



UNIVERSITY LIBRARY

**University Library Faculty
Mercer University Library**

Handbook

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University Libraries Faculty Handbook

1. UNIVERSITY MISSION STATEMENT

**Mercer University's mission is to teach, to learn, to create,
to discover, to inspire, to empower and to serve.**

In fulfilling this mission, the University supports undergraduate, graduate, and professional learning as well as basic research and its application in service to others. As a university committed to excellence and innovation, Mercer challenges members of its community to meet and exceed high standards in their teaching, learning, research, scholarship and service.

Founded by Baptists in 1833, Mercer is an independent university that remains grounded in a tradition that embraces freedom of the mind and spirit, cherishes the equal worth of every individual, and commits to serving the needs of humankind. As a reflection of this heritage:

- We encourage our students to discover and develop fully their unique combination of gifts and talents to become leaders who make a positive difference in the world.
- We seek to inspire members of our community to live virtuous and meaningful lives by using their gifts and talents to serve the needs of humankind as an expression of their love for God and neighbor.
- We seek to enrich the mind and spirit by promoting and facilitating an open and rigorous search for truth and understanding, including an examination of the moral, religious and ethical questions of this and every age.
- We affirm and respect the dignity and sacred worth of every person and celebrate both our commonalities and our differences.

2. LIBRARY MISSION STATEMENT

Vision: Advancing the discovery, development, and delivery of scholarship that researchers use to change the world.

Mission: Transforming scholars by promoting an innovative and adaptive environment that allows creative, collaborative, and independent learning. We provide tailored, accessible resources through collections, partnerships, and inspired service.

Values: Leadership, Innovation, Respect, Accountability, Service

3. ORGANIZATION

3.1. Authority and Responsibility of the University Libraries Faculty

The authority and responsibility of the University Libraries Faculty are delegated to it by the President of the University under the authority of the Board of Trustees. The Dean of University Libraries reports to the Office of the Provost.

3.2. Bylaws of the University Libraries Faculty

Article I. Name

The name of the body constituted in this document shall be the Mercer University Libraries Faculty.

Article II. Membership

1. The University Libraries Faculty (hereinafter referred to as the "Faculty") shall consist of all persons appointed to faculty positions in the University Libraries with the rank of Professor, Associate Professor, Assistant Professor, or Instructor. Membership in the Library Faculty does not preclude dual appointment, adjunct appointment, or liaison status in other Colleges or Schools of the University.
2. Faculty members shall have one vote and are eligible for membership on Faculty committees. Librarians shall have the privilege of full participation in the Faculty governance system as specified in the *Mercer University Faculty Handbook*, including but not limited to service on University-wide Faculty committees and task forces, and representation in the House of Delegates.

Article III. Officers and Executive Committee

1. The officers shall consist of the Chair of the Executive Committee, the Secretary of the Faculty, and the House of Delegates Representative serving on its Executive Committee or as an officer.
2. The Secretary of the Faculty. That person shall be a full voting member of the Faculty.
3. Representatives and alternate to the University House of Delegates shall be elected according to Article V. One representative from the Tarver faculty, one representative from the Swilley faculty, and one alternate shall be elected as relevant terms of service expire.
4. The Executive Committee shall consist of the officers, one Representative elected from Tarver faculty, one from Swilley faculty, and one Representative-at-Large. Members shall be elected according to Article V. The Executive Committee shall meet in alternate months to the Faculty meetings or as necessary.
5. One House of Delegates Representative shall also serve on the House of Delegates Executive Committee. In accordance with the House of Delegates bylaws, this will be the person elected to a House of Delegates office. If neither representative holds such a position in the HoD, the Representatives may alternate this duty between Tarver and Swilley.
6. Duties of the Dean of University Libraries, as Chair of the Faculty:

- a. To represent the Faculty within the University in an official capacity.
 - b. To preside at meetings of the Faculty. In the absence of the Chair of the Faculty, a designated member of the Executive Committee shall preside.
 - c. To develop the agenda for meetings of the Faculty in consultation with the Executive Committee.
 - d. To appoint a committee to review these Bylaws not later than two years after their adoption and every two years thereafter.
7. Duties of the Executive Committee:
- a. To represent the Faculty as a whole, to which it is responsible.
 - b. To act for the Faculty in cases where the entire Faculty cannot meet.
 - c. To ensure that all Faculty committees fulfill their charges and report to the Faculty and that all positions on Faculty committees and related University committees are filled.
 - d. To solicit advice from the Faculty and to advise the Dean of University Libraries on Faculty issues.
 - e. To serve in other capacities as delegated by the Faculty or as requested by the Dean of University Libraries.
8. Duties of the Chair of the Executive Committee:
- a. To preside over the Executive Committee meetings.
 - b. To facilitate elections, program planning, and other activities of the Faculty.
9. Duties of the Secretary of the Faculty:
- a. To schedule and announce all meetings of the Faculty and of the Executive Committee.
 - b. To record and distribute the minutes of all meetings.
 - c. To consult with the Chair of the Executive Committee to develop and distribute the agenda of the meeting to the Faculty at least five days prior to the meeting.
 - d. To maintain a current roster of the Faculty for distribution and use in University publications.
 - e. To conduct correspondence for the Faculty as directed.
 - f. To distribute documents necessary for members to conduct meetings and to provide materials for members and committees to perform their duties.
 - g. To call the meeting to order, take nominations, and conduct an election of a temporary chair for the duration of the meeting in the absence of the Chair of the Faculty and the Executive Committee Chair.
10. Duties of the Representatives to the University House of Delegates:
- a. To represent the Faculty at meetings of the House of Delegates.
 - b. To inform the Faculty of decisions of the House of Delegates.
 - c. The representative serving on the House of Delegates Executive Committee shall provide a report of each meeting to the Faculty membership within two weeks of a House of Delegates meeting.
11. Duties of the alternate Representative to the University House of Delegates:
- a. To represent the Faculty at meetings of the House of Delegates in the absence of the Representatives to the House of Delegates.
 - b. To inform the Faculty of decisions of the House of Delegates in the absence of the Representatives to the House of Delegates.
 - c. The alternate shall not serve on the Executive Committee.

Article IV. Meetings

1. The Faculty shall meet bimonthly with the exception of July. Meetings shall be held in January, March, May, September, and November. Notice of each meeting, with a call for agenda items, shall be made at least ten working days in advance. Special meetings may be called by the Dean of University Libraries or by either Representative to the House of Delegates upon written notice to the members at least five working days in advance of the meeting.
2. A simple majority of the voting Faculty, as listed on the roster maintained by the Secretary, shall constitute a quorum. An act of a majority of members present at a meeting at which a quorum is in attendance shall be an act of the Faculty.
3. Voting may be done by voice, by show of hands, or by written secret ballot. Any member, including the Dean of University Libraries, may request a written secret ballot. Faculty may vote to hold a mail or electronic ballot for important decisions.
4. The agenda for meetings of the Faculty shall be prepared by the Dean of University Libraries in conjunction with the Executive Committee and shall be distributed by the Secretary to be received at least five working days in advance of the meetings. The agenda shall include any item of business submitted in writing by any committee or individual Faculty member at least five working days prior to the meeting. However, this provision regarding preparation of the agenda shall not prohibit members of the Faculty from presenting items of business from the floor.
5. Meetings shall be conducted according to the latest edition of *Robert's Rules of Order*.
6. Each regular meeting shall follow this order of business:
 - a. Minutes of the previous meeting.
 - b. Report from the Dean of University Libraries, as Chair of the Faculty.
 - c. Reports of standing committees.
 - d. Reports of special/ad hoc committees.
 - e. Unfinished business.
 - f. New business.
 - g. Adjournment.
7. Minutes of meetings shall be distributed to all Faculty within fifteen days of the meeting, subject to subsequent approval at the next Faculty meeting. All official records of the Faculty shall be placed in the Mercer University Archives in the Tarver Library on an annual basis.

Article V. Election Procedures

1. In March of each year, the Executive Committee of the Faculty shall conduct the election as needed for upcoming vacancies for the positions of Secretary of the Faculty, the House of Delegates Representatives, Swilley Faculty Representative, Tarver Faculty Representative, and the Representative at-Large, which comprise the Executive Committee of the Faculty. The alternate to the House of Delegates shall also be elected at this time. Nominations shall be received in writing at least fifteen working days prior to the March meeting. The slate shall be distributed to the membership at least ten working days prior to the election. Nominations shall be accepted from the floor at the meeting, and all nominees must have agreed in advance to serve if elected. All Faculty will vote for all officers. Officers shall begin service July 1. The new Executive Committee shall meet prior to July 1 for the purpose of electing a Chair.

