

# **PROFESSIONAL DEVELOPMENT DOCUMENT**

**CARRIER LIBRARY  
JAMES MADISON UNIVERSITY**

Revised by  
Personnel Advisory Committee  
March, 2004

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# PROFESSIONAL DEVELOPMENT DOCUMENT

## James Madison University Carrier Library Faculty

### **INTRODUCTION**

This document covers professional contracts, development, and performance assessment for library faculty. It serves as a guide to the individual librarian, the Personnel Advisory Committee, supervisors, and the Dean of Libraries. It should be used in concert with the JMU Faculty Handbook. This document will be reviewed and updated every five years by the Personnel Advisory Committee.

Librarians are twelve-month Teaching and Administrative faculty and have the same obligation to commit themselves to a program of professional development as do the other academic faculty. While librarians are not full-time teaching faculty, teaching normally remains an important part of their job responsibilities, whether it be course-related library instruction, courses for credit, workshops, or individual assistance and instruction. As with teaching faculty, research and service are also important components of the librarians' professional development.

Librarians are hired for their professional expertise in a variety of areas which support the library's mission as a whole. The liaison program, for instance, is a cornerstone of the service mission of the library, and it draws on many areas of expertise. In this program each academic department has as its liaison a librarian who selects materials, teaches the students and faculty how to use information sources, and provides research consultation. Equally important to liaison responsibilities, librarians acquire and organize resources, train staff, provide reference assistance, plan and assess services, and design information systems to assist users.

## **Types of Contracts**

A librarian's contract with the University may be either a tenure track or renewable term contract. The proportion of librarians who have each type of contract is determined by University policy. Following is an explanation of each:

1. Tenure track faculty – Librarians hired on tenure-track contracts will have a probationary period not to exceed 7 years. Tenure may be denied if 1) the Library or University no longer needs the faculty member, based on long-term needs, objectives and mission, or 2) the faculty member's performance is inadequate. Tenure track faculty are subject to an annual post-tenure review.
2. Renewable Contract Faculty (referred to as Renewable Term Appointment in the JMU Faculty Handbook) – The initial appointment to a non-tenure track renewable contract is for three years. The extension decision is made in the second year and annually afterward. The Dean of Libraries will provide annual written notification of the status of the contract to the faculty member and supervisor. Renewable appointments allow the University the flexibility to shift staffing resources as programmatic needs fluctuate. A renewable contract may be terminated if 1) the University no longer needs the faculty member's services or 2) the faculty member's performance is inadequate.

Both tenure track and renewable contract librarians are integral to the mission and long-term needs of the library. Both are equally eligible for educational leaves, travel support, grants, service opportunities, and promotion. Both are strongly encouraged to apply for promotion in the sixth year.

## **Performance Assessment**

Librarians are responsible for keeping comprehensive records of their professional activities to supply supporting documentation for any of the following reviews:

### **Initial evaluation**

When new faculty members join the Library, the Dean will provide a copy of the Professional Development Document and explain their teaching, professional and service responsibilities. The Dean will also inform new faculty members that an official evaluation will be conducted at the beginning of their second full semester. The new faculty member's immediate supervisor will conduct the initial evaluation. The supervisor will submit a written evaluation to the Dean with a copy to the new faculty member. Subsequent to receipt of the written evaluation, the new faculty will meet with the PAC to discuss their progress. For more information see the *Faculty Handbook*, Section III.E.3. (Approved by the faculty, March 2004)

## **Annual performance review**

Performance assessment concentrates on individual achievement. Each individual and his or her supervisor set annual performance goals. The supervisor evaluates the librarian annually based on achievement of goals. The supervisor's annual review is supplemented by evaluations by liaison departments, peer evaluations, and a self-evaluation by the librarian.

Annual performance reviews are considered by the Dean for merit increases and contract renewals, by the PAC for promotion and tenure recommendations, and as part of the post-tenure review process.

## **PAC review**

The Personnel Advisory Committee thoroughly reviews library faculty on job performance, scholarly achievement and professional service on the following occasions:

### Third-year review (required for all faculty)

The PAC provides guidance and advice to the librarian on progress toward promotion and/or tenure. A copy of the review is given to the Dean and the supervisor.

