

**FORM 8**

**SIGNATURE SHEET FOR EVALUATIVE CRITERIA  
APPROVED CRITERIA SHALL HAVE ALL REQUIRED SIGNATURES**

Department/Office: Library

Department Chair/Head: Marjorie Morris  
Print

Signature Marjorie Morris  
17-18      18-19      19-20

Academic Year (circle):      15-16      16-17

Date Sent to Dean/Supervisor: 9/25/17

Signature Scott PM  
Dean/Supervisor:

Date 10/9/17      Approved  Y / P / N

Add'l Admin: [Signature]  
Provost/designee:

3-10-18       Y / P / N

President/designee:

\_\_\_\_\_  
Y / P / N

Y = Approved	P = Approved pending modifications	N = Not approved
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For P or N decisions, the departmental committee should be provided with the reasons for non-approval, as well as suggested changes to the criteria within a reasonable time to ensure timely approval for first year candidates.

**DIRECTIONS:** Sign each line and print or stamp name below the line. This signature page must accompany the evaluative standards throughout the entire approval process, and serves as a record that all levels have contributed to the approval process. After all levels have approved the evaluative standards, this cover page and the criteria shall be duplicated, and a copy sent to the Senate office for archiving. The original criteria packet is returned to the Department/Office.

<b>SUGGESTED TIMETABLE:</b>	<b>DATE</b>
Departmental approval, sent to Dean/Supervisor:	<b>September 25 (earlier if possible)</b>
Dean provides feedback regarding criteria	<b>October 9</b>
Final administrative approval and forwarding to Senate, Department, and Dean	<b>November 1</b>

## 7. Approved Department Tenure/Recontracting Document (including weight and interpretation of criteria, evaluation procedures, role of chairperson, and definition of terminal degree).

For all ranks of library faculty, the **terminal degree** is a master's degree in an American Library Association (ALA)-accredited library science program.

The **chairperson's role** is defined for the library in the current MOA as approved for use in 2017-18: see 3.3. "The libraries' department chairpersons will have a role in the T&R process as defined by the faculty members of the libraries." While the library faculty at Rowan's in-unit libraries currently is operating with an "acting" chairperson, that person, who is also the chair of the library's T&R Committee, will provide input in the form of a letter for each candidate's application. Election of a chairperson may take place within the year.

The evaluation of librarians uses the following **criteria**, listed here in descending order of emphasis: Assessment of Appropriate Professional Performance, Assessment of Scholarship and Creative Activity, Assessment of Contribution to the University Community, and Assessment of Contribution to the Wider Community and Profession. The first, most-highly weighted criterion is "Professional Performance" as defined and approved here; it correlates to "Teaching Effectiveness" for other faculty (AFT MOA 2017-20, see 1.1 and Appendix A). We use the same remaining headings as those used for teaching faculty (section 1.1), but they are defined and applied here for specific application to library faculty. According to the MOA for 2017-20:

**3. Librarians.** Demonstration of achievement during the first two (2) years of probationary service should focus principally on effective professional performance. During the third and fourth years of service (and fifth for hires after July 14, 2014), probationary librarians should demonstrate effective professional performance and should also present evidence of professional activities in the library profession or their subject specialty. During the first four (4) years, probationary librarians should also show a developing record of contributions that will, by the fifth year (sixth year for hires after July 14, 2014), be at a level demonstrating readiness for tenure. By the middle of the fifth (or sixth) year of service, librarians who seek a tenure appointment should be able to demonstrate: evidence of excellence in their field of librarianship, scholarship and creative activity or professional development, professional activities, and evidence of service contributions at a level of quality appropriate for a positive tenure decision.

3.1 For the purposes of this agreement, librarians with less than five years service to the

University (six for hires after July 14, 2014) will follow an evaluative process similar to that set forth for members of the teaching faculty (see section 2.4).

## ITEMS 8, 9, 10, 11 : INTERPRETING AND WEIGHTING OF EVALUATIVE CRITERIA FOR LIBRARIANS

### 8. Assessment of Appropriate Professional Performance

In assessing professional performance it is important to note the variety and complexity of the tasks librarians perform as part of their professional responsibilities as described by the Association of College and Research Libraries (ACRL) in the "Standards for Faculty Status for Academic Librarians,"\* (2007, rev. 2011):

*The academic librarian makes unique contributions to the academic community and to higher education itself. These contributions include developing collections, providing bibliographic access to all library materials, and interpreting these materials to members of the college and university community.*

