phase II.
6. Interface of audio and video between Communications Building and Library master control.
7. Design and installation of 16mm and 35mm motion picture projectors in Communications Building and Lecture Hall 3.
8. Update and file all media systems drawings.

Each of the above items reflect a possible impact on academic programs and/or requests.

PHOTO SERVICES

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$55,371	\$47,375	\$40,422	\$6,953	14.68%

This budget request represents:

A reduction in Woody Hirzel's (Photo Media Specialist) position to
 eleven months (\$1,550)
 Eliminates institutional student position (\$2,211)
 Lowers the Photographer II position to a Photographer I
 (vacant, June 1, 1978) (\$4,592)
 Eliminate goods and services budget (\$2,828)
 Eliminates travel (\$ 85)

This request reduces Woody Hirzel's position to eleven months. The 11 month appointment for Woody Hirzel with mandatory leave at the end of summer term and at Christmas break will cut down on staff time to supervise the darkrooms. Academic darkrooms must be cleaned, inventoried and repairs made prior to re-opening for fall program needs. Supplies are being received and distributed; student workloads for all are being developed; and direct contact with faculty is taking place. While all of above takes place, production services workloads continue as various academic and college projects are being completed or started in anticipation of fall program needs. December is a similar situation, though not as bad for changing student lab needs.

This request eliminates the institutional student position.

The additional impact of having no funds for institutional students will directly affect the quality of supervision we can provide academic student darkrooms. Since the academic budget has provided no money for institutional student aids, we will be forced to close darkrooms if qualified work study students are not available.

Specifically, the following service areas will be impacted.

1. Close Lab 060 darkroom completely. This lab currently serves about 35 students.
2. Reduce access to Darkrooms 2117, 2112 by one-third.
3. Reduce access to Photo Center by not opening until 1 p.m. (currently open at 9 a.m.).
4. No weekend access to any darkrooms on campus.
5. All campus darkrooms to open one week late fall, winter and summer.
6. No supplies available for photo workshops.
7. Higher rates charged for production requests.
8. Reduction in the hours of Photo Services (production area) to four hours per day.
9. All campus photo facilities closed completely during two weeks periods in September and December.

It should be noted that during summer 1978, fall, and spring 1979, the catalog supplement offers programs emphasizing photography. This past year, there were none. This increases the need for darkroom access in addition to madule

students. These academic programs and the photography module will be seriously affected by these cuts.

ELECTRONIC MEDIA

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$48,086	\$45,346	\$41,346	\$4,000	8.82%

This budget request represents:

A reduction in Chas Davies' and Ken Wilhelm's (Electronic Media Producer II) positions to eleven months	(\$3,100)
Reduction of goods and services by 57%	(\$2,964)
Elimination of in-state travel	(\$ 50)
Elimination of equipment budget	(\$ 400)

This budget request includes reducing Ken Wilhelm and Chas Davies to eleven month appointments. Each employee would take two two-week leaves during the year, at Christmas break and at the end of summer quarter. The College would be without any audio and television services during these periods. In addition the between-quarter equipment and facilities maintenance, necessary paperwork, the preparation and planning for the following quarter, and inventory control would not be accomplished. Between quarters is the only time these matters can be successfully accomplished because they require uninterrupted work time. Not being able to accomplish matters between quarters will also seriously affect the efficiency and effectiveness of the subsequent quarter(s) productions and instruction. The College has opened a new facility, the Communications Lab Building but sufficient staff to operate this building has not been provided. The Library has provided audio and video services during the past year in this building. In the process of covering the many activities scheduled considerable compensatory time has been accrued by staff members. This situation should not continue and the reduction to eleven month appointments will mean a reduction to the absolute minimum of audio and video performances in that facility.

This budget represents a reduction in the goods and services budget. This will seriously hamper Electronic Media's ability to acquire necessary day-to-day production and operations materials. This year's allocation was insufficient to meet production needs and Electronic Media has been without a goods and services money since March 30. General hardware, handtools, cables, connectors, microphone and audio accessories video accessories. lighting gels, printed materials, photographic materials and occasional equipment rentals are included in this budget. In addition, there is a pressing need to buy blank audio and video tape.

The very small travel budget has been eliminated, further increasing individual personal burden in attending meetings, conferences and conventions

and other professional development activities.

The small equipment item budget has been eliminated, making it impossible to replace or purchase small items needed to keep productions happening and facilities operational.