### Promotion and/or tenure review

The PAC evaluates the applicant and makes a recommendation to the Dean. Each individual initiates application for promotion. The year of tenure application is determined by the librarian's contract.

### Review of tenured and renewable contract faculty

The annual performance review, conducted by the supervisor and approved by the Dean, is the uniform process by which tenured faculty are reviewed. This process is also used for the review of renewable contract faculty, beginning after their first contract renewal.

If the librarian's performance has been determined to be inadequate, the supervisor or the individual librarian may request a separate peer review by the PAC. A copy of the PAC evaluation will be given to the Dean, supervisor, and librarian. After review of both the supervisor's and the PAC's evaluations, the Dean will decide if a process of professional remediation is warranted. If it is, the PAC will work with the individual and the supervisor to develop

a plan for improvement of performance, which should specify the requirements to be met and the documentation necessary to demonstrate improvement. The requirements of the development plan will be incorporated into the annual review process. Following the librarian's completion of the development plan, the PAC and the supervisor will prepare separate written evaluations of performance under the plan, and submit them to the Dean.

If the performance improvement has been determined to be satisfactory by either or both the supervisor and the PAC, the formal remediation process of post-tenure review will be deemed to be closed.

If the performance improvement is determined to be inadequate by both the supervisor and the PAC, the Dean will prepare an independent evaluation and forward all evaluations to the Vice President for Academic Affairs for review. If the Vice President agrees that performance is unsatisfactory and that sanctions are appropriate, the Vice President will confer with the PAC, who must approve the type of sanction recommended to the President. Sanctions may take the form of leave without pay, reduction in salary, loss of rank, or termination.

All PAC deliberations are confidential.

### **Dean of Libraries review**

The Dean of Libraries, using annual performance reviews and other documentation available, will make the decisions on salary merit increases for all library faculty at his or her discretion. Each librarian will be notified by letter of the next year's salary.

In addition to making merit decisions, the Dean reviews promotion and tenure applications, PAC recommendations, and post-tenure documents. The Dean makes a final recommendation to the Vice President of Academic Affairs as warranted in the promotion and/or tenure applications and post-tenure review processes.

### **Evaluation Criteria**

James Madison University clearly stipulates that any candidate for promotion or tenure must be evaluated by three criteria: teaching/job performance, scholarly achievement and professional qualifications, and professional service. The Library faculty have by clear majority expressed a desire to give relative weights to these criteria based on the relative value of each to the mission of Carrier Library and James Madison University. These are:

60% Job Performance  
20% Scholarly Achievement and Professional Qualifications  
20% Professional Service

That is, job performance is three times as important as either of the other two criteria. Thus, satisfactory or exceptional job performance will be significantly more important to an assessment level than either of the other two. There is no intention that such a distribution will be applied to evaluation through the creation of a formula, since that kind of quantitative approach is seen as largely unworkable and inappropriate. Rather, it should serve as a guideline to the Personnel Advisory Committee.

The PAC evaluates each applicant according to the criteria below, which involve increasingly stringent performance requirements for each successive faculty rank.

# PERFORMANCE STANDARDS FOR PROMOTION AND TENURE

## INSTRUCTOR

Normally the library would not hire a librarian at this rank.

The Library Faculty strongly urges any colleague hired at the Instructor level to qualify for promotion to Assistant Professor within three years of having been hired. We view the move from Instructor to Assistant Professor as a normal and desirable career progression from a generally entry-level librarian to a more experienced colleague. Instructors will be supervised closely during the probationary period and will be kept fully apprised of evaluations of their progress in keeping with the provisions of the Faculty Handbook. In the event of early outstanding performance, the individual may apply or be encouraged to apply for promotion before the end of the probationary period. At the end of the probationary period, evaluation for promotion will be automatic in all but an exceptional case, and performance will be measured according to criteria set forth under the "ASSISTANT PROFESSOR" heading. Failure to qualify for promotion will normally be viewed as a clear indication that prospects for tenure are questionable.

## **ASSISTANT PROFESSOR**

For tenure at Assistant Professor, successful applicants must receive an exceptional rating in job performance and at least satisfactory in all others.