*Specific services include instruction in the use of print and online library resources and the creation of new tools to enhance access to information available locally, regionally, nationally, or internationally.*

*Librarians contribute to the sum of knowledge through their research into the information process and other areas of study. Service improvements and other advancements in the field result from their participation in library and other scholarly organizations.*

\*The full Association of College and Research Libraries Standards for Faculty Status for Academic Librarians appears at the end of this document

Rowan's library faculty, upon reexamining ACRL's helpful description of what an academic librarian does would like to expand its coverage by attaching and including the recognition of newer responsibilities in the library field: ***developing services related to scholarly communication and research data management***. In addition, we recognize that the library profession provides other additional services: ***assistance with evaluating journal publication venues, copyright, author rights, raising awareness about open access, and tracking methods for evaluating the impact of scholarship***.

For the purposes of our evaluations at Rowan, we refer to this description of a librarian's "professional performance" in place of "teaching effectiveness" (the latter being provided for other faculty). This updated definition provided above remains informed by the now superseded T & R criteria used for years previously in the assessment of library faculty, similarly defining "Professional Performance" as provided in the former checklist Item 9 "Assessment of Teaching Effectiveness".

Some librarians engage in some of the same teaching activities as described for faculty in Appendix A, 1.1, p.34. These occur in classroom settings and in one-on-one reference interviews. "Professional Performance" includes these teaching activities along with other assigned duties unique to the profession of librarianship

Assessment in this category includes the self-assessment submitted by the candidate, the Library's Tenure and Recontracting committee's interview of the candidate, and input in writing from the appropriate in-unit Assistant Director "in the role equivalent to department chair" (3.3, p.24). In the absence of an in-unit Assistant Director, the Chair of the Library Tenure and Recontracting Committee will submit a report based on interviews with a cross section of colleagues in the library who have had on-the-job contact with the candidate.

## 9. Assessment of Scholarship and Creative Activity

The ACRL report titled *Academic Librarianship and the Redefining Scholarship Project*\*\* which emerged from the Institutional Priorities and Faculty Rewards Project at Syracuse University's Center for Instructional Development, identifies four types of scholarship by academic librarians: "*inquiry, integration, teaching, and application*," and stems from the profession's concern "that academic librarians perform a wide range of activities that go unrecognized in promotion and tenure reviews because the activities have not fallen neatly into the traditional model of faculty performance expectations." The text below is pulled directly from this ACRL white paper on defining scholarship by librarians and is posted on ACRL's website. The complexities, the inevitable overlap, and cross-over qualities of librarians' professional performance and scholarly activity are illustrated in this document, quoted below.

1. *Librarians have applied a wide range of quantitative and qualitative research methodologies in advancing the discipline's knowledge base. They engage in the scholarship of inquiry in order to apply their findings to the everyday challenges of providing library services.*
2. *Academic librarianship has drawn upon a wide range of other disciplines for knowledge that informs and transforms library work. The considerable extent to which academic librarians integrate knowledge from other fields makes for a highly interdisciplinary profession.*
3. *The scholarship of teaching involves developing, testing and improving pedagogical techniques for meeting library instruction objectives, and communicating to peers the results of testing the techniques. The teaching that is most characteristic of academic librarianship involves instructing people in becoming "information literate"*
4. *Academic librarianship applies the theory and knowledge gained through inquiry, integration, and pedagogical experimentation to meeting the research and learning needs of the academic community. By employing the results of the scholarship exemplified in the foregoing sections, academic librarians attempt to improve and refine their processes and programs.*

\*\*The full ACRL report titled *Academic Librarianship and the Redefining Scholarship Project* appears at the end of this document

Scholarship and creative activity must be accomplished during the probationary period in a similar fashion outlined for teaching faculty in Appendix A, Section 1.2A (p.29 of the local agreement). In the application for third year appointment, library faculty should demonstrate a plan for scholarly activity. Evidence of success should be presented in the application for fifth year appointment and, in the final application for tenure; library faculty should clearly demonstrate evidence of appropriate accomplishment as well as a program for continued productivity. Scholarly activity by library faculty can include, but is not restricted to:

- Presentations at professional seminars, workshops, institutes or conferences
- Consortial or national committee work that results in the advancement of the profession
- Research or applied scholarship that results in the implementation, application, or integration of information technologies and systems, preservation policies and techniques, instructional techniques, collection management approaches, best practices, etc.
- Completed coursework (credit or non-credit)
- Editing a scholarly journal; refereeing competitive paper sessions or scholarly articles submitted for publication; serving as reviewer for professional publications and conference proceedings; reviewing, participating in, or writing grant proposals
- Independent or collaborative publication in a professionally recognized journal, document, or periodical
- Participation in online courses, continuing education workshops and training
- Developing and/or teaching workshops or training
- Collaboration or contribution in the creation of scholarly research

ACRL also recognizes that “librarians should not necessarily have to perform in all possible categories” of scholarship, librarians should be allowed to contribute in differing ways that best utilize their individual professional talents. Librarians engage in different types of research and scholarly activity in an interdependent, collaborative manner according to their unique mission within the library’s overall program.

