

**JMU Libraries  
Faculty Annual Review (FAR)  
for Librarians**

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Name	Erika Peterson
Job Title	Director of Media Resources
Division	Libraries & Educational Technologies/JMU Libraries
Performance Period	FY 2014-15
Department	Media Resources
Self-FAR (Date)	9/22/2015
Final FAR (Date)	10/28/2015

All librarian faculty will complete a draft version of preceding year activities (self-FAR) and discuss them with their supervisor. This self-FAR and a draft of the upcoming year FAAP make up the content of your annual performance conference. Your previous year's FAR and a draft of your upcoming year FAAP are due (in electronic form) to your supervisor by August 31. Signed final versions of the upcoming year FAAP and preceding year FAR are due in the L&ET Human Resources office by October 15. Upon receipt, electronic copies will be provided to the faculty member. (JMU Libraries Promotion & Tenure Guidelines Sections 2.5.1 and 2.5.2).

Faculty goals should reflect the mission of the University, L&ET, JMU Libraries and the library profession. Librarian FAAPs should list your upcoming goals in the following three areas: job performance, scholarly achievement and professional qualifications, and service. Librarian FARs should reflect your accomplishment of the goals set out in the in the previous year's FAAP as well as any other noteworthy activity.

The relative weights of the three performance areas of job performance, scholarly achievement and professional qualifications, and professional service for an individual faculty member shall be negotiated with the faculty member, their supervisor and the appropriate AUH prior to the start of the academic year. If no individual weights are negotiated standard weights will be:

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

FARs and FAAPs make up the performance of record for librarian faculty members and are used in performance evaluation, merit considerations, promotion and tenure, and post-tenure review. Annual evaluation of all faculty members is required; evaluators should use the rankings of excellent, satisfactory or unsatisfactory in each performance category (JMU Faculty Handbook, III. E. 4).

My Position Description is current and accurate: No

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Job performance is understood as each faculty's members practice of librarianship which may include: collection development, reference services, course-related instruction, management, cataloging, web development, etc. as is appropriate for the individual faculty member. The components comprising each faculty member's job performance are delineated in his or her position description (JMU Libraries Promotion and Tenure Guidelines, Section 2.3.2.1).

Assigned Weight from FAAP: 70%

In the box below and using the FAAP, please document how you met your goals in this performance area. Please address all goals listed on your FAAP including ones that you were unable to achieve.

1. Working in conjunction with Carrier and Rose leadership, continue development of collaborative management model for Carrier, Rose and Media Resources Public Services departments.

- **This was a significant focus of my work this past year. I serve as the meeting organizer for the Joint Library Services Leadership group. This involves setting agendas and facilitating meetings. Agenda topics are submitted to me directly or via the JLSL hub space. I prioritize these requests and generate additional agenda items based on immediate needs. One of the main challenges of this role has been balancing everyone's eagerness and sense of urgency about being able to move the work of the group forward, with setting a reasonable and attainable workload. We found ourselves in the beginning moving rapidly from one project to the next without time to delve deeply into any of them. As we have settled into more of a rhythm I have been working to ensure that our meetings are balanced with both new and on-going projects, with urgent work and thoughtful planning. During the past year this group has done significant work on revising the core competencies and updating training. We also had several sessions discussing who we are and how we work together. We also planned and held an effective and well-evaluated joint retreat, which I worked closely on the planning and implementation of. This retreat brought together the staffs of Rose, Carrier, and Media Resources for a day of reflection on our past success and challenges and planning for our joint futures. I planned and led a fun and well received session called "Game Over" where I asked mixed groups to imagine something that had put the library out of business-- to spend time thinking about what they were doing and how they were doing it that was threatening our services, and then to imagine what we could do to beat them. Ideas that were generated during this session and the full retreat will help to inform the work of JLSL and Public Services in the coming year.**

2. Work with CIT and the Reserves Coordinator to investigate more efficient models for streaming unlicensed media content.

