

June 15, 2009

Memorandum to: Vice President for Information Services and University Librarian
Library Unit Directors

From: Philip Furmanski 
Executive Vice President for Academic Affairs

Subject: **2009-2010 Academic Reappointment/Promotion Instructions for University Library Faculty**

Introduction

These instructions, which govern Library faculty reappointments, promotions and new library faculty hires with tenure for the academic year **2009-2010**, are also available on the Internet. They can be downloaded in Microsoft Word format. To access the instructions, **forms and appendices** from the Rutgers University home page (www.rutgers.edu) click on *Faculty & Staff*, then on *Academic Reappointments/Promotions - Library* under the *Policies & Procedures* heading (<http://ruweb.rutgers.edu/oldqueens/LIBpromotions.shtml>). If you have difficulty downloading the instructions, please contact the **Office of the Vice President for Information Services and University Librarian (2-7505)** or the Office of the Executive Vice President for Academic Affairs (2-7174).

Forms I-L and II-L are available from the output menu of the online Faculty Survey Database (<https://surveys.rutgers.edu/facsurv>). This is the suggested and preferred method to generate Forms I-L and II-L. If you have questions concerning the Faculty Survey Database, please contact Richard Tedesco (Tedesco@instres.rutgers.edu or 732-932-7305).

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Please note that completed recommendations for appointment, reappointment or promotion to or within the tenured ranks are due in the office of the Executive Vice President for Academic Affairs no later than **December 1, 2009**. Questions concerning these instructions should be directed to the Office of the Executive VP for Academic Affairs (2-7174) or to the office of the University Librarian (ext. 2-7505).

The purpose of these instructions and the difficult and time-consuming process undertaken by the University as described herein is to provide for a rigorous and fair review of the qualifications and accomplishments of candidates for promotion and reappointment. In turn, library faculty have an obligation to cooperate fully with their University colleagues in the evaluation process and to meet their responsibilities, as outlined in these instructions, in a timely and professional manner.

A. Applicability of these Instructions

These instructions are applicable for all reappointment/promotion recommendations at and to the ranks of Librarian III and above, excluding grant-funded appointments. They are also applicable for recommendations for promotion to Professor II and for new Library faculty hires with tenure.

B. Reappointment/Promotion Materials

A candidate's reappointment/promotion packet shall consist of the appropriate forms, those materials generated pursuant to Sections F, G and H below, and those supplementary materials submitted by the candidate pursuant to Section E below.

All of the information requested shall be provided carefully, and judgments at each level of evaluation shall be independent, shall be based on all the evidence submitted to that level, and shall not merely rely on or concur in judgments made at earlier levels. For availability and distribution of materials, refer to Section E, Responsibilities of the Candidate, and Section J, Responsibilities of the Unit Director.

Supplementary materials will be returned to the candidate when they are no longer needed for the evaluation or for a re-evaluation of the same candidacy.

C. Persons Responsible for Initiating Actions

Unit directors, in consultation with the appropriate tenured members of their units, are normally responsible for initiating recommendations for faculty appointments, reappointments, or promotions. However, the University Librarian, the Executive Vice President for Academic Affairs, or a unit personnel committee may request that a unit evaluate an individual. The Library Advisory Committee on Appointments and Promotions may also make such a request, but only by directing that request to the University Librarian. It shall be the obligation of the unit to complete the appropriate forms even when the candidacy has been initiated at a level other than the unit.

A tenured member of the library faculty may request of the unit director that he/she be evaluated for promotion. The request shall be granted for tenured librarians who have been at least six years in rank and have not been evaluated for at least four years.¹ Such evaluation shall be carried through each level of review, including that of the Promotion Review Committee, unless withdrawn by the candidate. Withdrawal after the candidate signs Form 1-L constitutes an evaluation for purposes of determining the four year period.

¹ All other requests from tenured librarians may be granted at the unit's discretion.

In units having fewer than six tenured librarians at or above the rank for which candidates are to be considered for reappointment or promotion, the University Librarian shall appoint an appropriate number of tenured librarians from other Library units or knowledgeable faculty members from other units of the University, to act as ad hoc members of the unit for the purpose of obtaining and reviewing documented evidence of the candidates' professional qualifications. Such ad hoc unit members, together with any tenured member of the unit of appropriate rank, shall total not fewer than six persons. In selecting the ad hoc members, the University Librarian shall consult with the director of the unit.² In instances in which the majority of the unit members are ad hoc, such members may wish to meet with the candidates before making their recommendations.