#### **10. Assessment of Contribution to the University Community**

Contributions by library faculty to the university community may include:

- University and library committee service
- Leadership in developing events, services, activities, and partnerships
- Participation in campus wide initiatives
- Collaboration with other departments
- Grant work
- Serving as an advisor to student or university organization
- Participating in a faculty learning community or university task force

#### **11. Assessment of Contribution to the Wider Community and the Profession**

Contributions by library faculty to the wider community and the profession may include:

- membership or leadership in professional organizations
- outside professional consultations
- participation at professional conferences

- consortial activities
- planning workshops, conferences, activities, and meetings
- mentoring new librarians
- service or volunteer projects

Approved by library faculty (Campbell and CMSRU libraries) 9/22/2017

\* \*\* Relevant documents as referenced and footnoted above:

\* **Association of College and Research Libraries Standards for Faculty Status for Academic Librarians**  
<http://www.ala.org/acrl/standards/standardsfaculty>:  
 Approved by ACRL Board, June 2007. Revised October 2011.  
 Prepared by the ACRL Committee on the Status of Academic Librarians  
 In order to recognize formally the importance of faculty status for academic librarians, ACRL endorses these standards. Institutions of higher education and their governing bodies are urged to adopt these standards.

To implement these standards, ACRL shall:

- publicize these standards to college and university administrators and governing bodies, academic libraries, library education programs, library organizations, and agencies that accredit institutions, and
- seek to have these standards formally adopted or endorsed by the appropriate groups listed above.

The academic librarian makes unique contributions to the academic community and to higher education itself. These contributions include developing collections, providing bibliographic access to all library materials, and interpreting these materials to members of the college and university community. Specific services include instruction in the use of print and online library resources and the creation of new tools to enhance access to information available locally, regionally, nationally, or internationally. Librarians contribute to the sum of knowledge through their research into the information process and other areas of study. Service improvements and other advances in the field result from their participation in library and other scholarly organizations.

#### 1. Professional responsibilities

Librarians must be able to exercise independent judgment in the performance of professional duties. There must be a regular and rigorous review of their performance based on a stated set of institutional criteria. A necessary element of this review is appraisal by a committee of peers who have evidence pertaining to the performance, service, and scholarship of those being evaluated, subject to appropriate institutional policy.

## 2. Library governance

College and university librarians should adopt an academic form of governance similar in manner and structure to other faculties on the campus.

## 3. College and university governance

Librarians should be eligible for membership in the faculty senate or equivalent governing body. They should have the same degree of representation as other academic units on all college or university governing bodies.

## 4. Compensation

Salaries and fringe benefits should be comparable to and within the range of those paid to faculty of equivalent rank. Salary scales should be adjusted in an equitable manner to contract period. All librarians should have written contracts or agreements consistent with institutional policy.

## 5. Tenure

Librarians should be covered by a stated tenure policy.

## 6. Promotion

Librarians should be promoted in rank based on their professional proficiency and effectiveness (performance, service, and scholarship) consistent with stated campus standards. The peer review system should be an integral part of procedures for promotion.

## 7. Leaves and research funds

Sabbatical and other research leaves should be available to librarians consistent with campus standards. Librarians should have access to funding for research projects and professional development consistent with campus standards.

## 8. Academic freedom

Librarians must have the same protection of academic freedom as all other faculty. Censorship of any type is unacceptable whether individual or organizational. All librarians must be free to provide access to information regardless of content.

## 9. Grievance

Librarians should have access to the same grievance process as other faculty which include a list of grievable issues, procedures to be completed within specified timeframes, safeguards against repercussions by the institution, and abuse of the policy by the grievant. The process must be consistent with institutional regulations and contracts.

## 10. Dismissal

Termination of an appointment may be made for adequate cause and through academic due process. The process for the dismissal of librarians should be consistent with university policy for other faculty dismissals.

For more about defining the faculty status of librarians as supported by the ALA/ACRL see their joint statement <http://www.ala.org/acrl/standards/jointstatementfaculty>.

