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Zach S. Henderson Library Faculty Bylaws

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Zach S. Henderson Library Faculty Bylaws

Introduction

In academic year 2010-2011, the Faculty Senate appointed a Task Force to examine current practices and make recommendations on shared governance. The resolutions which resulted charged the colleges with enhancing shared governance, since many colleges were perceived as not allowing faculty sufficient input into decision making. Specifically, all colleges were required to have bylaws. The bylaws were to include the establishment of a small body of faculty to advise the dean. In addition to establishing the requested body, the drafters sought to include existing procedures. The motions recommended by the Senate Task Force were adopted by the Faculty Senate February 17 and March 22, 2011.

I. Library Faculty Executive Committee (hereafter referred to as "the Committee")

A. Membership: Membership will consist of all librarians with faculty status, whether tenure track or non-tenure track, tenured or not tenured, but not to include the Dean and Associate Dean.

B. Chairs: The Library's elected Faculty Senators shall serve as co-chairs of the Committee.

C. Purpose:

1) The Committee will advise the Dean on any issue it thinks appropriate.

2) The Committee will have the power to amend the bylaws as follows:

Proposals to amend the bylaws shall be submitted to the Library faculty not later than ten days prior to any regularly scheduled faculty meeting or any special meeting called for the purpose of amending. Proposed amendments must be adopted by a two-thirds majority of faculty members present.

3) When time allows, the Committee will recommend to the Dean faculty members to fill slots on University committees and task forces not described in the Election Procedures (Part II). Selected faculty will need to seek permission from their department heads before agreeing to serve.

D. Meetings: The Committee will meet at least once per academic term. At the first meeting of the academic year, the Dean and Associate Dean will attend and the yearly calendar for faculty meetings and department head meetings will be approved. Any Library faculty member including the Dean and Associate Dean may ask that the co-chairs call a meeting of the Committee and put an issue on the agenda. Meetings will be conducted according to Robert's Rules of Order. Actions will be documented in essence notes and permanently archived.

II. Faculty Elections to standing committees of the Faculty Senate and other University Committees

Section 1. General

Paragraph 1. The Library shall have an elected committee to oversee Senate elections (for Senators and for Senate Committees) and elections within the unit.

Paragraph 2. The Library Elections Committee shall consist of three faculty members, including the faculty representative on the Senate Elections Committee who shall serve as liaison between the Library Elections Committee and the Senate Elections Committee. The term of office shall be two years.

Paragraph 3. The Library's elections procedures shall specify the responsibilities of the Library Elections Committee, including but not limited to establishing, monitoring, and revising unit

elections procedures, identifying offices to be filled (including those to fill un-expired terms), soliciting nominations, promoting voter participation, communicating election-related information to the unit and the Senate Elections Committee, and acting as liaison between the unit and the Senate Elections Committee.

Paragraph 4. The Library shall conduct Senate and Senate committee elections according to the time schedule established by the Senate Elections Committee.

Section 2. Pre Election Procedures

Paragraph 1. The Library Elections Committee shall provide the Senate Elections Committee with a written description of the Library's elections procedures. The procedures shall document the method of nomination and balloting used in the Library, the method of declaring winners, the identity of the group responsible for communicating election results and the method in which results are communicated, and the Library's procedure for filling unexpected vacancies. The Library Elections Committee will complete the Senate Elections Committee summary checklist and submit it with the Library's written election procedures.

Paragraph 2. Prior to the annual Senate election period, the Senate Elections Committee shall distribute the Senate and Senate Committee Vacancy Form to the designated person in each college and the Library, indicating which positions should be filled in the upcoming elections. The Library's Senate Elections Committee representative shall be the person designated to receive the form. The Library Elections Committee shall verify the accuracy and completeness of the information and shall notify the Senate Elections Committee of any corrections that should be made. Senate alternate and Senate Executive Committee elections shall be conducted during the runoff cycle. The Committee shall notify Library faculty of vacant positions, qualifications for those positions, as well as a list of faculty eligible to run for the positions according to the Senate Bylaws and University Statutes. During the stated nomination period, Library faculty 1 may nominate themselves or colleagues for particular positions by submitting such nominations to the Library Elections Committee. The Committee will notify library faculty of nominations for vacant positions. Nominees will communicate their acceptance of such nominations and willingness to serve in writing or via e-mail.