CONTROL CENTER

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$19,556	\$19,233	\$14,945	\$4,288	22.30%

This budget request represents:

A reduction in Dick Fuller's (Broadcast Technician II) position to 75 per cent FTE (filled) (\$4110)

This request provides for a staff reduction in the Control Center. The Control Center and Electronic Media work closely together to provide the College with television production capability and instruction. The Broadcast Technician in the Control Center operates and/or assists in the operation of the color television equipment and video recording and editing equipment. These sophisticated systems are unusable without this person's expertise. The 1977-78 academic year has seen a dramatic rise in the number of television productions produced, the number of academic programs and interests served and the number of students served. Chas Davies' Basic Television Skills Module, Andre Tsai's, Rich Muller's, and LaVern King's programs are primarily responsible for this increase in color television useage. As with the Electronic Media staff, the Control Center Broadcast Technician has accrued many hours of compensatory time in the effort to meet the demands, during this academic year. Reducing the Broadcast Technician to a 75% FTE will seriously curtail the College's ability to meet these continuing academic needs. This reduction also jeopardizes the College's chances of retaining the services of Dick Fuller, the Broadcast Technician. Replacing him will be difficult.

LECTURE HALLS

Current Year Expenses	Target Budget	Requested Budget	Dollars Below Target	Per Cent Below Target
\$15,074	\$13,152	\$1,269	\$11,883	90.35%

This budget request represents:

The elimination of Mary Lou Reslock's (Building Service Manager) position (filled) \$11,883

Library Budget Request
May 15, 1978
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This budget will eliminate the full time staff position which provides service to the Lecture Halls and the new Recital Hall in the Communication Lab Building. With this budget, we will only be able to provide partial media support during the day for academic programs in Lecture Hall 1 and the Recital Hall, by using student help. All evening and weekend activities in the Lecture halls and the Recital Hall will have to be billed for technical support. It is doubtful any films could be shown in any of the locations after 5:00 p.m. except by the person making the presentation having checked out equipment from Media Loan and operating it by her/his self. Even then they would have to use portable sound support systems because the control rooms would have to remain locked.

No funds for manually for audio @ 100.

Besides the impact statements directly related to each budget area, it will be necessary to close the Library after 5:00 p.m. in the summer and completely for two weeks during Christmas vacation and two weeks at the end of summer term. We will have to urge that all Library staff not on a reduced annual assignment take their accrued vacation time during the periods the Library is closed to the public. All staff with a one month reduction or less would take that reduced time during these same periods. Variations may be possible when shown to be advantageous to the Library operation.

FIVE PER CENT LESS THAN TARGET

We have also been requested to show where an additional 5 per cent cut would be made below the target number of \$1,005,888 for the Library. It is our proposal that the 5 per cent or \$50,294 be taken from the \$269,518 resources budget lowering that amount to \$219,224. This would have the following impacts:

The \$86,259 available for books would buy about 5,000 books during 1978-79, or more than 2,000 fewer books than we will purchase during 1977-78. We would not be able to meet the academic needs of our faculty and students as expressed by the requests we receive with this amount of money, much less do any collection building. There are many areas of the collection that need to be supplemented just to maintain an adequate working collection—business, management, public administration, psychology and counseling are areas that need serious development to meet the needs of students working in those subject fields.

The \$125,772 available for serials would not maintain the subscriptions we currently have (the costs of which will increase by 9.2% during the next year), and we would have to cancel current subscriptions.

The \$7,193 available for non-print material would buy about 500 units, or about 110 fewer units than will be purchased during 1977-78.

This cut would give us a resources budget that is 7 per cent below this year's allocation without taking into consideration inflation.

MINIMUM BUDGET NEEDED FOR 1978-79

Our request reflects the minimum level of services we need to provide the college. This would include restoring the current May 15, 1978 actual level of library staffing, funding the step increases for classified staff, funding goods and services at \$825 less than current allocations, funding travel at current allocations and funding the following new positions: Media Production Coordinator, Communications Lab Circulation (Media Technician I) and 1/2 time Reference Librarian. This would all be accomplished for \$1,123,812 or \$78,886 less than the Legislature appropriated for the 1978-79 Library budget. The area of service not reflected is graphic services. A statement regarding graphic services follows.

The justifications for these increases are:

New positions in priority order

1. Media Production and Operations Coordinator (\$18,072 plus benefits)

This position is needed to produce coordination for the wide range of media operations and production services offered by the Library and to initiate additional services by developing our instructional technology capabilities. The Media Production Coordinator would provide outreach to current and potential on-campus users of media services, provide media productions, presentations and operations for users, and work with faculty to develop instructional aids, utilizing instructional design technology. The position would enable us to more effectively utilize media staff and to tie together in a more efficient fashion the activities scheduled in the Communications Building and Library Building.

In addition, this person would serve as a member of the Library management team. The Library has had an organizational development consultant working with us for over six months. Dr. Maurice Pettit has recommended that the Coordinator of Media Productions and Operations position be separated from the Associate Dean position in order to make both positions more effective.