- **I met with MPS and MR staff to discuss a more streamlined model for the delivery of unlicensed streaming media content to patrons. I am particularly interested in eliminating the confusing and inefficient divide between who processes different streaming media requests and why. Previously MPS would rip and stream requests from faculty for clips of media and MR would digitize requests for full titles. This division is a legacy and creates a great deal of confusion and red tape both for patrons and ourselves. I proposed a revised procedure where MR would gradually take on all of the digitization work, and create a single interface for making these requests. This procedure depended on stable staffing in Media Resources, and has been postponed until we are able to accommodate the additional workload.**

3. Present a proposal to Deans Council for the management of licensed streaming content.

- **Two years ago a group was formed to look at JMU Libraries streaming video and management needs and potential solutions for addressing those needs. The group was looking not only at the licensed streaming content contained in the OVC, but in all video housed in MDID including JMUtube and course capture. While no one solution was identified that would serve as a replacement for all of our streaming video needs, NJVID surfaced as an excellent option for our licensed streaming content. It was recommended that the library move forward in evaluating the resource for that purpose. With the recruitment of Leighton Shank, this recommendation was delayed until the needs for the licensed streaming video collection could be reevaluated in light of this new staffing. After further consideration, the original recommendation was upheld and I submitted a proposal (included) to Dean's council to form a group to re-evaluate the NJVID digital media repository. As it has been several years at this point since the last time we considered the product we are currently in the midst of a new trial and will be putting together a proposal and transition plan in the coming semester.**

4. Continue as co-liaison to SMAD

- **I served as co-liaison to SMAD. My liaison report is linked below**

5. Serve as Director to Media Resources

- **I served as Director to Media Resources. In that capacity I supervised the Media Resources staff, oversaw the services of the center, and developed the media collection. I conducted weekly staff meetings, including a monthly meeting focused on professional development. At that meeting I invited special guests to speak to the staff or we spent time as a group thinking more deeply about our services than we are normally able to in the hectic pace of our usual schedules. I also meet weekly with every member of the Media Resources staff to discuss issues that have arisen during the week, to discuss their goals and career development, and to plan services. I also have an open door and meet with all of the MR staff on a daily or near daily basis. While I like to give my staff a great deal of autonomy in developing projects and**

setting their routines I'm involved on a daily basis in advising and consulting. This year I spent a great deal of time assisting Debbie with the launch of the MadLab program. As a new supervisor she had many questions about managing the peer staff and handling managerial issues. I also assisted her in developing partnerships with CIT and the liaison librarians to provide facilities and promotion for the program. I assist Brian with the training and oversight of the student desk staff, and am responsible for setting policies for the desk and Media Resource public spaces. In the Spring, I advocated for new furniture of Media Resources, and was able to acquire some soft seating and a collaboration station. This was the impetus for a redesign of the Media Resources floor creating two separate zones, one for viewing and one for production. With the retirement of Judy Hinegardner at the end of Spring semester, I prepared several versions of an NABC proposing a reorganization of the Media Resources department that would have allowed for greater support of Debbie's role in Instruction and oversight of MadLab, and increased support for the equipment loan service. As this plan was not approved it was necessary to create an interim staffing plan to ensure MR's key services were covered until such time as a more permanent solution can be made. I am the primary selector for the Libraries media collection and in that capacity added a number of DVD and streaming titles to the collection in the past year. While overall circulation is down across the Libraries, media circulation has not been declining as rapidly as that of the overall collection. As a function of my role as Director of Media Resource, I participate in Management Council, Public Services Directors, Joint Library Services Leadership, and the Librarian Faculty Assembly. The Media Resources annual report is linked below.

Liaison librarians, please provide a link to your liaison annual report for this reporting year. Supervisors or unit heads, please provide a link to your unit report for this reporting year.

- [Liaison Report](#)
- [Media Resource Annual Report](#)

## Faculty Annual Review (FAR) for Librarians

### **Scholarly Achievement and Professional Qualifications.**

Evaluation criteria in this area may differ according to job responsibilities. Criteria should include, but need not be limited to, publication of scholarly work, presentations at professional conferences, achievement through performance in the arts, engaging in recognized research, obtaining research grants, continuing professional development through formal coursework, publication of educational material and consulting activities (JMU Libraries and Promotion Tenure Guidelines, Section 2.3.2.2)

Assigned Weight from FAAP: 10%

In the space below and using the FAAP, please document how you met your goals in this performance area. Please provide links as available.