Paragraph 3. The Library Elections Committee shall create an e-mail list of those faculty members eligible to vote in the upcoming election. If a particular vacancy has special voting requirements (e.g., only untenured faculty may vote), the committee must create a separate e-mail list of eligible voters for that vacancy. Each e-mail list must be clearly labeled.

Paragraph 4. The Library Elections Committee shall complete, approve, and return the Senate Elections Nomination Form with attached e-mail list(s) in electronic form to the Senate Elections Committee by the appropriate deadline. The Elections HelpDesk shall provide a sample ballot, which the Library Elections Committee must approve.

Paragraph 5. The Committee shall identify elections other than Senate and Senate Committee which need to be held. The Committee shall notify Library faculty of vacant positions and qualifications for those positions. Library faculty may nominate themselves or colleagues for positions by submitting such nominations to the Library Elections Committee. The committee will notify library faculty of nominations for vacant positions. Nominees will communicate their acceptance of such nominations and willingness to serve in writing or via e-mail.

Section 3. Election Procedures

Paragraph 1. The Library Election Committee shall actively promote voter participation during the election period.

Paragraph 2. The Senate and Senate committee elections shall be conducted according to procedures established by the Senate Elections Committee. Votes shall be cast electronically unless otherwise determined by the Senate Elections Committee. All technical problems should be reported to the Elections Help Desk and to the Library Elections Committee.

Paragraph 3. If the Library Elections Committee discovers serious technical or other problems, the Committee will request that the Senate Elections Committee delay the election process. The Senate Elections Committee will devise a remedy or course of action within 24 hours of the delay request.

Paragraph 4. For special elections, a ballot will be prepared and distributed listing all confirmed nominees and the seats for which they are running. Space for write-ins will be included. Ballots should be deposited in locked ballot box in the Library Administration Office by the specified deadline. At such time as a ballot is placed in the ballot box, the voter's name will be crossed off a master list of librarians eligible to vote according to the Faculty Senate's elections rules. The Library Elections Committee will count the ballots. The Committee is responsible for distributing the results of the election to the library faculty and to the Faculty Senate Elections Committee when appropriate.

Section 4. Post Election Procedures

Paragraph 1. Within 24 hours after receiving unofficial election results from the Senate Elections Committee, the Library Elections Committee will certify the results, report any errors or irregularities, and declare for each race either a winner or the need for a run-off election. The winner shall be the nominee receiving the majority of votes cast, except for Senate alternate races. If no nominee receives a majority of the votes in a race, a runoff election will be held between the two nominees receiving the most votes. Senate alternate winners will be the seven nominees receiving the most votes. Senate alternate and Senate Executive Committee elections will be conducted during the runoff cycle. Voting in runoff elections will proceed as described above.

Paragraph 2. The Library Elections Committee will solicit feedback on the election (e.g., determine whether faculty members voted and if not, why not; identify any problems or uncertainties they experienced; solicit suggestions for improvements, etc.).

Section 5. Election Reporting Procedures

Paragraph 1. Following validation of the election results, the Library Elections Committee shall notify faculty of election results and runoffs needed via e-mail.

Section 6. Revisions to Election Procedures

Paragraph 1. Following the election, the Library Elections Committee shall review the election procedures to determine whether changes are needed.

Paragraph 2. Revisions to these procedures must be presented at a Library faculty meeting and must be approved by a majority vote of those faculty members present.

Paragraph 3. The Library Elections Committee will report approved changes to the Senate Elections Committee.

Section 7. Annual Timetable of Election Procedures

Paragraph 1. According to Senate Bylaws, the election of new faculty Senators, faculty representatives on Senate Standing Committees, and Senate Executive Committee members for the following academic year shall be completed by March 31.

Paragraph 2. The following table provides a general timetable for Senate elections procedures.

ACTIVITY Annual review of election procedures
(revise, if appropriate)
Identification of Senate and Senate Committee Vacancies
Solicitation of nominees
Election (and run-offs, if necessary)
DATE April – November
December
January – February
February – March

A detailed election procedures timetable will be provided by the Senate Elections Committee each year.

Approved by Library Faculty January 31, 2002.

III. Tenure and Promotion

The Library Faculty Personnel Policies are appended below.