D. Notification to Candidate

Each librarian who is to be considered for reappointment or promotion shall be notified by the unit director at least thirty (30) days in advance that such consideration shall take place. Also, each tenured librarian who is eligible for evaluation pursuant to Section C above shall be notified of his/her eligibility and shall respond appropriately, as shall all other candidates, within the 30-day period.

E. Responsibilities of the Candidate

A specific responsibility of the candidate is to insure the accurate preparation, presentation and certification of Form 1-L, Recommendation Information Form, which is to be signed by both the candidate and the unit director and circulated to the appropriate peer group.

In preparing Form 1-L, the candidate is responsible for insuring that:

- 1) the candidate's librarianship and service activities are fully presented;
- 2) the distinction is made on the form between refereed and other publications;
- 3) the status of material in process of review or publication is precisely characterized, attaching available documentation;
- 4) publications are cited in full and in the form standard for the candidate's discipline (including the names of all authors in the order of appearance in the journal), with volume, year, page numbers, and explanation of jointly authored works;
- 5) in the case of foreign publications, there is sufficient explanation of the value or quality of the journal or press, especially if the publication is important to the candidacy.

² This provision of the Instructions does not set a quorum requirement for any particular meeting of a unit.

The candidate shall provide the unit director with the signed and completed Recommendation Information Form. Within ten (10) days of its receipt, the unit director will sign the Form to indicate concurrence with its content, or, if there is a dispute between the unit director and the candidate as to the content of the Form which they are unable to resolve, the unit director shall so indicate in the space provided above his/her signature attaching an explanation to the Form.

The candidate shall submit to the unit director an original and two copies of any documents or materials he/she wishes to have considered. A brief personal statement identifying the candidate's major contributions since the last promotion may be included among these. A list, compiled by the candidate, of the documents submitted to the unit director shall also be included. The unit director shall attach the candidate's list of documents to the promotion packet (Appendix H). It shall be the responsibility of the unit director to circulate that list and all documents or materials submitted by the candidate, together with any other relevant material to the appropriate reviewing bodies.

The candidate may suggest potential outside evaluators and may discuss with his/her unit director qualified persons from whom letters may be solicited. The candidate, in addition, may prepare a list of persons in his/her field from whom he/she prefers letters of evaluation not be solicited. The candidate shall provide a written explanation for the exclusion of each person on that list. If a letter of evaluation is solicited from an individual on the candidate's not for solicitation list, the candidate's written explanation shall be attached to the individual's letter of recommendation. A unit director or the University Librarian may, at his/her discretion, also attach an explanation for his/her decision to solicit a letter from the individual. Such attachments, whether prepared by the candidate, the unit director or the University Librarian, shall be held, like the letters to which they refer, in confidence.

A candidate who has had time excluded from the probationary period may, upon written request, choose to have University evaluators, evaluative bodies, and outside evaluators informed that his/her record is to be reviewed in the same manner as the record of a faculty member with the normal probationary period.

If the candidate wishes to include a lengthy unpublished manuscript and requires copying services, he/she should contact his or her unit director at least 30 days prior to the date on which copies are needed. The candidate will be charged the prevailing rate for services so provided. If the service cannot be provided, the candidate will be notified promptly.

F. External Confidential Letters of Evaluation

A minimum of seven external confidential letters of evaluation from qualified persons shall be obtained by the candidate's unit director and/or by the University Librarian. External

referees should be selected on the basis of their standing in the field and the institutions with which they are associated. All letters obtained in regard to this candidacy must be included in the promotion packet and forwarded to all levels of review. Preliminary solicitation letters and responses thereto, unsolicited letters and letters from within the University are not included within this category. External letters are not required for reappointment without tenure, but are required for non-tenure track appointments to the senior ranks and for new hires with tenure.