## **\*\* Academic Librarianship and the Redefining Scholarship Project**

<http://www.ala.org/acrl/publications/whitepapers/academiclibrarianship>;

A Report from the Association of College and Research Libraries Task Force on Institutional Priorities and Faculty Rewards

March 1998

## **Introduction and Background:**

**Introduction.** At the July, 1996 Annual Conference of the American Library Association, the Board of Directors of the Association of College and Research Libraries (ACRL) appointed a task force to write a formal statement defining and describing the kind of scholarship performed by academic librarians, using as a framework the taxonomy developed by Eugene Rice and elaborated by Ernest Boyer in his 1990 book *Scholarship Reconsidered: Priorities of the Professoriate*.<sup>(1)</sup> The task force's statement, upon approval by the ACRL Board, is intended to become part of a larger movement established by Syracuse University's Center for Instructional Development, entitled the Institutional Priorities and Faculty Rewards project. The project, which is being funded by the Lilly Endowment, with support from the Fund for the Improvement of Postsecondary Education, is providing assistance to academic associations for the development and dissemination of definitions of scholarship for their disciplines. The definitions are intended to extend the range of activities recognized as scholarly for the purposes of tenure, promotion, merit, or reward system guidelines. The following is the report of the ACRL task force.

**Background Information.** The movement to gain faculty status for American academic librarians that began in the 19th century celebrated a major milestone when the Association of College and Research Libraries adopted the "Standards for Faculty Status for College and University Librarians" in 1971. The Standards were intended to define and describe the rights and responsibilities that ACRL believed should be exercised by librarians at American colleges and universities. However, a concern of many has been that academic librarians perform a wide range of activities that go unrecognized in promotion and tenure reviews because the activities have not fallen neatly into the traditional model of faculty performance expectations. But with a new and growing awareness in academia that the traditional model is too narrow to encompass much important faculty work in most academic disciplines, the time is right to reexamine the work for which academic librarians should be rewarded.

In "Making a Place for the New American Scholar," Eugene Rice describes Ernest Boyer's *Scholarship Reconsidered: Priorities of the Professoriate* as having "called on faculty to move beyond the tired old 'teaching vs. research' debate . . . What moves to the foreground is the scholarly work of faculty, whether they are engaged in the advancing of knowledge in a field, integrating knowledge through the structuring of a curriculum, transforming knowledge through the challenging intellectual work involved in teaching and facilitating learning, or applying knowledge to a compelling problem in the community."<sup>(2)</sup> These four types of scholarship, which we shall call inquiry, integration, teaching, and application, provide a framework for considering how the activities of academic librarians may fit into the broader, more complete understanding of what constitutes academic work. Such a reexamination is very timely in light of the similar efforts being carried out in the Institutional Priorities and Faculty Rewards project by dozens of other professional associations on behalf of their academic disciplines. The next section of this report will consider the primary activities of academic librarians as they relate to the different categories of scholarship and other faculty responsibilities. It is important to reiterate here that the following is an explanation of what librarians do that should be rewarded, classified according to the Rice/Boyer taxonomy. This document itself is not designed to be an outline of a promotion and tenure document.

### **The Roles of Academic Librarianship**

The roles of faculty members are usually considered to fall into three categories: teaching, scholarship, and service to the institution and profession. Efforts to place the activities of librarians into these categories have not been problematic as far as service was concerned, since academic librarians are committed to the strengthening of their profession through formal associations and other activities, while service on campus benefits the librarians as well as the institution by virtue of the librarians' participation in the planning and decision-making process. Where difficulties have been encountered



are in the categories of scholarship (because of the objections described above) and teaching, where attempts to equate responsibilities such as reference, cataloging, and collection development with classroom instruction have been met with skepticism. However, by using the taxonomy of Rice and Boyer it becomes clear that while the teaching of librarians is different from that done by most other faculty, many of the primary faculty roles of librarians, roles which they perform on a daily basis and which in a promotion and tenure document for librarians are usually and appropriately found in the performance category labeled "Librarianship," are in fact scholarly in nature.