Zach S. Henderson Library Faculty Personnel Policies
Revised May 2011

Contents

I.   Introduction

Zach S. Henderson Library is the chief mediator between the community of Georgia Southern University scholars to which it belongs; the ever growing student body it serves; and the corporate conveyers of information. The Library serves as conservator of traditional knowledge forms and cultural legacies, and is at the heart of a rapidly evolving system of scholarly communication. Continuing technological advances have changed the delivery systems of information, and have added, via the internet, a cyberspace learning environment that transcends geographical borders. In fulfilling the Library's mission, Henderson librarians practice the profession of librarianship as clinical faculty, as distinct from being teaching and research faculty in a school of library science. For this reason, performance expectations emphasize excellence in librarianship, service to the profession and university, and scholarship, in that priority order. As a result, the following guidelines and criteria apply to all tenure track library faculty to help meet performance expectations.

II.   Tenure, Promotion, and Post-Tenure Committees.

The Tenure Committee will conduct all pre-tenure, tenure, and post-tenure reviews, and the Promotion Review Committee will review promotion candidacies. With the exception of the Dean of the Library and the department head or supervisor of the candidate under review, the Tenure Committee will be composed of all library faculty members who have received tenure and the Promotion Review Committee will consist of all associate and full professors. A simple majority of committee members will constitute a quorum. No votes on any personnel action will be taken by either committee unless there is a quorum, and only faculty members in attendance may vote.

The Post-Tenure Review Committee will consist of the P&T committee. The P&T committee will elect a member of the committee to be chair. A faculty member is not eligible to serve during a year in which he/she is a candidate for post-tenure review. For the specific activities and deadlines associated with Post-Tenure review, see the Georgia Southern Faculty Handbook, Section 213 and the Board of Regents Policy Manual, (8.3.5.4) Post Tenure Reviews take place at every five year interval from the last promotion and/or post tenure review.

III.   Procedure.

Prior to fall semester the Dean of the Library will set the deadlines for submitting documentation in support of promotion, tenure, pre-tenure, or post-tenure candidacies. The

schedule will allow for an adequate time period for the review of documentation prior to the meeting when the tenure and promotion committees will act upon the candidacies. Candidates for promotion must declare themselves in the spring prior to when their applications will be reviewed, in order ensure there is enough time to to select external reviewers. Post-tenure materials are submitted in January and pre-tenure materials are due February 1 (see sections 212 and 213 of the Faculty Handbook (http://academics.georgiasouthern.edu/provost/pdf/handbook.pdf), and the committee consideration of those candidacies will be scheduled accordingly. The Dean of the Library will stipulate the deadline by which committee recommendations must be submitted to the Dean. In cases of promotion or tenure reviews, after full discussion of a candidate each member of the appropriate committee will submit one vote, and the votes will be tallied on a single sheet of paper. Individuals will not be identified according to how they voted. Abstentions are permitted. The tally and written comments constitute the report to the Dean of the Library. If more than 50 percent of the ballots are in favor of tenure or promotion, a positive recommendation is forwarded to the Dean. Otherwise, the committee will forward a negative recommendation. A candidate has seven days from receiving the written notification of the committee's recommendation to appeal that recommendation to the committee. The Dean of the Library, after also considering input from the candidate's department head/supervisor, will forward a written decision, either positive or negative, to the Provost, and will inform the candidate, in writing, of the decision (see Appendix I). The candidate will have ten days to submit a written appeal of a negative decision to the Dean. In cases of a pre-tenure or post-tenure review, the committee will meet and discuss the faculty member's merits and weaknesses. If it is a pre-tenure review, the committee will then vote on whether the probationary candidate is on schedule to meet tenure requirements, ahead of schedule to meet tenure requirements, or not on schedule to meet tenure requirements. If 50% or more vote that the candidate is not on schedule to meet tenure requirements, the committee will include in its report the area(s) in which it believes the candidate is lacking. If it is a post-tenure review, the committee will vote on whether the candidate's performance since her/his last promotion, tenure, or post-tenure review has met expectations or has not met expectations. If 50% or more of the committee members vote that the candidate has not met expectations, the committee will include in its report the area(s) in which it believes the candidate is lacking. The committee may also vote that the candidate is deserving of special recognition for meritorious achievement, and if the committee so finds the rationale will be included in the committee report. A pre-tenure or post-tenure committee report is given to the candidate's supervisor, who will review the results with the Dean of the Library before discussing the report with the candidate. Post-tenure reviews are subject to the same appeal process as tenure reviews.

