

UNIVERSITY LIBRARY QUESTIONNAIRE AND INSTRUCTIONS



ASSOCIATION OF RESEARCH LIBRARIES

ARL ANNUAL SALARY SURVEY 2010-11 *University Library Questionnaire* GENERAL AND DATA INPUT (EXCEL) INSTRUCTIONS

<http://www.arl.org/stats/annualsurveys/salary/>

GENERAL OVERVIEW

- **Use the newly available Web form for your data submission:**
- University Libraries: <http://www.formstack.com/forms/?987723-c6BynijupA>
Fill in Part I on the Web and upload your file for Part II through the same interface.
NOTE: You must complete the entire submission in a single session. The Web interface does NOT allow you to return and edit your information once it is submitted.
- **This survey is concerned with professional positions only.** Since the criteria for determining professional status vary among libraries, there is no attempt to define the term “professional.” Each library should report the salaries of those staff members it considers professionals, irrespective of faculty status or membership in a collective bargaining unit, including, when appropriate, staff who are not librarians in the strict sense of the term, such as computer experts, systems analysts, budget officers, etc.
- **Report individual salaries for the Main, Law, and Medical library on the separate template using Microsoft Excel (see <http://www.arl.org/stats/annualsurveys/salary/salform10.shtml>).** A generic template is available. Add your institution’s ARL Library Institution Code [LibID]. (See http://www.arl.org/stats/annualsurveys/surveycoord/instno_inam.shtml if you do not know your code.)
- **Use “Percent” to determine if an employee works full-time or part-time.** All full-time employees have Percent = 1.00, i.e., they work 100% of a full-time schedule. If Percent is less than 1.00, then the employee works that fraction of a full-time schedule. For example, a 65% time appointment would be entered as 0.65. Calculate the percent appointment by dividing the amount of time an employee works by the amount considered to be the norm for full-time employment at your institution. For example, if a full-time appointment at your institution is 12 months at 40 hours per week:
 - A 9-month part-time appointment has Percent = 9/12, or 0.75.
 - An appointment at 30 hours per week has Percent = 30/40, also 0.75.
 - An appointment at 30 hours and 9 months has Percent = 0.75 x 0.75 = 0.56.Enter Percent with two decimal points.

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- **Report salaries for both full-time and part-time professional positions.** Salaries for part-time positions should **NOT** be converted to their full-time equivalents. Report the actual part-time salary paid and indicate the percent appointment for that employee in the appropriate column.
- **Include salaries for all professional positions, regardless of whether the salaries come from regular library budget funds or from special funds such as research grants.** Please include all professionals involved in the provision of library services, including **contract-supported positions**.
- **The salary figures should be straight gross salary figures. Do not include fringe benefits.**
- **Provide explanatory footnotes to the reported figures, when necessary, at the end of Part I.** Footnotes will be included in the published survey, where appropriate.
- **After all data have been entered, make a backup copy of the complete file for your institution's master file.** Your backup should include individual names/ID numbers. NOTE: The data submitted to ARL should NOT include individual names/ID numbers, so **ARL will NOT be able to supply a copy of your institution's complete file next year.**
- **Please return the questionnaire the ARL Statistics and Assessment Program by October 1, 2010.** Be sure to keep a complete copy of your return, including the electronic version of the data for your files.

INSTRUCTIONS

Part I: Summary Data (Microsoft Word Form)

1. Part I of this survey deals with general information for the current fiscal year, 2010-11.
2. Include the Beginning Professional Salary for Law and Medical libraries if included in the survey.
3. The Beginning Professional Salary is the salary that **would** be paid to a **newly hired professional without experience**, not necessarily the lowest professional salary paid. In reporting the beginning salary, please use a figure that is actually used or likely to be used for entry-level librarians hired by your library, even if it is your practice rarely to hire entry-level professionals without experience.
4. Please report the **2010-11** Beginning Professional Salary **to the best of your knowledge** as it exists on July 1, 2010. Do not delay returning your survey with the expectation that more information will be available later.
5. The 2010-11 Average and Median Salary figures will be calculated by ARL from the individual data supplied.