Prior to the solicitation of external letters, the unit director shall submit to the University Librarian a recommended list of referees for each candidate, accompanied by a clear explanation of the suitability of the referee, the relationship of the referee to the candidate and his/her field, and documentation demonstrating the referee's professional standing. The unit director shall make available to the University Librarian any list submitted by the candidate of persons from whom he/she prefers letters not be solicited. Unit directors, in developing lists of appropriate referees to submit to the University Librarian, shall consult the candidate about appropriate experts in his/her field of study, but the selection of external referees must be made by the unit director and University Librarian. After consultation with the candidate and University Librarian, the unit director shall send a preliminary solicitation letter (Appendix G) to individuals he/she has selected to serve as external referees. The preliminary solicitation letter may be sent via e-mail. The text of the preliminary solicitation letter shall not be modified and use of the preliminary solicitation letter is required. The preliminary solicitation letter and the responses thereto do not become part of the promotion packet. It is the unit director's responsibility to keep a copy of the preliminary solicitation letter or e-mails, a list of recipients of the preliminary solicitation letter, dates sent, and responses, confidentially, in the unit until evaluations, grievances, remands, etc. are completed. Under no circumstances shall the candidate contact experts whose names he/she has submitted for consideration, or engage in any substantive discussion about his/her promotion case with any individual whom he/she knows to be serving as an external referee. The presumption is that a unit director and the University Librarian will reach a consensus as to an appropriate list of referees. However, in the event of a disagreement, a unit director is neither obliged to solicit, nor prohibited from soliciting, any particular referee. Similarly, in conducting his/her evaluation of the candidacy as set forth in Section M below, the University Librarian, at his/her discretion, may solicit letters from additional external referees. Such additional letters shall be submitted to evaluative bodies in accord with the procedures set forth in Section H, in which case all letters received after December 1, and until the addition of the University Librarian's letters, shall be submitted.

Sample letters of solicitation are attached in Appendices G-1, G-2 and G-III. Letters of solicitation for confidential outside letters of recommendation shall be consistent with the promotion criteria applicable to the candidate. A unit, with the prior approval of the University Librarian and the Executive Vice President for Academic Affairs, may modify the text of the sample letter of solicitation.

No reference which might identify the writers of the confidential letters shall be made in any portions of the promotion materials. Letters will be numbered and may be referred to by

their respective number in the narrative statements. Letters of solicitation shall be sent to external referees early enough to permit the referee to complete an appropriately analytical and informative review of the candidate's credentials and to permit reviewing bodies adequate time to consider evaluators' responses.

The original external confidential letters of evaluation, together with a brief explanation of the suitability and professional standing of the referee and the relationship of the referee to the candidate (Form 3-a) and one copy only of the sample letter of solicitation (attached to Form 3), must accompany the original promotion packet forwarded to the University Librarian.³ Do not include the vitae of referees. All letters received must be submitted for review to all levels of evaluation, except that letters which are received after the December 1 deadline for submission to the Executive Vice President for Academic Affairs will not be considered unless the University Librarian has requested them as additional letters during his/her consideration of the packet.

External confidential letters solicited in a previous year may be used again and included under Form 3. However, selectivity of such letters is not permitted even if the candidacy is later withdrawn pursuant to Section R.; therefore, either all or none of the letters solicited in a previous year must be included, and they must be covered by a copy, supplied by the University Librarian's office, of the earlier Form 3. Preliminary solicitation letters and the responses thereto are not included in this category. If new letters are solicited and if any of the external referees solicited in a prior year are solicited again, then all of the external referees previously solicited (excluding those who declined to evaluate the candidate in response to the preliminary solicitation letter) must be resolicited when the packet being reviewed is the same packet used in a prior evaluation and/or the prior solicitation occurred in either of the two immediately prior years.⁴

In all circumstances, copies of the external confidential letters are to remain in the unit director's office, and the candidate's director shall inform the appropriate tenured members of the unit that such letters are available for review.

G. Materials to be Used in Review

With the exception of confidential outside letters of recommendation solicited in accordance with these Instructions and those documents that are generally public knowledge

³ When a referee relies on a telefaxed letter or an electronic transmission, these may be considered originals in the absence of the original.

⁴ If there is good cause for an exception, it can be made only with the approval of the Executive Vice President for Academic Affairs, upon the recommendation of the University Librarian.

such as published student evaluations, published articles, and other similar documents, only those materials in the official personnel file and other materials added to the packet as described in Section H below may be used in conducting the review. The official personnel file for each library faculty member is maintained in the office of the University Librarian.

Documents bearing on the candidate and his/her evaluation which are introduced in the review process are subject to the strictures outlined in the next Section.

