

II-1.00(B) UNIVERSITY OF MARYLAND POLICY ON APPOINTMENT, PROMOTION, AND PERMANENT STATUS OF LIBRARY FACULTY

(Revised by the Library Faculty Assembly on November 30, 2006; Approved by the President on March 15, 2007; Technical Amendments on August 1, 2008)

Purpose of this Policy

Librarians at the University of Maryland (UM) hold faculty status and as such are colleagues with the academic teaching faculty in the pursuit of the educational mission within the University: by providing academic support for research and teaching, by moving the university forward in the digital age, by making their own professional and scholarly contributions, and by providing public service to the state and the nation embodying the best tradition of outstanding land-grant universities.

University of Maryland library faculty apply professional, scholarly and disciplinary knowledge in a series of related functions: selecting, acquiring, and organizing scholarly information; teaching in both formal and informal settings; and providing organization and management of the staff and resources that facilitate access to scholarly information and library services for our users within the mission of the University Libraries.

The faculty have an obligation to remain professionally informed, to pursue the discovery of new knowledge related to their field of expertise, to disseminate the results of their scholarly work, and to seek opportunities for service to the Libraries, campus, state, nation and profession.

The **Policy on Appointment, Promotion, and Permanent Status of Library Faculty** exists to set the standards and procedures for appointment and promotion to the various librarian faculty ranks and to recognize and to encourage the achievement of excellence on the part of the library faculty members through the awarding of permanent status and through promotion within the library faculty ranks. These policies are derived from the "University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty" (BOR Policy II-1.00 [A]) but are adapted to library faculty. The **Guidelines for Appointment, Promotion, and Permanent Status of Library Faculty** (hereafter *Guidelines*) contain the procedures governing the preparation of dossiers and specific details of the review process.

Section 1: Library Faculty Ranks

Each librarian within the UM Libraries' organizational structure holds a functional position title based on his or her core assignment. In addition, each librarian holds a faculty rank commensurate with his or her level of professional experience and achievement. Each rank requires a master's degree from an American Library Association accredited program or a graduate degree in another field where appropriate. The master's degree is considered the terminal degree. Appointments to these ranks are for 12 months with leave and other benefits provided to twelve-month tenured/tenure track faculty members with the exception of terminal leave, sabbatical leave, and non-creditable sick leave (collegially supported).

Permanent status is an institutional commitment to permanent and continuous employment to be terminated only for adequate cause (for example, professional or scholarly misconduct, incompetence, moral turpitude, or willful neglect of duty) in accordance with applicable procedures. (See II-1.00 University System Policy on Appointment, Rank and Tenure of Faculty at II.A.1 and I.C.6 through I.C.11, and I-1.00(A) University of Maryland Policy on Appointment, Promotion and Tenure of Faculty at I.C.5 through I.C.12.) Librarians at the rank of Librarian I and Librarian II are not eligible for permanent status. Permanent status is available for library faculty holding the rank of Librarian III and Librarian IV. Those candidates from within the University without permanent status applying for the rank of Librarian III and Librarian IV shall be considered concurrently for permanent status. Permanent status decisions will be based on the candidate's

entire career. The candidate's record must demonstrate consistency of job performance, continuing development, significance of contributions, and potential for continued excellence and professional growth.

The following shall be the minimum qualifications for appointment or promotion to the library faculty ranks in use by the University of Maryland Libraries.

Librarian I

This is an entry-level rank, assigned to librarians with less than three years of professional library experience. This rank does not carry permanent status.

Librarian II

Appointment or promotion to this rank normally requires a minimum of three years of professional experience. Librarians at this rank have demonstrated professional development evidenced by achievement of a specialization in a subject, service, technical, administrative, or other area of value to the library. This rank does not carry permanent status.¹

Librarian III

Appointment or promotion to this rank normally requires a minimum of six years of professional experience, three of which must be at a level comparable to the rank of Librarian II. Librarians at this rank shall have a high level of competence in performing professional duties requiring specialized knowledge or experience. They shall have served the Libraries, the campus, or the community in some significant way; shown evidence of creative or scholarly contribution; and been involved in mentoring and providing developmental opportunities for their colleagues. They shall have shown promise of continued productivity in librarianship, service, and scholarship or creativity. Promotion to this rank from within the Libraries confers permanent status; appointment to the rank from outside the Libraries may confer permanent status.