6. Be sure to fill in the name of the reporting library and the name of the person who prepares the report.

Part II: Individual Data (Microsoft Excel Form)

1. Part II of this survey requests information on salary, sex, minority status, rank, and years of experience for all filled positions for fiscal year 2010-11. The survey requests information for individuals; aggregate data for each institution will be generated by computer. Vacant positions should be excluded from your report.

2. Data for the Main, Law, and Medical libraries should be reported on separate Excel files.

3. **Obtain the Excel file.** These instructions assume that you have Microsoft Excel available for use. If not, or if you have trouble opening the files in Excel, please call the ARL Statistics and Assessment Program at (202) 296-2296 or email stats@arl.org.

4. The template Excel file is available at:

<http://www.arl.org/stats/annualsurveys/salary/salform10.shtml>. This is a generic, blank file that can hold data for Main, Law, or Medical libraries. The file's name is "sal10xxxx.xls"; open the file and save it to your own computer by choosing "Save As" under the File menu. When saving the file, utilize ARL as the prefix for main library reports, use 10 to designate the year (2010-11), and change the "xxxx" in its name to your ARL institution code number, e.g., "ARL101150.xls." Note: use MED for medical libraries, e.g. "MED101150" and LAW to denote law libraries, e.g., "LAW101150."

The file contains columns labeled as follows:

Required: Name/ID# LibID Page Line Salary Job Sex OEOcat Yrsexp Rank Percent

Optional: YrBirth JobAdd LibDeg OthDeg YrsLib

Optional: Hisp NatAm Asian Black HawPI White

In the LibID column, enter your ARL Library Institution Code. (See http://www.arl.org/stats/annualsurveys/surveycoord/instno_inam.shtml if you do not know your code.) If you leave this column blank we will fill it in for you when we receive the data.

Columns labeled "Page," "Line," and "Percent" are already filled for you. The numbers in the "Page" and "Line" columns will be used to identify these positions in case of data errors; do not change them. Eleven "pages" of 25 lines each have been provided; if this is not sufficient to list all positions at your institution, copy and paste lines 1-25 of the last page as needed.

Entering Data for Part II: Individual Data (Microsoft Excel Form)

1. The "Name/ID#" column is for your internal use, to enter and verify information for staff members by name. ARL does not require that you submit the information in this field to ARL. Please delete this column before sending the file to ARL. Upon receiving this file, ARL will delete any data in this column if you have not deleted them already.

2. The "LibID" will hold your institution's ARL number, for identification purposes. If you do not know your ARL number, you can find it on the Web under ARL Library Institution Codes. If you leave this column blank, it will be filled in by ARL staff.

3. “Salary” should be entered as it existed on July 1, 2010. Please do not hold up the reporting process for later salary adjustments. Include all filled positions and exclude all vacant positions. Report the actual salary paid. Do not adjust part-time salaries to their full-time equivalents; ARL will do this during the data analysis and verification stage. Do not include fringe benefits.

4. Each position can have only one “Job” code, to be taken from the following list:

DIRLIB	Director of Libraries (includes Dean of Libraries and equivalent titles)
ASCDIR	Associate Director
ASTDIR	Assistant Director
HDMED	Head, Medical Library (Human Medicine only)
HDLAW	Head, Law Library
HDBR	Head, Other Branch Library (including Veterinary Medicine)
FSPEC	Functional Specialist
ARCH	Archivists/Curators
BUSI	Budget/Fiscal/Business Manager/Facilities
HUMRES	Human Resources/Training/Staff Development
ITS	Information Technology Systems
ITW	Information Technology Web Development
ITP	Information Technology Programming/Application Development
MEDIA	Media/Multimedia Specialists (including graphics)
PRES	Preservation/Conservation
SSPEC	Subject Specialist
HDACQ	Head, Acquisitions Department
HDCAT	Head, Catalog Department/Unit
HDCIRC	Head, Circulation
HDCOMP	Head, Library and Computer Systems
HDDOC	Head, Documents Department
HDMAP	Head, Map Room/Department
HDRBM	Head, Rare Book/Manuscripts Department
HDREF	Head, Reference Department
HDSER	Head, Serials Department
HDOTH	Head, Other Department/Service/Agency
CAT	Catalogers, both general and specialized
REF	Reference librarians, both general and specialized
PUBS	Public Services, non-supervisory, except reference librarians
TECH	Technical Services, non-supervisory, except catalogers
ADMIN	Administrative and other units, non-supervisory position

The position categories used in this survey are intended to correspond roughly with the activities carried on in libraries, not with any particular pattern of staff organization or nomenclature. Please use these categories in the manner you feel best applies to your library. If any individual has responsibilities described by more than one of the above categories, choose the category that is most typical of his/her general duties.