1. ACRL concurrent session submitted: *The Apple of Discord: Everyone Gets a Bite*.
  - **Our concurrent session was regrettably denied, however the project was resubmitted as a poster session. KT created the poster and Stef and Kristen presented it at ACRL.**
2. Course in budget administration for Higher Education.
  - **I'm still very much interested in taking a course like this, but have been unable to find a suitable one.**
3. Begin preliminary work for research leave proposal (anticipated 2016)
  - **I'm planning on proposing a study of media librarianship in Australia. This is interesting to me, as Australia is one of the few countries other than the U.S. with dedicated media facilities in academic libraries. I am interested in how their practices differ from ours in collecting, access, streaming licensing, and media creation. I've begun researching facilities and making contact with librarians at schools in Australia. I have used Worldcat holdings, literature review and internet searching to identify appropriate candidates. I have been compiling a spreadsheet of introductory information about the libraries I have identified, and have been contacting representatives from the libraries via email. So far my results have been promising, and I'm confident that I will be able to put together a competitive proposal that will be enriching to me and JMU Libraries.**

In addition:

**I presented at the International Popular Culture Conference in Reykjavik, Iceland. My presentation was titled "Collection and Use of Popular Video in the Academic Library" and dealt with how popular media titles are selected, acquired, and used in**

**an academic setting. It focused on creative uses of popular media and their promotion to faculty and students. The presentation generated a great deal of interest and follow up questions from the audience.**

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#### **Professional Service.**

Evaluation of activity in this area shall include committee service and leadership at James Madison University or in professional or educational organizations, or service otherwise enhancing the profession, the Libraries, college, or university. (JMU Libraries and Promotion Tenure Guidelines, Section 2.3.2.3)

Assigned Weight from FAAP: 20%

In the space below and using the FAAP, please document how you met your goals in this performance area. The listing of appointments is helpful, but most useful is a description of your specific contributions. If appropriate, please solicit feedback from those who might be best able to comment on your contributions.

1. Continue as Cluster Representative on CDC.

- **I continued to serve as the Arts and Humanities Cluster Representative on CDC. This was an interesting and challenging year on CDC as we implemented a major journal review. My role in this was overseeing and coordinating the Arts and Humanities Cluster's title review. I met with each liaison in the cluster individually to work with them on their review, compiled the clusters recommendations and revised them as appropriate. I then worked with CDC to identify titles and packages to cut. This project was in addition to the annual cycle of wishlist creation and vetting. As there was more money in FY14-15 than in previous years CDC was able to purchase many titles that had been previously out of reach, or had been sitting on the wishlist for several cycles. I am especially excited about the approval of MRI+ which was a collaboration between AH and Social Sciences clusters. Though licensing negotiations have not yet been successful, this will be a unique and useful resource for students across many disciplines. After the final round of resource approval at CDC the Arts and Humanities Cluster had been able to purchase all of the**

**current titles on its wishlist. I have included a letter from the CDC chair, Genya O’Gara discussing this year’s accomplishments.**

**2. Participate in the TLT Conference Planning Committee.**

- I participated in planning the 2014 and 2015 TLT Conferences. I am currently in my third year on the committee. In 2014, I was able to use my previous relationship with Siva Vaidyanathan, to secure him as the keynote speaker. I invited him and served as his primary contact to the committee. Additionally, I suggested contacting Aramark to obtain door prize giveaways. I was able to obtain 50 Chik-Fil-A coupons that were used in a “tweet for a treat” promotion. On the day of the conference I assisted in logistics, which included a last minute arrangement for the keynote to deliver his speech via Skype as he was sick with the flu. I also assisted by serving as timekeeper and coordinator for individual sessions, and being available for set-up and take-down of the event. This year I am responsible for securing sponsors for the event, and have been successful in broadening the sponsor base. I sent inquiries to a number of campus groups and was able to add Athletics and the University Bookstore as prize donors and sponsors. I have been coordinating with Aramark again this year. Additionally, I will be overseeing the nomination and selection process for the TLT awards.**

**3. Continue as member of Intranet Governance Committee.**

- I continued in my role as Public Services representative to the Intranet Governance Committee. This committee does not meet often, however the work the committee performs is important to the efficient and effective use of The Hub. This year the committee worked on amending existing policies, created a new policy on faculty and staff emeriti use of The Hub, approved a new “Emergency” tag to identify procedures related to emergency management, and reviewed a request to standardize metadata use in The Hub. I serve as recorder for this group, which involves taking minutes, revising them as necessary and posting them to The Hub. I have served this role since I began as Public Services representative to the Intranet Governance Task Force in 2012.**

**4. Continue work as co-chair of VAAMPs, particularly working on the VIVA last copy video project.**

- In collaboration with Leigh Rockey and Ann Osterman, I worked on the development of an MOU for the weeding, preservation and retention of unique VHS holdings in Virginia. This was the culmination of several years work identifying unique VHS titles in Virginia. The MOU is modeled after a similar document that was created for retention of print holdings by participating VIVA institutions. It was my recommendation that the VHS MOU align**

with the print document to ease the vetting process at participating institutions. I scheduled and led several conference calls with the participating libraries, and created the first draft of the MOU. The document is currently still being revised and by participating institutions.