Librarian IV

Appointment or promotion to this rank normally requires a minimum of nine years of professional experience, three of which must be at a level comparable to the rank of Librarian III. Librarians at this rank show evidence of superior performance at the highest levels of specialized work and professional responsibility. They have shown evidence of and demonstrate promise for continued contribution in valuable service and significant creative or scholarly contribution. Such achievement must include leadership roles and have resulted in the attainment of recognition in the Libraries and at the campus, state, regional, national, or international level. This rank carries permanent status.

Affiliate Librarian II, Affiliate Librarian III, Affiliate Librarian IV

These titles shall be used to recognize the affiliation with the Libraries of a university staff or faculty member from an academic or administrative unit to which his or her appointment and salary are formally linked. The nature of the affiliation shall be specified in writing, and the appointment shall be made upon the recommendation of the Appointment Promotion and Permanent Status Committee (APPSC). The rank of affiliation shall be commensurate with the appointee's qualifications or academic rank within his or her primary unit.

Librarian Emerita, Librarian Emeritus

The word emerita or emeritus after the academic title Librarian III or Librarian IV shall designate a library faculty member who has retired from full-time employment in the University of Maryland at the academic rank of Librarian III or Librarian IV after meritorious service to the University in the areas of librarianship,

service, and scholarship/creativity. At least ten years employment at the University of Maryland is required for this rank.

Section 2: Criteria for Appointment, Promotion and Permanent Status

The criteria for appointment, promotion, and permanent status of library faculty reflect the University of Maryland Libraries' mission to provide access to and assistance in the use of scholarly information resources. These activities support the Libraries' primary role in serving the instructional, research, and public constituencies of the University. The factors to be considered in appointments, promotions, and permanent status decisions fall into three categories: (a) librarianship; (b) service; and (c) research, creative, and scholarly accomplishments. Candidates are expected first and foremost to demonstrate excellence in their area of assigned responsibility in the context of a team-based organization. Each factor shall be considered in every decision, which are set forth in the *Guidelines*.

a. Librarianship

Librarianship at the University of Maryland is defined as the duties of librarians carrying out their concomitant roles in developing, providing access to, managing, or preserving the Libraries' diverse collections and instructing students, faculty, and others in the use of scholarly information resources and services. The candidate for appointment, promotion, or permanent status must demonstrate superior performance in his or her area of assigned responsibility and participation in the collaborative endeavors of librarianship.

b. Service

The candidate shall demonstrate committed service, beyond the assigned area of responsibility, to the Libraries and the University, and within the library profession or an academic discipline. A strong service profile at the local, regional, national, and international levels is highly valued among library faculty but service shall not substitute for librarianship or for achievement in research, scholarship, or artistic creativity. Service activity shall not be expected or required of library faculty who have not attained permanent status such that it interferes with the development of their librarianship.

c. Scholarship and Creativity

The candidate for promotion to higher rank shall demonstrate sustained and effective engagement in scholarship and creativity. These contributions must be of high quality and significance to the field of librarianship or another discipline related or complementary to the candidate's area of responsibility. A library faculty member's scholarship and creativity will be judged for its contribution to library effectiveness and expansion of the librarian's relationship to knowledge.²

Section 3: Appointment, Promotion and Permanent Status Committee

The Appointment, Promotion, and Permanent Status Committee (APPSC) is a standing committee of the Library Assembly whose members are elected by the library faculty. The number of committee members and representation are detailed in **A Plan of Organization for the University of Maryland Libraries**. The APPSC has two major responsibilities. It is the sole faculty body making recommendations on assigning rank and status for new faculty appointed to the Libraries at the rank of Librarian I, II and III without permanent status and on the promotion of Librarian I to Librarian II. In addition, the APPSC is the body that coordinates all activities related to promotion and permanent status for Librarian III and Librarian IV and serves as the faculty review committee (defined as the Internal Review Committee or IRC) for new appointments at the rank of Librarian III and IV.

Section 4: Procedures for the Appointment of Library Faculty

All announcements for library faculty vacancies shall state that candidates are expected to demonstrate potential for and/or proof of accomplishments in the areas of librarianship, service and scholarly /creative activities.