### **1. JOB PERFORMANCE**

#### **Satisfactory:**

Applicants must demonstrate continuing growth as reflected in:

- Continuing to meet goals approved by the primary administrative unit at a satisfactory level.
- Consistently satisfactory performance of assigned responsibilities as measured by annual evaluations by supervisor and liaison departments, if applicable.
- The ability to perceive and meet new and changing needs in library services
- Evidence of a positive commitment to the mission of the Library and the University

#### **Exceptional:**

Applicants must demonstrate excellence in some areas of job performance while maintaining a broad perspective of library functions and needs and showing a willingness to work with others to accomplish library-wide goals and objectives. The areas of job performance that will be considered include:

- Continuing to meet goals set at levels indicating above average growth
- Above average evaluations by supervisor and liaison departments, if applicable
- Evidence of innovation in carrying out assigned duties.
- Evidence of a positive commitment to the mission of the Library and the University

Consideration will be given for expansion of responsibilities over a span of years and/or assignment to one or more library committees.

#### **Inadequate:**

Lack of success in achieving a satisfactory level of performance.

## 2. SCHOLARLY ACHIEVEMENT AND PROFESSIONAL QUALIFICATIONS

Those with an advanced degree, e.g., subject Masters, Educational Specialist, or Doctorate, will be considered to have higher professional qualifications than those who do not hold a graduate degree other than the MLS. However, holding another advanced degree is not the only component in this category. Carrier Library faculty should observe the guidelines set forth below which expand upon educational preparation and scholarship.

### **Satisfactory:**

Involvement of recognized quality in at least one activity in both Category A and B:

#### A. CONTINUING EDUCATION

- Workshops and working conferences.
- Advanced formal study in librarianship or in some other discipline related to one's work.
- Formal coursework which enhances one's professional performance, not necessarily leading toward a degree. (Within this category are included courses which offer continuing education units, as well as those carrying traditional academic credits.)

#### B. SCHOLARLY ACHIEVEMENT

- Scholarly research.
- In-house research projects, such as subject bibliographies, with potential for publication. (Projects which analyze current services or project the impact of proposed services can potentially benefit Carrier Library, as well as the library profession at large.)
- Conducting and/or participating in staff seminars in various facets of librarianship, from which professional benefit will result.
- Presentation of papers; professional contributions to formally organized panels, forums, etc.; or other similar scholarly activities.

**Exceptional:**

A. CONTINUING EDUCATION

Evidence of maintaining significant growth through continuing education by:

- Attending workshops and working conferences which result in evidence of improved performance or positive changes within the library.
- Engaging in advanced formal study in librarianship or some other discipline related to one's work, or other formal coursework which enhances one's professional performance.

B. SCHOLARLY ACHIEVEMENT

Contributions in one or more noteworthy activities which depend upon the individual's scholarship such as but not limited to:

- Publication of research in a national, regional, or state journal.
- Presentation of papers at national, regional, or state conferences.
- Professional contributions to formally organized panels, forums, debates, staff seminars.
- Successful grant application.
- In-house research which influences services and activities of Carrier Library, e.g. research and proposal leading to a new service, scholarly bibliography, etc.

**Inadequate:**

Lack of success in achieving a satisfactory level of performance is considered inadequate.

### **3. PROFESSIONAL SERVICE**

#### **Satisfactory:**

Significant contributions in committee or organizational activities to improve or advance the library and either the University or the profession as exemplified by but not limited to:

- Active participation in committees of Carrier Library
- Membership on University committees
- Attendance at and active participation in professional meetings on local, state, regional, or national level.
- Donating or otherwise providing one's professional services to local organizations or institutions.

#### **Exceptional:**

Leadership or significant participation in official activities to improve or advance the Library, the University, or the profession as characterized by but not limited to:

- Serving in a responsible capacity on committees of Carrier Library.
- Recurring and varied appointments to and active participation in University Committees.
- Making a significant service contribution to a professional organization, such as holding a position of responsibility or providing other services that support the library profession.
- Donating or otherwise providing one's professional services to local organizations or institutions.

#### **Inadequate:**

Lack of success in achieving a Satisfactory level of performance is considered inadequate.