2. Media Technician I (\$9,084 plus benefits)

Circulation function for Communications Lab Building

There is currently no provision to provide access to 16mm film equipment or other equipment needed in academic programs centered in the Communication Laboratory Building.

There is an urgent need to improve our circulation control of other expensive media equipment being used in this building. This includes extensive audio equipment and portable projecting equipment. Supervision on a full time basis would provide for security and maintenance of this equipment.

We need an additional staff position to carry out this function. A Media Technician I position would be a Media Loan staff member but would work in the Communication Lab Building to organize a satellite loan center.

The filling of this position would solve the problem of equipment maintenance and equipment security. As part of the Media Loan staff, this position would be guided in the principles of quality service, they would be thoroughly aware of available equipment and options for borrowers and gain assistance when solving both policy and operational problems.

3. Half-time Reference Librarian (\$7,530 plus benefits)

A half-time assistant reference librarian who would devote nearly all her/his time to the reference area would allow us to provide professional coverage of the reference desk during all hours the library is open-except after 10 p.m. We would be able to have a librarian on duty during 5 to 6 p.m. weekdays and on Saturdays whereas these periods are now covered by students or classified staff. In addition, it would allow us to continue to provide reference service and to teach the library module during those quarters when a librarian rotates into the faculty. Most of all, it would enable us to more actively seek opportunities to do library workshops for academic programs as, at the present, we operate at full capacity during the first part of each quarter. Finally, this librarian could also complete special projects which we are not now able to do such as keeping up to date our index of special collections (periodicals) on microfilms, our bibliography on obtaining grants and fellowship, our bibliography on sexism-racism, etc.

GRAPHICS

The Library in building its budget request has not included Graphics Services in its 1978/79 operating request. However, since this service has such a wide impact on all operational levels of the College, a method of funding the services should be reviewed at an institutional level. We believe that the graphic service should remain as part of the Library organization along with the other media production units. We also believe that graphic services should provide service in three primary areas: support of academic program needs, administrative needs, and student needs.

Some History

Academic program needs have been met on a spotty basis in the past. A major reason for this has been the ability, interest, and working relationship of the graphic staff with faculty. Another reason is that administrative work requests have cut into the time available to work on academic program requests. Even so, there have been some very good examples of staff working closely with individual academic programs in collaborative ways. The graphics staff has produced instructional materials, conducted skill building workshops, participated in seminars, helped with student critiques and evaluations and worked as colleagues with the faculty.

In the area of administrative support, the graphic area has helped present a quality image of our institution by the visual representation of clear, attractive and appealing information pieces. The National awards the graphics area has received in competition with all of the other major colleges and universities in the nation clearly reflects the quality of the work produced. The need for such work is something each area of the college will have to assess. We believe it has direct impact on our recruiting, our development efforts, marketing of our campus housing, the relationship with our surrounding community and our effort to communicate effectively with internal and external audiences.

Students support activities have taken many forms. Direct support to various college student activity groups such as the CPJ, to individual student contracts carried by the graphics staff, to hundreds of individual students that have found experienced counsel and advice for themselves in their study and exploration of design, creative expression and communication skills.

The value of such a resource is that it provides the student with access to a working professional. Such professionals are not only able to share their knowledge and skills but are uniquely qualified to help students make contacts off campus and to do career counseling.

As with all services on campus, the individuals working in those areas make the difference. We have been fortunate enough to have outstanding graphic designers in the past. Each has had his or her exceptional strengths but each has brought a fair balance of ability in all areas to do the job. It is critical that the college continue to employ such qualified staff. It is our belief that this can only be done by "outbidding" the Seattle market or providing a creative and talented individual the opportunity to work not only with the administrative needs but become actively involved in the primary mission of our college, teaching and learning.

Budget Needs

Based on our experience, we have found that a minimal functional staff size is 2 FTE. One senior lead designer, at least 3/4 time graphic designer illustrator and institutional student help. Goods and services are not a large part of the graphic operation. (other than those related directly to the production itself, such as the printing costs for the college catalog.) The College has already established a well equipped facility and therefore the continuing operation requires little expense in that area. The operating budget for the graphics area would be as shown below.