Associate or Assistant Director, and Head, Other Branch. Use these codes for all persons at these levels regardless of the area of specialty. If an assistant or associate director is also head of

a department, choose the category that most reflects the general duties of the person currently in the position.

Specialists. These are of two kinds: Subject Specialists primarily build collections, but may also offer specialized reference and bibliographic services; Functional Specialists are media specialists or experts in management fields such as personnel, fiscal matters, systems, preservation, etc. Specialists may not be, strictly speaking, professional librarians (i.e., have an MLS). The “specialist” category would generally not be used for someone with significant supervisory responsibilities, who should instead be listed as a department head or assistant director (see also note under Assistant Department Head, below).

Functional Specialist sub-codes. Starting with the 2004-05 Salary Survey, the ARL Statistics and Assessment Committee adopted a proposal from the ACRL Personnel Administrators and Staff Development Officers Discussion Group to break down the Functional Specialist category. For each position which would have been labeled FSPEC prior to 2004-05, instead please use one of the eight sub-codes (ARCH, BUSI, HUMRES, ITS, ITW, ITP, MEDIA, PRES) to describe that position. If you cannot determine which sub-code to use, please use the FSPEC code.

Department Heads. Department Heads not specifically included in the above list should be included under the category “Head, Other Department/Service/Agency.” Head, Catalog Department should be used either for the department that handles all cataloging, or for the head of a specialized cataloging unit (e.g. copy cataloging or foreign languages). List the head of library automation and computer systems, applications, programming, etc. as HDCOMP unless that person is also an Associate or Assistant Director, in which case use the appropriate administrative code. If there is an intermediate level of management between an Associate or Assistant Director and the professionals who actually carry out the analysis, programming, etc., use HDCOMP to define that intermediate level. Professionals who carry out analysis, programming, etc., should be listed as functional specialists (FSPEC).

Head, Acquisitions Department. Use HDACQ for all of the following positions: (a) head of a department that is responsible for the selection of material (or management of selection activities carried out on a basis encompassing more than a single organizational unit), but not responsible for the placement of orders, payment of invoices, etc.; (b) head of a department responsible for the placement of orders, maintaining on-order files, payment of invoices, etc., but not responsible for selection decisions; (c) head of a department responsible for both the selection decisions (or coordination of selection activities) and for acquiring the material. Libraries that split these two functions between two departments should report more than one professional with the position HDACQ.

Special note concerning Assistant Department Heads. Assistant Department Heads who are responsible for major units and spend the bulk of their time in supervision and revision of the work of others should also be listed as “Head, Other Department/Service/Agency.” See additional subcodes below for Head, Cataloging, and Head, Other Department. However, Assistant Head positions responsible for small units or for supervision only in the absence of the head should be reported as non-supervisory or specialist positions as appropriate.]

Administrative. Please note that ADMIN is not only for Administrative Services and related positions, but also can be applied to Public Relations/Communications,

Development/Fundraising, and all other administrative and/or professional positions which do not have a logical home elsewhere.

5. **Please indicate “Sex” with the letter M or F**, indicating male or female, respectively.

6. **“OEOCat” minority status code**, for U.S. university libraries only, should be indicated with one of the following code numbers. (Leave blank if a Canadian library):

- 1 = Black
- 2 = Hispanic
- 3 = Asian or Pacific Islander
- 4 = American Indian or Native Alaskan
- 5 = Caucasian/Other

7. **“YrsExp,” or total years of professional experience.** For most professional staff members this will mean counting the years since the MLS degree was awarded. When counting, do not subtract interim periods when an individual was not engaged in professional library employment if these periods are short in relation to the overall professional career. Count an academic year contract period as a full year. Be sure to include professional experience in previous positions and in other institutions. The figure should be rounded off to the nearest whole number; for example, a position with 14.5 years of experience would appear as 15.