**Scholarship.** As previously noted, a major proportion of the work done by librarians qualifies as scholarship.

**Inquiry.** Librarians have applied a wide range of quantitative and qualitative research methodologies in advancing the discipline's knowledge base. They engage in the scholarship of inquiry in order to apply their findings to the everyday challenges of providing library services. Especially important areas of inquiry for librarians include:

- conducting citation studies;
- analyzing how people seek and use information;
- constructing means for organizing bodies of data and information, and designing methods for precise and efficient information retrieval;
- establishing methods for evaluating the effectiveness of library services and processes;
- researching the effects of environment and library practices on the "life span" of the various information media found in libraries;
- discovering the communication modes and related factors that lead to the most effective reference interview, one that has the best chance of determining any given user's precise information needs;
- preparing analytical bibliographies;
- investigating the history of the book and recorded knowledge.

**Integration.** Academic librarianship has drawn upon a wide range of other disciplines for knowledge that informs and transforms library work. The considerable extent to which academic librarians integrate knowledge from other fields makes for a highly interdisciplinary profession.

Examples of the integration of knowledge from other fields into the scholarship and practice of librarianship include:

- drawing upon learning theory in order to design effective instruction;
- employing communication theory to improve the reference interview and establish sound communication throughout the library organization;
- applying the findings of ergonomic studies to the design of space for library users and personnel that will be conducive to human work and comfort;
- protecting for future generations of scholars the library's collections from environmental and usage-imposed dangers by means of preservation techniques;
- assisting users by interpreting and analyzing the components of their information needs and helping construct efficient and comprehensive research strategies, which often requires a thorough knowledge of the literature of several disciplines;
- integrating administrative and management techniques into the operation of a complex

- service organization;
- advising fellow faculty about the constraints of copyright and the allowances for educational fair use of copyrighted materials in print and multimedia formats.

**Pedagogy of Teaching.** The scholarship of teaching involves developing, testing and improving pedagogical techniques for meeting library instruction objectives, and communicating to peers the results of testing the techniques.

**Application.** Academic librarianship applies the theory and knowledge gained through inquiry, integration, and pedagogical experimentation to meeting the research and learning needs of the academic community. By employing the results of the scholarship exemplified in the foregoing sections, academic librarians attempt to improve and refine their processes and programs. Many librarian activities typically reported in "Librarianship" sections of dossiers could equally well be described as **the scholarship of application**. For instance, descriptions of typical cataloger, bibliographer, and other similar librarian activities can benefit from using the ideas and language of Boyer and Rice.

**Teaching.** The teaching that is most characteristic of academic librarianship involves instructing people in becoming "information literate" independent scholars who can find, assess and use information resources effectively. A 1987 ACRL document recommended the following general objectives for an instruction program:

- the student will understand how information is defined by experts, and recognize how that knowledge can help determine the direction of his/her search for specific information;
- the student will understand the importance of the organizational content, bibliographic structure, function, and use of information sources;
- the student will be able to identify useful information from information sources or information systems;
- the student will be able to understand the way collections of information sources are physically organized and accessed.(3)

Librarians teach users to plan and carry out search strategies appropriate to given needs, and to evaluate the extent to which various texts and databases may be considered authoritative and up to date.

Librarians teach these skills in a variety of ways; most commonly, instruction is delivered as librarians serve individuals at the reference desk or meet with classes as guest lecturers. At many institutions librarians conduct for-credit classes that last the entire academic term and teach library research skills in depth. Other effective means of teaching library skills include term paper clinics, workshops on electronic information retrieval skills, and extended reference consultation with students, faculty and other library users. Just as with other kinds of library skill teaching, research consultation involves a considered judgment about a patron's educational background and capabilities, and an understanding of the relative intellectual merits of the library's resources.

**Service.** Academic librarians are heavily involved in service to their academic institution, profession, and to the general public in the form of outreach. Service activities benefit both the librarians-increasing their ability to design and manage responsive and effective library services-and the groups to which they contribute. By participating in institutional planning and decision-making, librarians are better able to ensure that library goals, services, and collections reflect and support the institutional mission and

priorities. The scope and character of library resources are essential components in delivering quality education, and institutional service enables librarians to manage those resources effectively as a result of a thorough understanding of the institution's curricular goals and requirements, teaching methods, faculty research interests, and student learning abilities and styles.

Professional and outreach service activities are the means by which librarians attempt to serve their clientele by influencing information policy development, the research into improved preservation techniques, information science research, and the development and application of information technology. This often includes identifying and collaborating with strategic partners and allies, such as national and local governments and industries and nonprofit organizations concerned with information policy and technology. Professional library organizations are also instrumental in setting standards for information organization, delivery and preservation. In outreach service, librarians apply their expertise to situations outside of the academy, and educate the lay public on issues relating to access to information.

The importance of academic librarians' service activities to the library, institution and greater community typically calls for such activities to be valued highly in performance reviews.