## **ASSOCIATE PROFESSOR**

For promotion to or tenure at Associate Professor, successful applicants must receive an exceptional rating in job performance and at least satisfactory in all others.

### **1. JOB PERFORMANCE**

#### **Satisfactory:**

Applicants must demonstrate excellence in some areas of job performance while maintaining a broad perspective of library functions and needs and showing a willingness to work with others to accomplish library-wide goals and objectives while holding the rank of Assistant Professor. The areas of job performance that will be considered include:

- Continuing to meet goals set at levels indicating above average growth.
- Consistently above average evaluations by supervisor and liaison departments, if applicable.
- Evidence of innovation in carrying out assigned duties.
- Evidence of a positive commitment to the mission of the library and the University.

Consideration will be given for expansion of responsibilities over a span of years and/or assignment to one or more library committees.

#### **Exceptional:**

Characterized by substantial accomplishment in the performance of professional responsibilities while holding the rank of Assistant Professor. This must include:

- Continuing to meet goals set at levels indicating above average growth.
- Exceptional evaluations by supervisor and liaison departments, if applicable, over a span of years.
- Evidence of innovation in carrying out assigned duties.
- Evidence of a positive commitment to the mission of the library and the University.

Strong consideration will be given to leadership activities as characterized by the following:

- Having initiated or led activities which culminated in a new or improved service or innovative program which brought benefit to the Library or academic departments.
- Having fulfilled leadership responsibilities which may fall outside normal position-related duties or in committee work.

**Inadequate:**

Lack of success in achieving a satisfactory level of performance is considered inadequate.

## **2. SCHOLARLY ACHIEVEMENT AND PROFESSIONAL QUALIFICATIONS**

Holding an advanced degree, e.g. subject Masters, Educational Specialist or Doctorate is desirable for promotion to Associate Professor. This accomplishment will be considered an asset for promotion as well as for tenure. It is important, however, that the guidelines expressed below be observed because of the importance of such activity to the profession and Carrier Library.

### **Satisfactory:**

#### **A. CONTINUING EDUCATION**

Evidence of maintaining significant growth through continuing education while holding the rank of Assistant Professor by:

- Attending workshops, seminars, or working conferences which result in evidence of improved performance or positive changes within the Library.
- Engaging in advanced formal study in librarianship or some other discipline related to one's work, or other formal coursework which enhances one's professional performance.

#### **B. SCHOLARLY ACHIEVEMENT**

Contributions in one or more noteworthy activities which depend upon the individual's scholarship, such as but not limited to:

- Publication of research in a national, regional, or state journal.
- Presentation of papers at national, regional, or state conferences.
- Professional contributions to formally organized panels, forums, debates, staff seminars.
- Successful grant application.
- In-house research which influences services and activities of Carrier Library, e.g. research and proposal leading to a new service, scholarly bibliography, etc.

**Exceptional:**

A. CONTINUING EDUCATION

Evidence of having gained substantial growth through continuing education while holding the rank of Assistant Professor by:

- Attending workshops, seminars, or working conferences which result in evidence of improved performance or positive changes within the Library.
- Engaging in advanced formal study or coursework in librarianship or some other discipline related to one's work.

B. SCHOLARLY ACHIEVEMENT

Evidence of success, while holding rank of Assistant Professor, in at least two of the following kinds of activities:

- Publication of research in a national or regional journal
- Presentation of papers at state, regional or national conferences
- Professional contributions to formally organized panels, forums, debates, staff seminars
- Successful grant application
- Significant in-house research which influences services and activities of Carrier Library, e.g. research and proposal leading to a new service, scholarly bibliography, etc.

**Inadequate:**

Lack of success in achieving a satisfactory level of performance is considered inadequate.

### **3. PROFESSIONAL SERVICE**

#### **Satisfactory:**

Leadership or significant participation in official activities to improve or advance the Library, the University, or the profession as characterized by but not limited to:

- Serving in a responsible capacity on committees of Carrier Library.
- Recurring and varied appointments to and active participation in University Committees.
- Making a significant service contribution to a professional organization, such as holding a position of responsibility or providing other services that support the library profession.
- Donating or otherwise providing one's professional services to local organizations or institutions.