	ANNUAL SALARY	BENEFITS
1 Senior Graphic Illustrator/Designer A Step 48	\$13,824	\$2,765
.75 Graphic Designer/Illustrator I (Barry Senter)	9,285	1,764
.25 Institutional student help @ \$3.20 hour	<u>2,684</u>	<u>215</u>
	\$25,793	\$4,744
Goods and services for office operation	3,000	
(this amount does not include fees that are charged for typesetting, photo stat work, photographs and like items and services. In 1977/78 the total goods and services budget charged through graphics was \$11,706)		
Travel in-state	\$ 250	

Method of funding

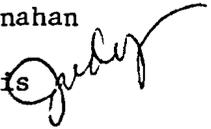
We do not have a proposal on how best to fund graphic services. In the past, we have funded the graphic services from program 050 funds with chargebacks. In 1977/78, we operated the graphic services on a complete chargeback basis and our projected expenditures are \$22,089 with a \$10,509 deficit. This deficit would have been larger if Jan Seifert had not left the college in March of this year.

Summary of Graphic Budget

	<u>1974/75</u>	<u>1975/76</u>	<u>1976/77</u>	<u>Estimated 1977/78</u>
Salaries and benefits	25,172	22,574	29,406	17,298
Goods and services	2,217	1,867	11,278	4,243
Travel	42	-	280	548
Equipment	-	-	-	-
Chargebacks	<u>(6,648)</u>	<u>(7,137)</u>	<u>(17,832)</u>	<u>(11,580)</u>
Total	20,779	17,304	23,132	10,509

The Evergreen State College
April 25, 1978

M E M O R A N D U M

TO: Dave Carnahan
FROM: Judy Annis 
RE: Library budgeting for Graphics

As we begin the process of allocating admittedly scarce resources for next year, please permit me to add my plea for reinstatement of a full-service graphics operation -- one that includes a full-time graphics person of the Jan Seifert quality, a half-time person (hopefully Barry), at least a part-time student (clerical) aide and the institutional support to return your operation to its former state.

As director of college relations I am already feeling the pangs of life without a full-time graphics department. For example, I have two reports in my hands for immediate completion: one on Evergreen graduates who live in Thurston County; the other on the Communications Building. The former will be presented to the joint meeting of our area Chambers of Commerce May 4 to demonstrate to those memberships the impact our students have on this community after graduation. The other will be used during the week-long celebration to dedicate the Communications Building. Neither of these products will have the benefit of graphic design; both will have to be completed with a typewriter and whatever talents I, Nancy Johnson and possibly a student can muster. The publications may be well written, but they will not be as attractive or eye catching as, say, the brochures for Tuesdays at Eight or the President's Inauguration. And I think the lack of appearance harms the message immeasurably. It does me little good to compile the articles and devote the research time to produce information which does not appeal to the eyes of my potential readers. Without this kind of graphics support, I'd wager our materials lose at least 50 percent of their impact.

The impact goes far beyond these two publications. It extends all the way to the major publications (Catalog and Viewbook) which, for the time being, we're lucky enough to have Jan doing (at double the rate of two years ago). But what happens next year without the ability to reach out to Jan for that kind of support? Evergreen is in a highly competitive "buyers" market these days whether we like it or not. The competition is not only from an academic standpoint, but from an advertising viewpoint as well. A glance through publications I've collected from other colleges and universities will show you our catalogs, viewbooks and other brochures are competing with some extremely high quality (and expensive) publications for the eyes of potential students. Without an attractive -- and consistently high quality -- appearance, we'll feel the impact of no full-time graphics department right down there in the Registrar's Office as well.

Beyond that, the lack of a fully supported graphics department has another, less easily measured impact -- the quality of education we offer arts students. Just two years ago students were enjoying a wealth of opportunity in graphics arts and producing high quality, eye-catching posters and other "instant" art works. Among those young artists was John Woo, who has since gone on to a successful career in New York. Will we ever

graduate another John Woo from Evergreen? Not if he or she has no opportunity to develop their talents here! Those arts students will either leave here because they can't use our facilities -- or, more tragically, they won't develop their potential because of it. It's surely our loss either way.

I know all the arguments about tight budgets. At the same time I see pockets of waste on this campus that astound and infuriate me. It's time we reexamined the priorities for funding and immediately begin steps to reactivate a fully-supported (not self supporting) graphics department which will then be able to:

---fully support the efforts of College Relations to present a consistent and artistically well designed package of Evergreen "images"

---offer the same kind of consistent, high quality support to Foundation and Development efforts to raise funds

---provide Admissions with the kind of ammunition that staff needs to compete visually with publications from other institutions

and, most importantly,

---provide our students access to the time, talents and facilities of a fully-equipped graphic studio that will enable them to reach their own artistic potential, and enable us to develop better and better materials, thanks to the stimulation our staff will receive through interaction with other artists.

I strongly encourage immediate full funding for graphics. Let me know if there's anything more I can say or do to support that position.

JA:nj

cc: Dean Clabaugh
Ed Kormondy
Dan Evans