2. A form on which to indicate committee/Parliamentarian preferences shall be distributed to Faculty members at the March meeting and should be returned to the Executive Committee within one week. Committee members, committee chairs, and a Parliamentarian shall be nominated by the Executive Committee during its June meeting. These nominations shall be presented as a motion from the Executive Committee after their June meeting for vote by the full membership. Service shall begin on July 1, or if the election is after July 1, as soon as ballots can be distributed, counted, and election results announced. If a committee member serving a two-year term is elected to the Executive Committee during the second year of committee membership, he/she may elect to serve the full term of appointment or ask to be replaced.
3. The Dean of University Libraries may, upon request of the Executive Committee, call for election by ballot. Written absentee ballots or electronic ballots shall be accepted.
4. The Executive Committee shall fill vacancies that occur between elections by appointment from the membership. It shall also ensure that vacated positions from either library to related University committees are filled.
5. Office holders may serve up to the limits listed below
 - a. Executive Committee Members (Secretary, Swilley Faculty Representative, Tarver Faculty Representative, Representative at large) may serve two consecutive one year terms.
 - b. House of Delegates representatives and alternates shall serve for three years.
 - c. The Parliamentarian may serve two consecutive one year terms
 - d. Standing committee members may serve two consecutive two year terms.

Article VI. Standing Committees and Parliamentarian

1. Standing Committees

The standing committees of the Faculty shall be, in addition to the Executive Committee, the Promotion Committee and the Faculty Welfare and Development Committee. Other committees may be established by the vote of the Faculty.

- a. The Promotion Committee
 - i. The membership of the Promotion Committee shall be made up of three library Faculty, with at least one librarian from the Swilley Library and one from the Tarver Library. Members of the Promotion Committee must have successfully completed the promotion process.
 - ii. The Dean of University Libraries shall inform individual Faculty when they become eligible to request consideration for promotion. Guidelines for preparing documentation and the Criteria for Promotion of Librarians will be distributed to potential candidates by the Dean of University Libraries.
 - iii. The Committee shall receive and review documentation submitted by candidates for promotion.
 - iv. After review of candidates, the Committee shall advise the Dean of University Libraries of suitable candidates for promotion.
- b. The Faculty Welfare and Development Committee

- i. The membership of the Faculty Welfare and Development Committee shall consist of three members elected by the Faculty with at least one representative from the Tarver and Swilley libraries.
- ii. The Committee shall advise the Dean of University Libraries on policies and procedures for Faculty development activities.
- iii. The Committee shall sponsor at least one faculty development program per year at a regular Faculty meeting.
- iv. The Committee shall serve as a clearinghouse for information concerning all professional development opportunities, both internal and external, related to scholarly research and investigation, production of creative works, writing for publication, and advanced education and training, and encourage the Faculty's participation in these activities.

2. Parliamentarian

- a. The Parliamentarian shall advise the Dean of University Libraries, when consulted, on the rules and usage of parliamentary procedure and shall have a thorough understanding of the Faculty Bylaws.
- b. The Parliamentarian shall ensure that meetings are conducted according to Roberts Rules of order and ensure that business is conducted according to the bylaws.

Article VII. Adoption

1. These Bylaws shall become effective upon adoption by three-fourths of votes cast by members of the Faculty and approval by the President.
2. These Bylaws may be amended by a three-fourths of votes cast by members of the Faculty and approval by the President. The vote may be taken at a meeting, by mail, or by electronic ballot.
3. Nothing in these Bylaws shall be taken to contravene any provision of the *Mercer University Faculty Handbook*.

4. APPOINTMENT OF UNIVERSITY LIBRARIES FACULTY

4.1. Faculty Recruitment

Recruitment of library faculty shall be conducted by the appropriate library manager as designated by the Dean or Associate Dean. The search process shall include advertising in appropriate library and other media, screening candidates, and conducting on-campus interviews. During campus interviews, candidates shall meet with all library personnel and other appropriate campus faculty and administrators. After an offer has been accepted by the candidate, the Dean of University Libraries shall send a contract letter that designates membership in the Faculty at the appropriate academic rank.

4.2. Faculty Appointments

Members of the Faculty are appointed by the President acting on the authority of the Board of Trustees.