5. Member of Building Task Force

- I served as a member of the Building Task Force working as a member of the Technology Visioning Subgroup. As a member of this group we developed and executed a plan for collecting data relevant to patron use of technology. We conducted a literature review and analyzed findings from sources like New Media Consortium's Horizon Report. As a member of the Technology Visioning Subgroup, I helped to write and administer a survey of patrons on how they were using technology in the libraries. This included both library provided technology and that which they brought with them. The data gathered by this survey informed not only our subgroup's final report, but that of the entire committee. I assisted in writing and revising the [technology subgroup final report](#) and that of the entire committee. In addition to my work with the subcommittee I organized and attended a site visit of Sweet Briar College Library. This was of particular interest as their project was a renovation and expansion similar to what might be expected for Carrier Library. It was also timely, as it appeared that it might be the last opportunity to be able to tour the facility due to the imminent closure of Sweet Briar College. I took pictures of the facility, gathered information about the project and presented to the committee about the visit. I also attended the site visit to the VCU and University of Richmond libraries and assisted in presenting information gathered on these visits to the committee. I have included a letter from the BTF co-chairs discussing the work of this group.



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External Feedback Section

**Faculty Departments (Liaisons only)**

None received.

**Direct reports (Supervisors only)**

(Excerpted from Supervisor Evaluation forms for Librarian Supervisors)

Three supervisor evaluations for Erika were received. Staff note Erika's flexibility, willingness to take risks, and her trust in them to run the Media Resources day to day operations. One staff member noted that Erika had been open to discussing specific problematic issues within Media Resources and noted this as an indication of humility and integrity. Staff uniformly expressed the potential to expand the footprint of Media Resources in the LET organization, along with a desire to learn more about Erika's vision for doing so. Several staff members noted a potential to increase collaboration and partnerships as a way to create "more buzz" around Media Resources.

This past year staff are concerned about Erika's lack of leadership and follow-through on managerial responsibilities within the department. Staff noted that staff meetings were seldom held, and when they were held the time was not managed well nor the meetings themselves productive. A lack of minutes and agenda, as is the norm in other LET departments, was noted as a specific problem within Media Resources. There is a perception that Erika seems to think staff meetings are a waste of time. Erika needs to "be more consistent and communicative regarding attendance, more available for meeting and collaborating and more receptive to discussing work related topics." Staff want decisions to be transparent and facts to be conveyed accurately for the purpose of serving those involved.

Erika could improve her leadership of the unit by identifying when Media Resources and specific staff members are stakeholders in broader LET initiatives, as well as by keeping Media Resources staff better informed of what is happening outside of their unit. Publicly supporting and advocating for her staff was another suggested way that Erika might increase Media Resources visibility while bolstering staff morale. She also needs to establish clear and fair reporting lines within her department, and make assignments based on need rather than personalities or preferences.

Poor communication was a critical concern that surfaced in all of the staff evaluations. Staff expressed a desire for more regular, professional communication both verbally and in writing. Etiquette in mixed settings, including swearing in the workplace, disclosing private information, and expressing anger and frustration in inappropriate ways, are all areas needing improvement. This observation is supported by the conduct of the Media Resources department during the 2014 chat with the Dean. It was clear that some staff in the department were frustrated, as evidenced by the swearing in that meeting, and Erika did not seem mindful of her responsibility and the leader to help them manage that frustration.

**Peer feedback** (as provided to librarian, supervisor or others and as available)

Two peers provided feedback for this performance period. Peers noted Erika's calmness and creativity when working collaboratively. They also noted Erika's obvious enthusiasm for working with students. One noted the success of the PRSSA student project. Both peers also identified communication as an area in which Erika could improve. Her content, style, and timeliness of both in-person and email communication were noted as needing improvement. One peer noted that important information had not been sent by Erika, and that her follow-through with messages that relate to commitments they had agreed to was lacking.