8. **Indicate “Rank” using the following system of codes:**

- 0 The library director. Some systems also use 0 for assistant and/or associate directors.
- 1 Lowest level in the rank structure, such as an entry-level position.
- 2-8 Successively higher levels; for example, 5 indicates a higher rank than 2.
- 9 Rank cannot be determined, or, the individual is outside the organization’s rank structure.

Responses concerning rank should be limited to professional librarians, and other professionals who occupy the same ranks as librarians. Leave the rank column blank for professionals who do not occupy these ranks or if the column is not applicable. For example, if the Library Business Officer holds a rank typically used for university administrators but not for librarians, do not supply a rank code for that individual, even if you have included salary and other data.

If multiple ranking structures are used for librarians and these structures are substantially different and not equivalent, enter individual rank information only for that group which represents the largest fraction of “rank-and-file” librarians.

The maximum number of ranks reported here should not exceed the maximum number of rank-levels reported in Part I for individual data under Rank structure. When counting the total number of rank levels, include ranks that may be unoccupied at the present time due to circumstances like unusually high turnover, hiring freezes, etc.

9. **“Percent”** is used to determine if an employee works full-time or part-time. All full-time employees have Percent = 1.00, i.e., they work 100% of a full-time schedule. If Percent is less than 1.00, then the employee works that fraction of a full-time schedule. For example, a 65% time appointment would be entered as 0.65. Calculate the percent appointment by dividing the amount of time an employee works by the amount considered to be the norm for full-time

employment at your institution. For example, if a full-time appointment at your institution is 12 months at 40 hours per week:

- A 9-month part-time appointment has Percent = 9/12, or 0.75.
- An appointment at 30 hours per week has Percent = 30/40, also 0.75.
- An appointment at 30 hours and 9 months has Percent = 0.75 x 0.75 = 0.56.

Enter Percent with two decimal points.

Optional Questions: (Shown on printed forms as the last 11 columns)

1. **Year of Birth (YrBirth).** For each individual, record the four-digit year of birth.

2. **Position Code Addenda (JobAdd).** Use this column to provide additional information only for the following position categories:

a. **Associate and Assistant Directors (ASCDIR and ASTDIR).** For each category, indicate if the person has a defined area of responsibility using the codes below. Use the code that most closely reflects the general duties of the person in the position.

Administrative Services	ADM
Collection Development	CDV
Other (or unspecified)	OTH
Public Services	PBS
Systems/Automation	SYS
Technical Services	TS

b. **Head, Other Branch Library (HDBR).** Use the codes below to indicate the subject area of the branch:

Humanities/Fine Arts	HFA
Other	OTH
Science & Tech.	SCI
Social/Behavioral Sci.	SBS
Undergraduate Library	UGL

c. **Functional Specialists (FSPEC).** Indicate any non-supervisory staff who are primarily responsible for the following activities using the codes below:

Acquisitions	ACQ
Development Officer	DVP
Interlibrary Loan	ILL
Marketing/Communications	COM
Serials	SER

d. **Subject Specialists, Reference Librarians, Catalogers, and Public Services (SSPEC, REF, CAT, PUBS).** Use these codes to indicate non-supervisory main and/or branch library staff who specialize in one of the following subject areas (either a sub-field, or the entire area). Do not add codes for staff in these positions who have broader, other, or mixed subject responsibilities (e.g. more than one field specialty); but do include subject specialists who also have some (i.e. 50% or less) general or other assignments.

Humanities/Fine Arts	HFA
Science & Tech.	SCI

Social/Behavioral Sci. SBS
Undergraduate Library UGL

e. **Head, Cataloging Department/Unit (HDCAT).** Use the codes below to indicate whether the person is the head of the entire cataloging department for the library, or the head of a specialized unit. If the person is head of the whole department, repeat the same HDCAT code as in the earlier column.