New full-time appointments to the rank of Librarian IV carry immediate permanent status. New full-time appointments to the rank of Librarian III may carry permanent status. When a Librarian III is appointed without permanent status, the APPSC shall set a mandatory review for permanent status that is no earlier than the review cycle that is two years from the anniversary of appointment and no later than the status review cycle that is three years from the anniversary of employment. The date for this mandatory review will be stated in the letter of appointment. No later than one year prior to the expiration of the appointment, the formal review must be completed, and written notice must be given that permanent status has been granted or denied

The APPSC acts as the IRC for finalists for appointment at the rank of Librarian III with permanent status and Librarian IV. The APPSC evaluates the candidates' records and writes an evaluative report recommending a rank. A quorum of 75% of the eligible faculty (Librarian III and/or IV with permanent status) will vote on the rank. A positive recommendation requires a two-thirds majority of those voting. The APPSC will write a report summarizing the vote and the recommendation and submit the report to the Dean. The Dean shall submit his or her recommendation to the Provost through the Office of Faculty Affairs. The Provost shall in turn submit the recommendation to the President. The evaluative report and recommendations at each level shall be forwarded for consideration by those at the next level, but otherwise shall remain confidential from the candidate and others in order to best elicit candor and aid the University in making a fair and impartial assessment of the candidate.

Section 5: Procedures for Promotion and Permanent Status Review

Reviews for promotion and permanent status shall be conducted according to the duly adopted written policies and procedures of the University. These procedures shall be published in the *Guidelines*.

Faculty review committees (defined as Internal Review Committees or IRCs) are a part of the review process. Review committees and administrators at all levels shall impose the highest standards of quality, ensure that all candidates receive fair and impartial treatment, and be responsible for maintaining the integrity and the confidentiality of the review and recommendation process. The APPSC shall assign to each application for permanent status and/or promotion to Librarian III and Librarian IV an IRC. Normally, each IRC will have three members consisting of one librarian who is familiar with the work of the candidate, one librarian in a related field, and one at large member. Each IRC should reflect sufficient seniority in membership to insure familiarity with the procedures and knowledge of the Libraries' goals and standards. The APPSC may appoint additional outside members to an IRC (i.e. academic faculty in a relevant department) where appropriate. Members of an IRC must follow the requirements for confidentiality. If there are fewer than three eligible faculty members, the Dean shall appoint eligible faculty members from related departments to ensure that the review committee shall contain three persons.

In decisions on permanent status and/or promotion to Librarian III and Librarian IV, eligible faculty are those librarians with permanent status at or above the rank for which the individual has applied. Eligible faculty members are bound by the same requirements for confidentiality required of IRCs and the APPSC.

The following procedures and sequence of operations are to be followed by all candidates and by all committees. The procedures have been established to promote consistency from one year to the next and to guarantee full and fair hearings for all candidates.

A. Applications for Promotion to Librarian II

A library faculty member holding a full or part-time, non-temporary, non-contractual appointment at the University of Maryland Libraries at the rank of Librarian I must apply for promotion no less than three months prior to the third year anniversary of his or her initial appointment. The timing of this mandatory review depends on the date of initial appointment and does not follow the fixed calendar for promotion to higher ranks. The letter of appointment for each Librarian I will state the date of the mandatory review. Requests to delay the promotion review must be submitted in writing to the APPSC and the Dean of Libraries by the deadline for the mandatory review. Extensions will be determined by the APPSC in consultation with the Dean of Libraries. Librarians who choose not to apply will have their appointments terminated at the end of their contract period. Early promotion will be considered only in cases of clearly exceptional accomplishment where the applicant has shown superior performance and extraordinarily rapid professional development. Review for promotion to Librarian II, like review of initial appointments to the ranks of Librarian I and Librarian II, is conducted by APPSC. Promotion to the rank of Librarian II becomes effective on July 1 of the next fiscal year following the completion of the review. Applications shall consist of the elements described in the *Guidelines*.

The application will be shepherded through the review process by a committee member assigned by the chair of the APPSC. The APPSC's recommendation is added to the dossier and forwarded to the Dean for the final decision on the application.

Before the beginning of the next fiscal year, the Dean will review the material in the dossier and send written notification to the candidate indicating the Dean's final decision. Copies of the Dean's written notification to the candidate regarding the final decision will be provided to the APPSC and the Libraries' Office of Human Resources. Following the decision, the candidate's dossier and all evaluative reports and recommendations shall be forwarded to the Dean's Office where they shall remain confidential from the candidate and others.