**Supervisor/AUH Evaluation** (all Librarian faculty)

The numerous retirements and interim assignments of personnel in the LET administration created a time of rapid change and instability for Public Services in 2014-15. As Director of Media Resources, Erika has in the middle of this change. She reported to an Interim Associate Dean during this performance period. An Interim Director of Carrier Public Services was also appointed in January 2015. These changes impacted the PS Leadership as well as the Joint Library Services in which Erika serves as a member.

**Job Performance Rating: Satisfactory with recommendations for improvement**

This has been a challenging year for Erika for many of the reasons noted above. In addition, a long-time staff member in Media Resources retired in spring 2015.

Erika serves as Director of Media Resources, a vital and changing area within LET. There is greater demand from students and faculty for media literacy instruction and services. To meet this demand, Erika proposed the innovative approach of creating MADLab in August 2014, a structured learning environment for students to learn skills and software for creating videos and podcasts, and for developing proficiencies in using equipment. A staff member in Media Resources developed the program, and hired peer-to-peer Technology Teaching Associates (students) to assist with instruction. MADLab is highly successful and has the opportunity for continued growth based on the First Year Report. Even with the creation of MADLab last year or perhaps because of it, staff within Media Resources have high expectations for Erika to share her vision for Media Resources and create more excitement for its services.

Erika serves as the meeting organizer of the Joint Library Services Leadership group, effective in January 2015. This group developed as a collaborative model for coordinating services and outreach across public service units in Carrier Library, Rose Library and Media Resources. This group meets bi-weekly, and the JLS annual report documents a wide range of accomplishments.

Presence in the workplace is critically important. Erika missed key meetings for nearly every obligation she had, including Management Council, the Building Task Force, and the Librarian Faculty Assembly, often with no advanced notice. Her absences added to her inability to keep up with her responsibilities and communication, as noted by her staff

and her peers. Erika had a particular problem meeting deadlines in this performance cycle. Her final FAAP for the year was turned in in March 2015, and her FY14 Media Resources annual report was finalized in July 2015. There was also inadequate documentation regarding justification and decisions on the emeritus status for a long-time staff member. Erika needs to ensure that written documentation for all areas of her responsibilities is appropriately submitted.

I recommend that she devote time to providing quality leadership and supervision to her staff in order to develop a productive, collaborative team. She must address the issues identified in the feedback from her direct reports. She needs to improve the channels of communication with her staff both individually and as a department. Erika needs to improve her timeliness in communicating and meeting deadlines with both her staff and those outside her department.

**Scholarly Achievement and Professional Qualifications Rating: Satisfactory**

Erika has one presentation on creative uses of popular media in an academic setting at the International Popular Culture Conference in Iceland. I encourage Erika to share her findings with LET. It should be noted that Erika co-authored the book, *Creating a Streaming Video Collection for Your Library*, that was finally published in 2014. This work was on invitation from the publisher after Erika and her colleague made a presentation on media licensing at the Charleston Conference in 2011.

**Professional Service Rating: Satisfactory**

Erika continues to serve as a member of a number of LET committees, including the Collection Development Committee (CDC) as the Arts and Humanities Cluster Representative, the Intranet Governance Committee, and Building Task Force. The CDC was particularly active with the journal review project, and the journal review project required diplomacy and tact in accomplishing its outcomes.

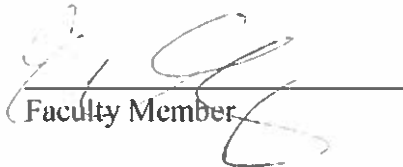
**Overall Supervisor/AUH Rating: Satisfactory**

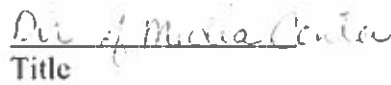
Erika receives an overall Satisfactory rating this year. In the next performance cycle she must address the performance issues identified in this evaluation.

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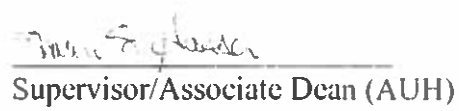
### Signatures

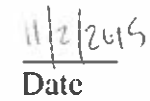
The signatures below acknowledge that this FAR has been approved.

  
\_\_\_\_\_  
Faculty Member

  
\_\_\_\_\_  
Title

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Supervisor/Associate Dean (AUH)

  
\_\_\_\_\_  
Date