4.3. Qualifications for University Libraries Faculty Appointment

A librarian appointed to the University Libraries Faculty must have a master's degree from a graduate school of library and information science accredited by the American Library Association (or foreign equivalent) or an appropriate degree in a subject area related to archival or other specialized work closely related to library and information science.

Appointment to the rank of Instructor shall require the expectation of successful overall performance and the potential for a promising career in librarianship or in the appropriate area of specialization. Appointment to a higher rank shall require the fulfillment of criteria appropriate to the rank according to the approved *Criteria for the Promotion of Librarians*.

Part-time professional librarians may be considered for appointment as Faculty with rank if they work more than twenty hours per week.

4.4. Terms of Appointment

Appointments to the Faculty are renewed annually in conjunction with a specific position appointment within the University Libraries as specified in the annual contract letter at the option of the University. Appointments other than the initial appointment, which may be made at any time of the year, are for the fiscal year.

5. PROMOTION IN ACADEMIC RANK

The basic criterion for promotion in academic rank is to perform professional level tasks that contribute to the educational and research mission of the university. Promotion from one rank to another recognizes and encourages professional achievement on the part of the librarian as well as to acknowledge significant service to the university and the profession. Evidence of professional competence and growth, as shown in job performance and knowledge base, shall be recognized through evaluation by supervisors and colleagues on the basis of contributions to Librarianship, Scholarship, and Service.

LIBRARIANSHIP

A librarian must be, first and foremost, an effective librarian in the position held. This is the primary consideration in evaluating a librarian's performance; without it, high rankings in other criteria are insufficient for promotion. Competence in this area rests on a broad grasp of the library's goals, a thorough understanding of the theories and principles of academic librarianship, and strength in one or more areas of library service such as Archives, Collection Development, Management and Coordination, Public Service, Technical Services, or Systems. The candidate should also contribute to the collegiality of the library and University.

1. Archives: formulation and implementation of policies and procedures for archives management following professional standards; coordination of the public presence of the Archives through publications, exhibits, websites, and finding aids; and leadership in exploring new methods of preserving and sharing materials.

2. Collection Development: study and evaluation of library collections; selection and acquisition of books and other materials in coordination with the teaching Faculty; knowledge of the publishing industry.
3. Management and Coordination: administrative responsibility for planning, organizing, implementing, and evaluating activities of a library department or other library unit; personnel supervision and facilities management; budget preparation and control.
4. Public Service: teaching and assistance in the effective use of bibliographic tools including computer systems; performance of reference assistance; formal or informal instruction in research methods and library use.
5. Library Systems: design, implementation, and management of library technologies, including hardware and software systems, and oversight and development of web based library services; coordination of library technology services with Mercer IT Services.
6. Technical Services: classification, cataloging, and other processes, through which bibliographical control is extended over one or more areas of the library's collections.

SCHOLARSHIP

Librarians engage in research in an academic subject, archival studies, or librarianship and also participate in scholarly, library, and/or professional associations sharing professional expertise in service to the community at large.

An advanced degree or additional course work can be applied toward the scholarship criteria. While the MLS/MLIS is recognized as the terminal professional degree, an additional degree in any discipline promotes the intellectual and professional development of the librarian.

SERVICE

Librarians participate in some combination of the following organizations: University Libraries Faculty, University Libraries, the University, the community, and religious bodies. Librarians also participate in other activities that contribute to the quality of the academic life of Mercer University.

5.1. Criteria for the Promotion of Librarians

Librarians appointed to the Faculty are promoted according to standards evaluating contributions to the University, Library, and academic community. Promotion in rank is based on merit and is not made automatically when minimum requirements are satisfied. An evaluation of the individual's total contributions and qualifications is the determining factor, provided that minimum degree and experience requirements are met.

Initial Faculty rank and any credit towards service in rank is awarded during the hiring process on the basis of qualifications and experience.

A. Example Criteria

These examples apply to promotions to Associate, Assistant and full Professor as detailed in the following sections B, C and D.