   IV.   Timetable.
   The timetable for promotion and tenure evaluation, as described in sections 208 and 209 of the Faculty Handbook (http://academics.georgiasouthern.edu/provost/pdf/handbook.pdf), will be followed. The timetable for post-tenure reviews shall also conform to the Faculty Handbook, section 213, in which the Board of Regents policy states that each tenured faculty member is to be reviewed five years after the most recent promotion or personnel action, as defined below, and at five-year intervals unless interrupted by a promotion, a written declaration to retire within five years (submitted to the appropriate dean), or a leave of absence. Section 212 of the Faculty Handbook stipulates a pre-tenure review will take place in a tenure-track faculty member's third

year, but Henderson Library will conduct a full pre-tenure review in all six probationary years (see Appendices II and III). Additionally, Section 214 of the Faculty Handbook outlines the requirements for non-tenure appointments (e.g. lecturers and senior lecturers). Evaluation and promotion guidelines for non-tenure track appointments are also described in this section.

V.   Criteria for Evaluation

Faculty undergoing tenure or post-tenure review must demonstrate effective performance in Category A below, and substantial achievement in Categories B and/or C. Candidates for promotion who are already tenured must demonstrate that since the last increase in rank they have achieved an effective performance record in Category A and accomplishments in Categories B and/or C commensurate with the rank being sought. Appendix IV contains a description of the documentation that must be provided for pre-tenure, post-tenure, promotion, and tenure reviews.

Concerning general professional and scholarly qualifications, and the rank of the library faculty, Henderson Library has consulted but has not adopted the entire language used in A Guideline for the Appointment, Promotion and Tenure of Academic Librarians published by the Association of College and Research Libraries (ACRL) (see http://www.ala.org/ala/mgrps/divs/acrl/standards/promotiontenure.cfm). This statement defines the criteria for review of librarians in American institutions of higher education, and is designed so as to be adaptable to the rules and guidelines established by individual colleges or university systems.

Librarians appointed as lecturers will undergo annual reviews at the same time as other annual faculty reviews are conducted. Library lecturers must demonstrate achievement in librarianship and in at least one of the following areas: (1) service; (2) personal, professional growth and development. After six years of service, a lecturer may be reappointed only if the lecturer has demonstrated "exceptional librarianship and extraordinary value to the institution," which shall be defined as achievement in librarianship, service, and personal, professional growth and development. Additionally, a Library lecturer may be considered for promotion to Senior Lecturer after his/her reappointment after six years of service.

Examples of achievement in librarianship, service, and personal, professional growth and development can be found in Appendices V-VIII. Library lecturers may be considered for promotion to Senior Lecturer, following the requirements described in Faculty Handbook section 214.0102."

A. Contributions to the educational function of the University. In this category, librarians will be evaluated on their areas of professional responsibility within the Library. This corresponds to the area defined as Teaching in the University System of Georgia guidelines for tenure and promotion. Teaching is the most fundamental description of the work done by faculty in their daily job responsibilities (see Appendix V).

B. Research, scholarly, and creative activities. In this category are activities that serve to create or disseminate knowledge, entertainment, or aesthetic and cultural enrichment.

C. Service: In this category are activities undertaken for the benefit of the Henderson Library, the university, the community, and the library profession through professional organizations at the national, regional, state, or local level.

Examples of activities which may be included in Categories A, B, and C are listed in Appendices VI-VIII. Appendix IX, "Research , Scholarship, and Professional Development Service Activities for Tenure and/or Promotion" provides a measure of the library faculty's

consideration of the value of various activities by candidates for promotion or tenure. These are listed in order of rank, 3 as highest and 1 as lowest. Candidates should strive to complete relatively high-ranking activities.

VI.   External Peer Review Guidelines

All applications for tenure and/or promotion require external peer review. There will be a total of four external reviewers solicited. The candidate will provide a list of two reviewers and the P& T committee with the consultation of the Dean will submit two names. **This will be done during the Spring semester preceding the Fall semester tenure and promotion process.** In an effort to minimize biases for or against the candidate in the selection of qualified reviewers, the final list will include the names from the candidate and the P&T committee in consultation with the Dean of the Library. (The Dean of University Library has the option to inform the candidate of the identities of the external peer reviewers.)