Head, all cataloging HDCAT
Head, copy cataloging HDC
Head, foreign languages HDF
Head, non-book formats HDN
Head, serials cat. HDS
Head, other special cat. HDO

f. **Head, Other Department/Service/Agency (HDOTH).** For heads of departments not given a separate category in the major list, please add one of the following codes:

Audio Visual/Media AVM
Archivist ARC
Business/Personnel Office BPO
Other OTH
Interlibrary Loan ILL
Preservation PRS

3. **Library degrees earned (LibDeg).** Use the following codes to indicate the highest academic degree earned in the field of librarianship:

0 None
1 Bachelor
2 Master
3 CAGS (6th yr. certificate)
4 Doctorate (Other than Ph.D.)
5 Ph.D.

4. **Other degrees earned (OtherDeg).** Use the following codes to indicate the highest degree earned in fields other than librarianship, including basic undergraduate education:

0 None
1 Bachelor
2 Master
3 Second Master (i.e., 2 subject fields)
4 CAGS (6th-year certificate)
5 LLB/JD
6 Doctorate (Other than Ph.D.)
7 Ph.D.

5. **Years of professional experience at reporting institution (YrsLib).** Use this line to report the number of years of professional experience each librarian has had at your institution. This figure should not exceed the number reported as Total Years of Professional Experience on the main part of the form.

6. Please complete as much of this section as possible (US libraries only), but do not hold up the reporting process if some of the data requested are not available. Canadian libraries should leave these columns blank. The major change in the revised standard for the classification of federal data on race and ethnicity is that now respondents are able to report more than one race by choosing multiple responses to the following questions

Race and Ethnicity: The U.S. Office of Management and Budget has revised the Standards for the Classification of Federal Data on Race and Ethnicity and according to the new standard there will be five minimum categories for data on race (American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, and White) and one category for data on ethnicity (“Hispanic or Latino”). **Respondents will be able to report more than one race by choosing multiple responses to the race question.** The purpose of the revised classification is to reflect the increasing diversity of the U.S. population that has resulted primarily from growth in immigration and in interracial marriages. The new standards were used by the Bureau of the Census in the 2000 decennial census.¹ In light of these developments, we are collecting the new classification on race and ethnicity in the *ARL Annual Salary Survey on an optional basis*.

Ethnicity should be indicated by coding 1 to indicate if the person is of Hispanic or Latino ethnicity, and coding 0 otherwise. The definition of Hispanic or Latino ethnicity is: A person of Cuban, Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.

Race should be indicated for U.S. university libraries only, by choosing one or more responses among the five racial categories provided here; 1=yes and 0=no. You can select multiple racial categories for a person. The definitions of the five racial categories, listed with their respective column names, are:

American Indian or Alaska Native (NatAm): A person having origins in any of the original peoples of North and South America (including Central America) who maintains tribal affiliation or community attachment.

Asian (Asian): A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American (Black): A person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander (HawPI): A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White (White): A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

¹ <http://www.census.gov/population/www/socdemo/race/racefactcb.html>

Submitting the Data for Part I and Part II on the Web

ARL is using the online services of FormStack to collect the data. As part of its privacy policy, FormStack pledges not to sell any collected information to third parties. For the complete FormStack privacy policy, visit <http://www.formstack.com/privacy.html>. ARL also accepts Part I and Part II of the salary survey by e-mail from those users who may be uncomfortable submitting the files in FormStack:

- University Libraries: <http://www.formstack.com/forms/?987723-c6BynijupA>

Be sure to have the electronic copy of your completed salary survey Excel file handy as you will be submitting this file via the FormStack Web form. In addition to the completed Excel file, be prepared to provide the following information as well:

- The name, title, email and phone number of the person who prepared the Excel file. The name, title, email and phone number of your institution's contact person for the salary survey (if different from the person who prepared the Excel file)
- Indicate whether you are submitting salary information for one or more of the following: Main, Law, or Medical library, and the beginning professional salary and rank structure for each.
- **For professional salary** list the salary that would be paid to a newly hired professional without experience (even if local practice discourages hiring entry-level professionals without experience). Please report the 2010-11 beginning professional salary to the best of your knowledge as it existed on July 1, 2010.
- **For rank structure**, list the number of unique levels in your institution's rank structure. If you have no levels in your rank structure, use 1. The number reported here should be equal to the highest number in the "Rank" column of your Excel file (i.e., the number of levels reported in your Excel file should equal the number of levels reported here).
- The names of the libraries that are included and excluded in your figures for the 'general libraries' (these can be main campus libraries or branch campus libraries), as well as any other explanatory information, should be indicated in a footnote. In your footnotes, report any information that would clarify the figures submitted: the inclusion and exclusion of branch campus libraries, a reporting date that is sooner/ later than July 1, 2010, etc. Please make an effort to word your footnotes in a manner consistent with notes appearing in the published report, so that ARL can interpret your footnotes correctly.