1. Librarianship Examples (not exhaustive)

- a. Development of new or innovative approaches to problem-solving in specific areas of librarianship which will further enhance professional techniques and services (emphasize innovation here)
 - b. Translates knowledge of the curriculum and University policies into effective Library services
 - c. Remains aware of professional librarianship interests by reading professional literature and attending conferences and courses
 - d. Demonstrates understanding of the operations, services, and inter-relationships of the Library by an ability to interpret, integrate, and promote operations and services
 - e. Manages competently the Library resources under one's supervision or direction
 - f. Accepts responsibility for actions and decisions; respects organizational relationships and policies; maintains standards of professional conduct; respects colleagues' areas of expertise, knowledge, and area of operation
 - g. Special recognition inside or outside the university for excellence in librarianship
 - h. Professional mentoring
2. Scholarship Examples (not exhaustive) — Scholarly publications and other works of a scholarly or creative nature, including but not necessarily limited to the following:
- a. book of original or edited (bibliographies, collections of primary documents, critical essays, etc.) scholarship, refereed, and accepted for publication or published original book or article accepted for publication or published either in print or online
 - b. original refereed book chapter or book review accepted for publication or published
 - c. bibliographies, guidebooks, indexes, special catalogs, databases, manuals or other scholarly compilation of information whether for internal or external use
 - d. papers, presentations, or poster sessions presented at conference meetings
 - e. instructional materials (e.g. subject or assignment guides, etc.)
 - f. teaching manuals, or operational guides in print or non-print formats that have contributed to fulfilling the teaching and service mission of the institution
 - g. preparation of scholarly exhibits either physical or online
 - h. web pages that do not fit into activities and achievements listed above
 - i. additional advanced degree/certification
 - j. grant proposals written and/or grants received
 - k. serving as editor or reviewer for professional journals or publishers
 - l. appropriate continuing education and professional development, including academic coursework
3. Service Examples: (not exhaustive)
- a. Service and leadership to local, state, regional, or national professional associations
 - b. Memberships on advisory boards and committees

- c. University service, including active participation on committees and completion of special assignments
- d. Consulting work for other Mercer University departments as well as agencies, institutions, and firms so long as it involves the librarian's area of professional expertise
- e. Contribution to cooperative programs or interdisciplinary activities on campus or elsewhere
- f. Planning professional meetings, seminars, institutes, workshops, etc.
- g. Exercise of one's professional competence in enhancing the image of the university or representing the university to the public
- h. Participation in community service organizations or projects
- i. Service to religious bodies

B. Promotion to Assistant Professor

1. Minimum Degree and Experience Requirements to Apply for Promotion
 - a. Master's degree from a graduate school of library and information science accredited by the American Library Association (or foreign equivalent) or an appropriate degree in a subject area related to archival or other specialized work closely related to library and information science.
 - b. Three years of service at the rank of Instructor, with at least one year of service at that rank at this institution
2. Accomplishments in Librarianship / Assistant Professor

Submit documentation of accomplishments in the following aspects of librarianship:

- a. Evidence of successful performance of assigned professional tasks
 - b. Demonstrated ability to work effectively with patrons, colleagues, and subordinates
 - c. Demonstrated ability to act independently and creatively in assigned positions
 - d. Demonstrated awareness of current trends and developments in the library profession and related subject fields including technological advancements
3. Accomplishments in Scholarship and Service / Assistant Professor
 - a. Submit documentation to support a minimum of three items from the categories of Scholarship and/or Service. Any combination of criteria in these areas is acceptable.
 - b. In addition, librarians should provide written evidence of substantial professional contributions to the Library, the profession and/or the University during required time in rank by satisfying additional criteria listed in the areas of Scholarship and Service. These areas must be supported by a broad understanding of the role of the academic library in the University community, of the contribution of the academic library to teaching and research, and by a familiarity with techniques specific to librarianship and information science and the principles underlying them. Although a candidate may satisfy the same additional criteria more than once as he/she moves up the promotional ladder, the same course, workshop, degree, etc. may not be used more than once unless it represents a continuing effort/performance.