The Dean's Office will prepare and send packets to the external peer reviewers. The packets will consist of the candidate's curriculum vita and narrative statement (see Appendix X). In most cases, letters of evaluation should come from faculty employed at institutions with Doctoral Research University status. The Dean can grant special permission to accept letters from other colleges and universities and/or from non-academic individuals with acknowledged professional standing. A letter from a person who has served as a candidate's major professor for a graduate degree or postdoctoral advisor is unacceptable. No more than one letter may come from any institution. The potential reviewers should have sufficient expertise to perform an informed review of the candidate's scholarship and service. The external reviewers will review the same portfolio that the P&T committee review, but will only be asked to evaluate the candidate's scholarship and professional contributions.

The documentation from the external reviewer should be in the Dean's office two weeks prior to the P& T deliberation. The P& T committee will use the documentation from the external reviewer as part of the deliberation. Regardless of whether or not any external review documentation is received, the P&T Committee deliberations will proceed as scheduled. This information must be provided for each reviewer:

- Name
- Title/Rank
- Address
- Phone Number
- Fax Number
- E-mail Address
- Brief statement of their qualifications

The Tenure & Promotion Committee Chair requests that the faculty submit names of potential external reviewers before the established deadline (see Appendix X: Sample Letter to External Evaluator)

VII.   Amendments to Promotion and Tenure Policies

Faculty members hired into the tenure track shall be responsible within their probationary period for meeting the Library promotion and tenure criteria in effect at the time their employment begins. For all subsequent promotions, faculty members shall be responsible for meeting the Library promotion criteria in effect at the time of their application for promotion. Then-existing procedural provisions regarding the composition and responsibilities of Library

personnel review committees for promotion and/or tenure and required application materials shall apply to all faculty at the time of their application for promotion and/or tenure.

VIII. Appendices

APPENDIX 1: PROTOCOLS FOR REPORTING PRE-TENURE, TENURE, PROMOTION, AND POST-TENURE DECISIONS TO THE DEAN OF THE LIBRARY

The person who will act as the recorder at the meeting should be elected or volunteer to perform this service BEFORE proceedings begin. This person will also sign the official letter/s that the Dean sends on to the Provost.

Sample memos for use as templates may be found in "Library faculty review memo templates for Appendix I.docx" in the R: drive in the "Faculty Personnel Policies Templates" folder in the "Common" folder. [1] Templates

Always state the date and time of the meeting. Include a list of those in attendance. Always mention the number of eligible faculty attending and the number that are absent.

Paper Ballots: Be sure to keep them separate if more than one candidate has submitted a portfolio. Conduct a re-count to verify the final vote taken in the meeting regarding each person up for consideration. Gather the paper ballots for each candidate, carefully separate them, and identify them by candidate name. Do include them all in one sealed envelope that goes to the Library Dean.

Distribution of Memorandum: A draft or drafts of the memorandum/s should be sent by e-mail to each committee member for input. Please be considerate and respond in a timely manner to allow the recorder to make necessary changes or additions before submitting final copies to the Dean.

Distribution of Final Copy or Copies Electronic and paper copy should be sent to the Dean for each candidate under review. Both formats should also be sent to each person's immediate supervisor as well.

The Dean would like notification of the decisions within two days of the T and P meeting for himself as well as the supervisors involved.

APPENDIX 2: FACULTY MEMBER POST-TENURE EVALUATION TARGET DATES

Zach S. Henderson Library
- -
Faculty Member: _____

Rank:_____

Last Review Apart from Annual Review:_____

Next Post-Tenure Review*:_____

Elective Promotion Review Eligibility:_____

- Subject to change if the faculty member elects to apply for promotion before the scheduled post-tenure review takes place.

_____
Faculty Member / Date

_____
Department Head / Date

_____
Dean / Date

(To Be Signed and Placed in Personnel File)

APPENDIX 3: FACULTY MEMBER PRE-TENURE EVALUATION TARGET DATES

Zach S. Henderson Library

- -

Faculty Member: _____
Rank:_____
Last Review Apart from Annual Review:_____
Next Pre-Tenure Review*:_____
Elective Promotion Review Eligibility:_____

- Subject to change if the faculty member elects to apply for promotion before the scheduled pre-tenure review takes place.