#### **Exceptional:**

Continuing growth beyond the Satisfactory level in leadership and professional contribution in official activities to improve or advance the Library, the University, or the profession while holding the rank of Assistant Professor, as exemplified by but not limited to:

- Serving as chair of two or more professional committees of the Library during which period there was demonstrated success in the activity of the committee.
- Serving as chair of a University committee.
- Holding positions of key responsibility in state, regional or national professional organizations, or making other significant contributions that support the library profession.
- Donating or otherwise providing one's professional services to local organizations or institutions.

#### **Inadequate:**

Lack of success in achieving a satisfactory level of performance is considered inadequate.

## **PROFESSOR**

Attaining the rank of full Professor is an acknowledgement of cumulative career achievement. The PAC will give consideration to overall professional accomplishments as well as achievements at the rank of Associate Professor.

For promotion to or tenure at Professor, successful applicants must receive exceptional ratings in two of the criteria, one of which must be job performance, and at least a satisfactory rating in the other.

### **1. JOB PERFORMANCE**

#### **Satisfactory:**

Characterized by substantial accomplishment in the performance of professional responsibilities while holding the rank of Associate Professor. This must include:

- Continuing to meet goals set at levels indicating above average growth.
- High performance ratings by supervisor and liaison departments, if applicable.
- Evidence of innovation in carrying out assigned duties.
- Evidence of a positive commitment to the mission of the Library and the University

Strong consideration will be given to leadership activities as characterized by the following:

- Having initiated or led activities which culminated in a new or improved service or innovative program which brought benefit to the Library or academic departments.
- Having fulfilled leadership responsibilities which may fall outside normal position-related duties or in committee work.

**Exceptional:**

Demonstration of excellence in all major areas of one's job performance and characterized by continuing high level accomplishment, innovative approach, and recognized leadership ability while holding the rank of Associate Professor, which must include:

- Consistently exceptional ratings in the annual evaluations which includes assessment of goals set at levels indicating above average growth, exceptional performance and high self-expectations.
- Consistent leadership in the activities of the Library.
- Evidence of a positive commitment to the mission of the Library and the University

**Inadequate:**

Lack of success in achieving a satisfactory level of performance is considered inadequate.

## 2. SCHOLARLY ACHIEVEMENT AND PROFESSIONAL QUALIFICATIONS

Holding an advanced degree, e.g., subject Masters, Educational Specialist, or Doctorate is normally a requirement for promotion to Professor or in the event tenure is considered at this level. In addition the guidelines expressed below must be carefully observed.

### **Satisfactory:**

#### A. CONTINUING EDUCATION

Evidence of having gained substantial growth through continuing education while holding the rank of Associate Professor.

- Attending workshops, seminars, or working conferences which result in evidence of improved performance or positive changes within the Library.
- Engaging in advanced formal study or coursework in librarianship or some other discipline related to one's work.

#### B. SCHOLARLY ACHIEVEMENT

Evidence of success, while holding rank of Associate Professor, in at least two of the following kinds of activities:

- Publication of research in a national or regional journal
- Presentation of papers at state, regional or national conferences
- Professional contributions to formally organized panels, forums, debates, staff seminars
- Successful grant application
- Significant in-house research which influences services and activities of Carrier Library, e.g. research and proposal leading to a new service, scholarly bibliography, etc.

**Exceptional:**

A. CONTINUING EDUCATION

Evidence of attaining notable growth through continuing education while holding the rank of Associate Professor.

B. SCHOLARLY ACHIEVEMENT

Evidence of success while holding the rank of Associate Professor in at least three of the kinds of activities exemplified below:

- Publication of research in a national or regional journal
- Presentation of papers at state, regional or national conferences
- Professional contributions to formally organized panels, forums, debates, staff seminars
- Successful grant application
- Significant in-house research which influences services and activities of Carrier Library, e.g. research and proposal leading to a new service, scholarly bibliography, etc.

**Inadequate:**

Lack of success in achieving a satisfactory level of performance is considered inadequate.