B. Applications for Promotion to Librarian III or Librarian IV and for Permanent Status at the Rank of Librarian III

The deadline for the initiation of the review for promotion to Librarian III is mandatory. Review for promotion to Librarian IV is neither mandatory nor automatic. Promotion to Librarian III from within confers permanent status. The APPSC will assign a mandatory promotion review date to all newly hired library faculty appointed at the rank of Librarian II, and the Library Human Resources Office will communicate that date via the letter of appointment. The letter will state that the application for promotion to Librarian III must be made no later than the status review cycle that is after the fifth anniversary of employment. Applicants for promotion to and/or permanent status at the rank of Librarian III must submit their materials or inform the APPSC and the Dean of Libraries, in writing, of their intent to resign by the beginning of the fiscal year in which the review is mandated. For information related to delaying the promotion review process, see Section D.

To be considered for promotion and/or permanent status, the library faculty member must have the required minimum years of professional experience and must initiate the review process by submission of an application to the chair of the APPSC by the announced deadline. Credit for years of professional experience (post masters or equivalent professional employment) is counted as of the start of or is calculated back from the current fiscal year and can include relevant experience at other institutions. If granted, promotion becomes effective on July 1 of the next fiscal year. Early promotion will be considered only in cases of clearly exceptional accomplishment where the applicant has shown superior performance and extraordinarily rapid professional development. Ordinarily, librarians denied promotion are not eligible for promotional review in the next review cycle. Applications should consist of the elements described in the *Guidelines*.

Prior to the start of the fiscal year, the chair of the APPSC will announce the deadline for submission of applications, usually on or about July 1. The chair will use that opportunity to remind all librarians of reviews due within that cycle.

The IRC appointed for a candidate will request letters of reference, other supporting documentation, and where appropriate, verify the authenticity of documentation supplied by the candidate. There must be a minimum of six letters from external referees (outside the University of Maryland), three and at most one-half of the letters chosen by the candidate and at least three chosen by the IRC.

The IRC will review the documentation collected and prepare a Summary Statement of Professional Achievements, a factual and objective, not evaluative summary of the applicant's accomplishments in relation to the factors. The purpose of the Summary Statement is to set forth the candidate's work in the context of the field. The APPSC will send a copy of the Summary Statement to the candidate for review and comment. The candidate must certify receipt of the Summary Statement by signing and returning the Summary Statement. The candidate has the option of submitting a response that corrects or amends the Summary Statement. The candidate's response is due to the APPSC two weeks after receipt of the Summary Statement. The Summary Statement of Professional Achievements and optional candidate's response both become part of the candidate's dossier.

The IRC will decide on its recommendation and prepare an evaluative report that addresses each factor and discusses whether the candidate meets the requirements for promotion. If a member of the IRC disagrees with the majority opinion expressed in the evaluative report, he or she may prepare a minority report. The evaluative report(s) become part of the dossier.

The APPSC will call a meeting of eligible library faculty allowing sufficient time for the faculty members to review the documentation. A quorum consisting of 75% of the eligible faculty must be in attendance. A candidate may not attend a meeting where his or her application is under consideration. The Dean of Libraries may attend the meeting but does not vote. The faculty must maintain absolute confidentiality in their consideration of the cases.

The APPSC will call for a vote of eligible faculty. A two-thirds majority of those present is required in a positive recommendation for permanent status and/or promotion.

A member of the APPSC will prepare a written report stating the faculty's vote and recommendation on whether or not to grant permanent status or promotion and explaining the basis for the faculty's recommendation insofar as that basis has been made known in the discussion. Any dissenting faculty member(s) may prepare a minority report. The report(s) will be forwarded to the Dean along with the IRC summary statements, evaluative reports and candidate's dossier.

The Dean will review the documentation and recommendation of the faculty and forward a recommendation to the Provost. The Provost and the President shall confer about the case, and the Provost shall transmit his or her recommendation and a written justification to the President. The President will send written notification to the candidate and provide a copy of the notice to the Dean, the APPSC and the Libraries' Office of Human Resources. Following the decision, the candidate's dossier and all evaluative reports and recommendations shall be forwarded to the Office of the Vice President for Academic Affairs and Provost where they shall remain confidential from the candidate and others.