C. Promotion to Associate Professor

1. Minimum Degree and Experience Requirements to Apply for Promotion
 - a. Master's degree from a graduate school of library and information science accredited by the American Library Association (or foreign equivalent) or an appropriate degree in a subject area related to archival or other specialized work closely related to library and information science.
Six years of service at the rank of Assistant Professor, with at least two years of service at that rank at this institution
2. Accomplishments in Librarianship / Associate Professor
Submit documentation of accomplishments in the following aspects of librarianship:
 - a. Evidence of successful performance of assigned professional tasks.
 - b. Demonstrated ability to work effectively with patrons, colleagues, and subordinates.
 - c. Demonstrated ability to act independently and creatively in assigned positions.
 - d. Demonstrated awareness of current trends and developments in the library profession and related subject fields including technological advancements.
3. Accomplishments in Scholarship and Service / Associate Professor
 - a. Submit documentation to support a minimum of five items from the categories of Scholarship and/or Service. A minimum of one criterion must be provided for each of the areas.
 - b. In addition, librarians should provide written evidence of substantial professional contributions to the Library, the profession and/or the University during required time in rank by satisfying additional criteria in the areas of Scholarship and Service. These areas must be supported by a broad understanding of the role of the academic library in the University community, of the contribution of the academic library to teaching and research, and by a familiarity with techniques specific to librarianship and information science and the principles underlying them. Although a candidate may satisfy the same additional criteria more than once as he/she moves up the promotional ladder, the same course, workshop, degree, etc. may not be used more than once unless it represents a continuing effort/performance.

D. Promotion to Professor

1. Minimum Degree and Experience Requirements to Apply for Promotion
 - a. Master's degree from a graduate school of library and information science accredited by the American Library Association (or foreign equivalent) or an appropriate degree in a subject area related to archival or other specialized work closely related to library and information science.
 - b. Eight years of service at the rank of Associate Professor, with at least four years of service at that rank at this institution
2. Accomplishments in Librarianship / Professor
Submit documentation of accomplishments in the following aspects of librarianship:
 - a. Evidence of long-term, distinguished leadership recognized both inside and outside the University
 - b. Demonstrated ability to work effectively with patrons, colleagues, and subordinates

- c. Demonstrated ability to act independently and creatively in assigned positions
- d. Demonstrated awareness of current trends and developments in the library profession and related subject fields including technological advancements
- 3. Accomplishments in Scholarship and Service / Professor
 - a. Submit documentation to support a minimum of seven items from the categories of Scholarship and/or Service. A minimum of two criteria must be provided for each of these areas.
 - b. In addition, librarians should provide written evidence of substantial professional contributions to the Library, the profession and/or the University during required time in rank by satisfying additional criteria in the areas of Scholarship and Service. These areas must be supported by a broad understanding of the role of the academic library in the University community, of the contribution of the academic library to teaching and research, and by a familiarity with techniques specific to librarianship and information science and the principles underlying them. Although a candidate may satisfy the same additional criteria more than once as he/she moves up the promotional ladder, the same course, workshop, degree, etc. may not be used more than once unless it represents a continuing effort/performance.

E. Promotion to Emeritus Status

This honor is granted to Faculty who have made exceptional contributions to Mercer University. The policies and procedures governing the eligibility and process are documented in the University Faculty Handbook.

5.2. Promotion Procedure

Librarians applying for academic promotion should assemble appropriate documentation and submit copies to the Promotion Committee and to the applicant's direct supervisor. All documentation is the responsibility of the applicant.

Evidence of a high level of professional performance, knowledge base, and personal effectiveness should be gathered from the judgments of supervisors and other library colleagues, from members of the University community, and, if appropriate, from professional colleagues outside the University.

The recommendation of the Promotion Committee shall be forwarded to the Dean of University Libraries who shall add a recommendation for or against promotion of the applicant.

The recommendations of the Promotion Committee and the Dean of University Libraries along with supporting documentation shall be submitted to the Office of Provost for a final decision.

5.3. Grievance Procedure

Members of the Faculty shall have the option of filing grievances available to the Faculty generally, as specified in the *Mercer University Faculty Handbook*, Section 2.10.

5.4. Sabbatical Leave and Special Professional Leave

Faculty shall be eligible for sabbatical leave under the provision of the *Mercer University Faculty Handbook*, Section 2.17, subject to approval by the Office of the Provost, the President, and the Dean of University Libraries.

Special professional leave may be allowed for specific projects that are approved by appropriate library administrators.

5.5. Faculty Evaluation

Faculty shall be evaluated on an annual basis in order to:

1. Evaluate performance in regard to major job responsibilities and professional development.
2. Determine recommendation for continued employment.
3. Update job descriptions.
4. Enhance communication between Faculty member and supervisor.
5. Set goals and objectives/outcomes for the next year.

A separate document outlines the specific steps in the evaluation procedure. This document is available from the Dean of University Libraries.