### **3. PROFESSIONAL SERVICE**

#### **Satisfactory:**

Continuing growth (beyond the Satisfactory for promotion to Associate Professor level) in leadership and professional contribution in official activities to improve or advance the Library, the University, or the profession while holding the rank of Associate Professor, as exemplified by:

- Serving as chair of two or more professional committees of Carrier Library during which period there was demonstrated success in the activity of the committee.
- Serving as chair of a University committee.
- Holding positions of key responsibility in state, regional or national professional organizations, or making other significant contributions that support the library profession.
- Donating or otherwise providing one's professional services to local organizations or institutions.

#### **Exceptional:**

Evidence of broad recognition of leadership and professional achievement within the Library, the University, and the profession while holding the rank of Associate Professor as exemplified by:

- Consistent, notably successful leadership through recurring appointment or election to professional committees of Carrier Library.
- Recognition at the University level by appointment to committees marked by appointment as chair to key committees or commissions, election to top Faculty Senate offices, or other evidence of significant achievement.

- Recurring service to state, regional or national professional organizations through selection or election where leadership ability is required and demonstrated.
- Donating or otherwise providing one's professional services to local organizations or institutions.

**Inadequate:**

Lack of success in achieving a satisfactory level of performance is considered inadequate.

## Appendix I

### Support for Scholarly Activity

Scholarly activities such as research and continuing education require time and, often, such resources as funding for travel, clerical assistance, supplies, postage, use of state vehicle, etc. Librarians, by virtue of a 12-month contract and an 8-5 or similar work schedule are under greater constraints in carrying out research and taking coursework than are faculty who primarily teach. While there are few mechanisms in place at JMU to assist library faculty, there should be others if library faculty are to meet the same scholarly achievement requirements as teaching counterparts.

The following JMU benefits and opportunities are currently available to library faculty for purposes of professional development:

1. Released time for professional activity, e.g. attendance at conferences, participation in meetings connected with professional associations, attendance at workshops, seminars.
2. Limited or partial funding for travel related to professional activities.
3. Summer leave with pay for a limited number of faculty per year upon successful application for such leave.
4. Tuition reimbursement for coursework or CEUs taken at other academic institutions or conferences.
5. Released time to take courses at JMU (if relevant to job responsibility).
6. Tuition-free courses taken at JMU. Benefits are subject to taxation.

To supplement the benefits cited above, library faculty may receive the following upon successful application to the Dean of Libraries:

1. Limited funds for research-related travel (in addition to any normally available for professional travel.)
2. Staff assistance as needed to carry out a project.
3. Supplies, in reasonable quantity, as needed to carry out a project
4. Postage - use of the University-granted franking privilege to all faculty for professional communication.

5. Use of state vehicles, depending upon availability, for travel in relation to a research project within state limits.
6. Release time to complete a project if there is adequate coverage to compensate for an individual's absence.

All or part of the above may be granted by the Dean of Libraries, depending upon the quality of the proposal, the perceived benefit of the project to the Library and the University, and the ability of the institution to make these benefits available.

## Appendix II

### Guidelines for PAC Elections

**Composition of the Personnel Advisory Committee (PAC):** Three members of the full-time library faculty may serve on this Committee. All members must have already gone through a PAC review at least once. The term of service is one year, beginning in September.

**Procedure:** By early April, the PAC announces to the library faculty who is up for either 3-year review or for tenure.

As long as a quorum is present, the election of new PAC members takes place at the last Library Faculty meeting in the Spring Semester. A quorum consists of three-quarters of all full-time library faculty. If a quorum is not present, the election will be rescheduled. The PAC is responsible for conducting the election; the full-time library faculty, with the exception of the Dean, are eligible to participate in the election.

Nominations, with seconds, are received from the floor. In the spirit of collegiality, nominations of peers are encouraged; however, self-nominations are acceptable. Nominees must accept nominations, either at the meeting or beforehand.

Three committee members are elected by secret ballot. A voting member may not cast multiple votes for one person. If there will be one or more candidates for tenure in the coming year, and any members of the newly-elected PAC are non-tenured, a second election is held immediately thereafter to elect an additional number of tenured persons to serve on a special-purpose, three-person subcommittee of the PAC, constituted to make the tenure evaluation.

Results of the election(s) will be announced during the meeting.

Approved by library faculty  
March 23, 2004