_____
Faculty Member / Date

_____
Department Head / Date

_____
Dean / Date

(To Be Signed and Placed in Personnel File)

APPENDIX 4: CONTENTS OF FACULTY PORTFOLIOS
The portfolio submitted by the candidate should follow the outline below:
A. Brief letter stating the purpose of the portfolio's submission, e.g., to apply for promotion to the rank of Professor.

B. Explanation/Table of Contents of Portfolio contents
C. Job Description
D. Vita
E. Narrative (6 pages maximum) which describes what the faculty member has done to fulfill his/her responsibilities, the faculty member=s accomplishments, and the reasons why the faculty member believes he/she has met the relevant performance requirements in the areas of job responsibilities, scholarship, and service.
F. Annual Reviews.
G. Self-evaluations & Annual Goals.
H. Documentation of contributions to the educational function of the University, scholarship, service, and professional development activities. Examples include initiatives and accomplishments related to principal job responsibilities, completion of special projects and assignments, copies of publications, programs of presentations, descriptions of service in committee assignments.
I. Optional: Letters of support from supervisor, colleagues that work with the candidate, library patrons, colleagues from other institutions.

APPENDIX 5: FACULTY ANNUAL REVIEW AND WORKLOAD ASSIGNMENT PROCESS

Step One: Faculty members and department heads discuss goals and objectives for the upcoming year. Goals should be congruent with the mission and goals for the department, library, and university. Guidelines should follow the **Task Force on Goals and Rewards Report.** Goals, objectives, and workload assignments should facilitate promotion and tenure expectations. *Time frame: No later than April 15.*

Step Two: Department heads submit the proposed workload for each faculty member for upcoming academic year (fall and spring semesters) to dean for approval. *Time frame: No later than April 30.*

Step Three: Dean discusses faculty workload proposals with department heads and makes final approval and revisions as appropriate. *Time frame: No later than May 15.*

Step Four: Faculty members and department heads discuss and review revisions regarding workload assignments due to revised responsibilities, workloads, and /or goals (e.g., acting administrative positions, revised service assignments, etc.). *Time frame: May 16 – 30.*

Step Five: Written summary of faculty performance activities submitted to department heads for annual review. Time period of review is July 1- June 30. *Time frame: No later than January 31.*

Step Six: Annual review meeting between faculty members and department heads followed by annual performance letter submitted to each faculty member. Faculty will be reviewed in the areas of job performance, scholarship, and service; and each review will contain a section on the department head's assessment of the faculty member's progression toward promotion and tenure. *Time frame: No later than March 31.*

APPENDIX 6: CONTRIBUTIONS TO THE EDUCATIONAL FUNCTION OF THE UNIVERSITY: EXAMPLES OF ACTIVITIES

Activities may include (but are not limited to):
• selecting and acquiring informational resources (collection development, departmental liaison activity)

• describing resources so that they can be located and retrieved (bibliographic organization, control, and maintenance)
• helping library users to obtain resources (circulation and interlibrary loan)
• training and assisting people to use library resources (reference and research services, bibliographic instruction, teaching)
• acquiring and maintaining information technology (technical support and programming)
• coordination and management of services (administration and supervision)
• authoring of library orientation and instructional materials
• completion of significant professional development activities
• outreach to other university departments in the form of classes, one-on-one instruction, seminars, and campus-wide conferences increasing the candidate's own knowledge or skills, such as degree programs, course work, or workshops and conferences attended
• collaborate with faculty in researching and facilitating grants

APPENDIX 7: RESEARCH, SCHOLARLY, AND CREATIVE ACTIVITIES: EXAMPLES
Activities may include (but are not limited to):
• research projects
• grant proposals
• publications (e.g., books, chapters in books, periodical articles, reviews, in-house publications such as guides to library resources, or web-based publications)
• creation of reference tools or other informational resources, whether in print or in electronic form
• presentations
• workshops conducted
• exhibits
• performances
• work toward additional educational degrees
• courses taken
• workshops or professional conferences attended
• editorships