C. Withdrawal

Applicants for promotion and/or permanent status may voluntarily withdraw from the review process at any time. When a library faculty member without permanent status withdraws at the

time of mandatory review, he or she is entitled to a period of six months before the termination of employment. Depending on where the application is in the process, the chair of the APPSC, the Dean, or the Office of the Associate Provost for Faculty Affairs should be notified promptly.

D. Extension of Time for Permanent Status Review Due to Personal and Professional Circumstances

Any library faculty member may request an extension of time for promotion and/or permanent status consideration based on personal or professional circumstances. Extension requests shall be governed by the UMCP Policy on Extension of Time for Tenure Review (II-1.00 D)

E. Notification to Candidates for Promotion and/or Permanent Status

Within two weeks of the date of forwarding the decision to the Provost, the Dean will inform the candidate whether the recommendations made by the eligible faculty and the Dean were positive or negative (including specific information on the number of faculty who voted for promotion and/or permanent status and the number who voted against) and prepare a letter that will summarize in general terms the nature of the considerations on which those decisions were based. The APPSC shall review the summary letter prepared by the Dean in order to ensure that it accurately summarizes the considerations regarded as relevant by the eligible faculty. The APPSC shall be provided access to the Dean's letter to the candidate in order to ensure that the summary accurately reflects the recommendation and rationale provided to higher levels of review. In addition, the letter shall be made available in the Office of the Dean for review by any member of the eligible faculty. In the event that the APPSC and the Dean are unable to agree on the appropriate language and contents of the summary letter, each shall write a summary letter to the candidate. A copy of all materials provided to the candidate shall be added to the promotion or permanent status file as the case proceeds through higher levels of review.

Section 6: Appeals Procedure

The appeal process described in this section is derived from the "University of Maryland Policy on Appointment, Promotion, and Tenure of Faculty" (BOR II-1.00 [A], Section V. The Appeals Process) and adapted for library faculty.

A. Appeals Committees

When appropriate, the Provost shall appoint a special three-member Appeals Committee. This committee shall consist of three non-library faculty, one of whom shall be a member of the University Library Council and shall serve as chair. The non-librarian faculty members represented must be tenured and at or above the relevant rank of the appellant, and they should not have participated in the original review of the appellant.

B. Guidelines and Procedures for Appeals

1. Mandatory and Non-Mandatory Reviews

When a candidate for promotion and/or permanent status receives notification from the President or Dean of Libraries that promotion or permanent status was not awarded, the candidate may appeal the decision by requesting that the President submit the matter to a specially appointed Appeals Committee for consideration. The request shall be in writing and be made within sixty (60) days of notification of the negative decision. If the request is granted, all documentation to be filed in support of the appeal must be submitted to the Appeals Committee not later than one hundred and twenty (120) days

after notification unless otherwise extended by the President because of circumstances reasonably beyond control of the candidate. In writing the letter requesting appeal, the appellant should be aware that this letter and any other documentation submitted to support the appeal serves as the evidentiary basis for the investigation of the validity of the appeal and should the President determine that the appeal is properly made in accordance with this section and refer the appeal to the Appeals Committee appointed by the Provost, these materials shall be shared by the Appeals Committee with the parties against whom allegations are made and any other persons deemed necessary by the Committee for a determination of the issues.

2. Grounds for Appeal

The grounds for appeal of negative promotion and permanent status decisions shall be limited to: (1) violation of procedural due process and/or (2) violation of substantive due process. A decision may not be appealed on the ground that a different review committee, Dean or Provost exercising sound academic judgment might, or would, have come to a different conclusion. An appeals committee will not substitute its academic judgment for the judgment of those in the review process.

Violation of procedural due process means that the decision was negatively influenced by a failure by those in the review process to take a procedural step or to fulfill a procedural requirement established in relevant promotion and permanent status review procedures of the Libraries and the Board of Regents. The procedural error should have reasonably affected the outcome of the vote.

Violation of substantive due process means that: (1) the decision was based upon an illegal or constitutionally impermissible consideration; e.g. upon the candidate's gender, race, age, nationality, handicap, sexual orientation, or on the candidate's exercise of protected first amendment freedoms (e.g., freedom of speech) or (2) the decision was arbitrary or capricious, i.e., it was based on erroneous information or misinterpretation of information or the decision was clearly inconsistent with the supporting materials.

3. Standard of Proof

An appeal shall not be granted unless the alleged grounds for appeal are demonstrated by a preponderance of the evidence that the procedural error reasonably affected the outcome of the vote.