Please return the completed questionnaire to the
ARL Statistics and Assessment Program by **October 1, 2010**.

For assistance, contact Martha Kyrillidou (martha@arl.org), Shaneka Morris (shaneka@arl.org),
Gary Roebuck (gary@arl.org) or David Green (david@arl.org).

Tel: 202-296-2296 or Fax: 202-872-0884.

<http://www.arl.org/stats/annualsurveys/salary/>

ARL ANNUAL SALARY SURVEY 2010-11

UNIVERSITY LIBRARY QUESTIONNAIRE

Note: This is a copy of the form that you will submit electronically at:
<http://www.formstack.com/forms/?987723-c6BynijupA>

Part I: Summary Data

Reporting Institution _____ Date Returned to ARL _____
 Report Prepared by (name) _____
 Title _____
 Email address _____ Phone number _____
 Contact person (if different) _____
 Title _____
 Email address _____ Phone number _____

(Note: ARL will calculate the 2010-11 median and average professional salaries for your library from the individual data you supply in Part II (Excel form) of this questionnaire.)

1.	Beginning Professional Salary	Main	Law	Health
	Beginning professional salary for 2010-11	_____	_____	_____

(Note: The Information shown below must be completed for all three branches (i.e. Main, Law and Health Science Libraries) in Part I of the online form).

2. Rank Structure.

Indicate the number of levels in your institution's rank structure for professional librarians. You should report here the maximum number of rank levels, reported in Part II for individual data, under the Rank column.

- _____ 1 level (i.e., no differentiated levels)
- _____ 2 levels
- _____ 3 levels
- _____ 4 levels
- _____ 5 levels
- _____ more than 5 levels (please specify the number of levels: _____)

3. FOOTNOTES

3a. Please list which libraries are included in the data submitted for the "general" libraries. These can be main campus libraries or branch campus libraries.

3b. Please list which libraries are NOT included in the data submitted for the "general" libraries. These can be main campus libraries or branch campus libraries.

Please indicate any other explanatory information in footnotes. These additional footnotes, if necessary, should be placed in the space below or on attached pages.

Please submit the completed questionnaire to the web form at:

<http://www.formstack.com/forms/?987723-c6BynijupA>

by **October 1, 2010**.

For assistance, contact Martha Kyrillidou (martha@arl.org), Shaneka Morris (shaneka@arl.org), Gary Roebuck (gary@arl.org) or David Green (david@arl.org).

Tel: 202-296-2296 or Fax: 202-872-0884

ARL ANNUAL SALARY SURVEY 2010-11
 UNIVERSITY LIBRARY QUESTIONNAIRE

Part II: Individual Data

*Note: This is a copy of the Excel form that you will submit electronically at:
<http://www.formstack.com/forms/?987723-c6BynjupA>*

Confidential <i>Detach or delete before mailing to the ARL Office</i>	Year	LibID	Page	Line	Salary	Job	Sex	OEOCat	YrsExp	Rank	Percent	YrBirth	Job Add	Lib Deg	Oth Deg	Yrs Lib	Hisp	Nat Am	Asian	Black	Haw PI	White		
	2010		1	1							1													
	2010		1	2							1													
	2010		1	3							1													
	2010		1	4							1													
	2010		1	5							1													
	2010		1	6							1													
	2010		1	7							1													
	2010		1	8							1													
	2010		1	9							1													
	2010		1	10							1													
	2010		1	11							1													
	2010		1	12							1													
	2010		1	13							1													
	2010		1	14							1													
	2010		1	15							1													
	2010		1	16							1													
	2010		1	17							1													
	2010		1	18							1													
	2010		1	19							1													
	2010		1	20							1													

Duplicate this sheet if you need additional lines. Please return to the ARL Statistics and Measurement Program by
October 1, 2010.

For assistance, contact Martha Kyrillidou (martha@arl.org), Shaneka Morris (shaneka@arl.org), Gary Roebuck (gary@arl.org) or David Green (david@arl.org).
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