Scholarship, as classified by Ernest Boyer in his book **Scholarship Reconsidered: Priorities of the Professoriate** and expanded upon by others, may consist of discovery, integration, application, artistic creativity, or pedagogy. To be of lasting benefit to society, scholarship must be communicated to others. The kinds of scholarship summarized below are particularly appropriate to the field of academic librarianship:
The Scholarship of Pedagogy develops and communicates understanding and skills to individuals, develops and refines new teaching methods, and fosters lifelong learning behavior. Through classroom and reference service instruction, librarians teach the ability to find, assess and use information resources effectively, regardless of information format or medium. Such scholarship should be evaluated for depth and duration of understanding, lifelong benefits to past and present learners, and benefits to broader communities.
The Scholarship of Discovery generates and communicates new knowledge and understanding, and develops and refines new methods. Librarians apply a wide range of quantitative and

qualitative research methodologies to discover new means of managing library services and functions effectively, to analyze how people seek and use information, to construct models for organizing bodies of data and information, and to design methods for precise and efficient information retrieval. Such scholarship should be evaluated for originality, scope, significance, and applicability and benefits to education.

The Scholarship of Integration synthesizes and communicates a new or different understanding of information and its relevance. Academic librarians draw upon a wide range of work from other disciplines in order to develop new knowledge that informs and transforms library work. Such scholarship is evaluated for originality and usefulness in advancing our understanding, and for the application of new insights.

The Scholarship of Application develops and communicates new technologies and applications, fosters inquisitiveness, and builds and refines new methods. Librarians apply the theory and knowledge gained through discovery, integration, and pedagogical experimentation to the challenges of meeting the research and learning needs of the academic community. Such scholarship is evaluated for breadth, value, and persistence of usefulness and impact.

APPENDIX 8: SERVICE: EXAMPLES OF ACTIVITIES

Activities may include (but are not limited to):
• advisement or consulting with other libraries, academic or scholarly institutions, community groups or organizations
• editorships
• offices held
• service on committees or boards
• courses taught outside the library, such as "Introduction to College Life" (FYE 1220)
• promotional or recruiting activities
• mentoring of fellow professionals
• participation in professional organizations
• establishing or assisting new programs or activities beyond normal expectations of a person's position
• organization or planning of workshops or conferences
• journal peer reviewer

APPENDIX 9: RESEARCH, SCHOLARSHIP, AND PROFESSIONAL DEVELOPMENT AND SERVICE ACTIVITIES FOR TENURE AND/OR PROMOTION

Note: The value of these items will be reviewed annually by library faculty.
Recommendations –
High........2.5 -3.00 (blue): valued the most among library faculty.
Medium......0-2.49 (orange): valued somewhat among library faculty.
Low.........0-1.99 (yellow): valued the least among library faculty.
[SACS REVIEWERS: THE LATEST TABLE IS AVAILABLE UPON REQUEST TO THE DEAN OF THE LIBRARY'S OFFICE.]

APPENDIX 10: SAMPLE LETTER TO EXTERNAL EVALUATOR

To: Dr. W. XXX YYYY
Dean of the Library and University Librarian
From: Name
Position title
College and School/Department

Subject: Request for External Reviewers

Dear [_____]:

[Librarian's Name here], who is currently an associate professor in the Zach S. Henderson Library, is being considered for promotion to Full Professor. We would appreciate your assistance in serving as an external reviewer by evaluating [his/her] scholarship/professional achievements and service.

A. Please state if you know the candidate personally. If so, how long and in what capacity have you known the candidate?

B. Please provide an objective assessment of the candidate's accomplishments as a scholar and an opinion as to whether the degree of accomplishment is appropriate for the level of [associate/full professor] at a doctoral research university with high standards of achievement expected of its faculty.

C. Please comment on the candidate's contributions to professional practice and service in [his/her] discipline. Comment on the significance of the work produced and its impact on the field.
Your evaluation will become part of the candidate's dossier and will be made available to those faculty in the Academic Unit and the College as well as university administrators who are involved in the promotion and tenure review process. You should be aware that The Board of Regents of the University System of Georgia considers external letters of evaluation to be exempt from the Georgia Open Records Law pursuant to O.C.G.A.50-18-72(a)(7), which exempts "[r]ecords consisting of confidential evaluations submitted to...a governmental agency and prepared in connection with the appointment...of a public employee." In accordance with this understanding, Georgia Southern University will keep your submission confidential to the fullest extent permitted by law. However, this issue has yet to be adjudicated."
For your convenience, I have enclosed [candidate name]'s curriculum vita and narrative statement. May we receive your assessment by [date]. thank you for your help in this matter. If you need further information, please contact me at phone#, fax #, or e-mail.

Sincerely,

Name of requestor
Requestor's contact information