4. Responsibilities and Powers of the Appeals Committee

The Appeals Committee shall notify the relevant administrators and APPSC chair in writing of the grounds for the appeal and meet with them to discuss the issues. The Appeals Committee shall meet with the appellant to discuss and clarify the issues raised in the appeal.

The Appeals Committee has investigative powers. The appeals committee may interview persons in the review process whom it believes to have information relevant to the appeal. Additionally, the Appeals Committee shall examine all documents related to the appellant's promotion or permanent status review and may have access to such other Libraries' materials as it deems relevant to the case. Whenever the committee believes that a meeting could lead to a better understanding of the issues in the appeal, it shall meet with the appropriate party (with the appellant or with the relevant academic administrator and APPSC Chair).

The Appeals Committee shall prepare a written report for the President. The report shall be based upon the weight of evidence before it. It shall include findings with respect to the grounds alleged on appeal and, where appropriate, recommendations for corrective action. Such remedy may include the return of the matter back to the stage of the review process at which the error was made and action to eliminate any harmful effects it may have had on the full and fair consideration of the case. No recommended remedy, however, may abrogate the principle of peer review.

The President shall attach great weight to the findings and recommendations of the committee. The decision of the President shall be final. The decision and the rationale shall be transmitted to the appellant, the Dean, the chair of the APPSC and the Provost in writing.

C. Implementation of the President's Decision

1. When the President supports the grounds for an appeal, the Provost has the responsibility for oversight of the implementation of the corrective actions the President requires to be taken. Within 30 days of receipt of the President's letter, the Provost shall request the Dean of Libraries to formulate a plan and a timeline for implementing and monitoring the corrective actions. Within 30 days after receipt of this letter, the Dean of Libraries must supply a written reply. The Provost may require modification of the plan before approving it.

2. The Provost shall appoint a Provost's Representative to participate in all stages of the implementation of the corrective actions specified in the approved plan for the re-review, including participation in the meeting or meetings at which the eligible library faculty members discuss, review, or vote on its recommendation for permanent status and/or promotion for the appellant. The Provost's Representative shall be a senior member of the faculty with no previous or potential involvement at any level of review or appeal pertaining to the consideration of the appellant for permanent status and/or promotion except for the participation as Provost's Representative as defined in this paragraph. The Provost's Representative shall participate in all corrective action activities but shall not have a vote. After the review is completed by the Libraries, the Provost's Representative shall prepare a report on all of the elements of corrective action specified in the approved plan, and this report will be included with the complete dossier to be reviewed at higher levels within the University.

3. The Provost's request and the Dean of Libraries' approved plan of implementation must be included in the dossier from the inception of the re-review. Re-reviews begin at the level of review at which the violation(s) of due process occurred and evaluate the person's record at the time the initial review occurred unless otherwise specified by the President. The Dean of Libraries, in addition to evaluating the candidate for promotion, must certify that each of the corrective actions has been taken and describe how the actions have been implemented. Re-reviews must proceed through all levels of evaluation including Presidential review. The Provost's review of the dossier will include an evaluation of compliance with the requirements imposed in the President's decision to grant the appeal. If the Provost discovers a serious failure by the Libraries to comply with the corrective actions required, the Provost shall formulate and implement a new plan for corrective action with respect to the appellant. In addition, the Provost shall inform the Dean of Libraries in writing and shall take appropriate disciplinary action.

D. Extension of Contract

In the event that the appellant's contract of employment will have terminated before reconsideration can be completed, the appellant may request the President to extend the contract for one additional year beyond the date of its normal termination, with the

understanding that the extension does not in itself produce a claim to permanent status through length of service.

Notes:

1. Individuals who were granted permanent status under BOR VII-2.15, "Policy on Librarians," which was superseded by the "University System Policy on Appointment, Rank, and Tenure of Faculty" (BOR II-1.00), shall retain permanent status. See Section II. Faculty Ranks, Promotion, Tenure, and Permanent Status, A. General Principles, 1. The existing policy may be located at <http://www.usmh.usmd.edu/Leadership/BoardOfRegents/Bylaws/SectionII/II100.html>.

2. W. Bede Mitchell and Bruce Morton, "On Becoming Faculty Librarians: Acculturation Problems and Remedies," *College & Research Libraries* 53:381-392 (September 1992).