Service in academic librarianship includes, but is not limited to:

- Institutional service-participation in committees, councils, task forces, the faculty governance body; participation in institutional activities such as colloquia and seminars; fund raising on behalf of the institution or library.
- Professional service-serving as an officer in professional organizations; participating in committees, councils, accrediting bodies, or task forces; editing a scholarly journal; refereeing competitive paper sessions or scholarly articles submitted for publication; serving as reviewer of new publications for professional journals; reviewing grant proposals.
- Outreach service-sharing professional expertise with parties outside the institution, such as serving as a consultant; writing for lay audiences on subjects related to librarianship, intellectual freedom and censorship.

A word on the above categorizations: As other associations have found when attempting to apply the Rice/Boyer taxonomy of scholarship to their own disciplines, there can be some overlap among the various categories which results in occasional uncertainty over how a certain faculty activity ought to be classified. However, we agree with those associations that a certain degree of imprecision and fuzziness tends to be inherent in any system of categories, and this should not detract from the big picture. While individual institutions might interpret the four types of scholarships somewhat differently, the overriding principles espoused by the categories are not undermined by minor variations.

## Conclusions and Recommendations

Although it is all too common that we speak as if postsecondary educational institutions were identical in their aims and goals, the fact is that the missions of some colleges and universities emphasize research much more than do other institutions. Even within this dualistic picture there are varying degrees of value placed on the different performance categories. It is therefore to be expected that reward structures will differ according to institutional missions. It is natural that departments of chemistry or philosophy at research universities might focus on developing outstanding programs of scholarly inquiry while their counterparts at liberal arts or community colleges would concentrate much

more on teaching and service. However, the basic functions and responsibilities of academic librarians for ensuring high quality library services will vary much less among institutions with differing missions. In light of that, we recommend that institutions should develop reward structures for academic librarians that recognize and encourage their roles as articulated in the foregoing, whether the librarians have faculty status or not.

The reward structures and the criteria for assessing performance should be clearly documented and shared with the academic librarians. The extent to which different weights are given to each performance category should be related to the institutional mission and library goals. As an example, a land-grant university's emphasis on outreach might lead to its valuing service by the librarians to an even higher degree than service may be valued at other institutions. Similarly, some institutions will place a high value on the publication or presentation of academic librarian scholarship, while others will expect the librarians to engage in scholarship but not necessarily write for publication.

Where librarians are expected to share their scholarship through books, refereed articles, presentations, etc., it is essential that the institutions take into account the fact that librarians' work schedules too often make it difficult for them to conduct extended research: they usually must engage in non-research activity 35 to 40 hours per week, and they typically have 12 month rather than academic year contracts. On the one hand, it is critically important to both the quality of library services and to the efforts of librarians to publish their scholarship that sufficient time and resources be available to allow for scholarly writing. On the other hand, where librarians are not required to write for publication it is expected that they should show evidence of having applied continual critical professional judgment in staying abreast of and applying the latest trends and knowledge in their areas of expertise.

It should also be noted that different individuals make different kinds of contributions to the success of a program. Librarians should not necessarily have to perform in all of the possible categories; for example, a cataloger should not necessarily be expected to meet a teaching expectation, depending on the nature of the library, its mission, size, etc. Performance criteria and reward structures should enable librarians to contribute in the ways that best utilize their individual talents, which should in turn assure that the overall goals of the library are achieved.

Finally, much of the work of academic librarians is interdependent or carried out through the collaborative work of professional service, e.g., setting standards for the discipline, or influencing public policy. As Janet Swan Hill described the situation:

In librarianship, some activities may be individually attributable, but most are not. For instance, a cataloger may prepare a bibliographic record for an item, but the individual work must be absorbed successfully into the catalog, and the highest quality work stands out least. Even activities that seem to be individually attributable may not be. For example, a reference librarian who is unable to find a useful information resource may owe that inability to a bibliographer who did not request it, an acquisitions librarian who could not identify it, a cataloger who did not analyze it fully, or a system vendor who failed

Therefore we recommend that higher education institutions seek means of recognizing and rewarding collaborative accomplishments rather than continuing to focus solely on individualistic conceptions of faculty work.

#### Notes

1. Boyer, Ernest L. (1990). *Scholarship Reconsidered: Priorities of the Professoriate*. Princeton, N.J.: Carnegie Foundation for the Advancement of Teaching.
2. Rice, R. Eugene (1996). "Making a Place for the New American Scholar." American Association for Higher Education Working Paper No. 1.