H. Additions to the Packet and the Right to Rebut or Respond

If any document or documents, other than confidential outside letters of recommendation, the official reappointment/promotion forms, continuation pages added to these forms as described in these instructions, reports of reading committees, supplements to confidential letters (Section E, paragraph 4), and materials submitted by the candidate, are added to the promotion packet during the evaluation, a copy of said document(s) shall be transmitted immediately to the candidate; the candidate shall have the right to submit a response or rebuttal within six (6) working days. The response shall be directed to that level of the evaluation at which the added document was received and shall become a part of the promotion packet. Any documents that are (1) physically present during the evaluation and (2) specifically referred to during the deliberations of the evaluative body and (3) which a majority of the evaluative body agrees have a direct bearing on the evaluation must be added to the packet in accordance with this procedure.

Subsequent to the commencement of the evaluation and prior to final recommendation of the Promotion Review Committee, the unit director shall, upon request of the candidate, add to the packet evidence of a significant change in the status of materials originally **included in the packet** if: 1) the University Librarian concurs that a significant change has occurred; and 2) such change has occurred since the initiation of the evaluation. If there is a dispute between the candidate and the University Librarian as to whether a significant change has occurred in the status of materials originally submitted by the candidate, the Office of the Executive Vice President for Academic Affairs, shall make the final determination as to whether evidence of the change shall be added to the packet.

Such additions to the packet, as provided above, shall, in all instances, be submitted to the level of review at which the candidate is then being evaluated. However, if the addition occurs on or before December 1, the addition to the packet shall also be circulated to each earlier level of review so that each earlier level may revise its evaluation should it deem such revision warranted by the addition. If the addition occurs after December 1, but on or before January 25, it shall be circulated only to the University Librarian and the Promotion Review Committee, unless the unit or unit director has made a negative recommendation concerning the candidacy in question, in which case it shall also be circulated to the unit and/or unit director. The unit, the unit director, the University Librarian, and/or the Promotion Review Committee may revise the evaluation made at that level should such revision be deemed by the unit, the unit director, the University Librarian, or the Promotion Review Committee to be warranted by the addition.

Except as provided above, no other materials or documents may be introduced by the candidate after the review process has commenced.

I. Responsibilities of the Initiating Unit

The library or service units have the specific responsibility to meet in appropriate peer groups (see Section C, &3) to evaluate the candidate for reappointment and/or promotion: tenured members at the rank of Librarian II, Librarian I or Professor II shall meet to evaluate candidates for promotion to the rank of Librarian II; only tenured members at the rank of Librarian I or Professor II shall meet to evaluate candidates for promotion to Librarian I. Only Professors II shall evaluate candidates for that rank. Library and library service units will conduct evaluations of candidates in peer groups as specified below.

It is the responsibility of the appropriate peer group to arrive by vote at a recommendation with respect to each candidate. A positive unit recommendation requires a positive vote by a minimum of two-thirds of those voting. (Those voting include those voting positively, negatively, or abstaining.) If fewer than two-thirds of those voting support the candidacy, the recommendation of the unit shall be recorded as a negative recommendation. Only those librarians who attend the meetings in which the candidate is considered are to be accorded a vote; a vote by an absent librarian is not permitted under any circumstances.

The units for the purposes of these instructions are noted.⁵

1. New Brunswick Libraries

Unit Director: Associate University Librarian for Research and Instructional Services

2. Special Collections and University Archives

Unit Director: Associate University Librarian for Collection Development and Management

3. Technical and Automated Services

Unit Director: Associate University Librarian for Digital Library Systems

4. Paul Robeson Library

Unit Director: Director, Robeson Library

⁵ Where the unit includes more than one unit director, it is the candidate's unit director who must exercise the responsibilities of the unit director as set forth in these instructions.

5. John Cotton Dana Library and branches

Unit Director: Director, Dana Library

J. Responsibilities of the Unit Director

The unit director is responsible for ensuring that a thorough, rigorous and appropriately informed process of evaluation takes place for each candidate. The unit director shall provide all candidates with a copy of the current academic reappointment/promotion instructions and, upon request, will provide a copy of the instructions to any other member of the library faculty.

The unit director shall notify the appropriate peer group that there will be candidates for reappointment or promotion and shall schedule the initial meeting at which an ad hoc chair will be elected.

Upon receipt of the peer group's recommendation, the unit director shall prepare a narrative summary of his or her recommendation (Form 5) which will be forwarded to the University Librarian. If, however, the unit director intends to make a recommendation different from that of the peer group, prior to completing his or her recommendation, the unit director will meet with the ad hoc chair to discuss the matter.

Other specific responsibilities of the unit director in regard to the provision of notice to candidates, the preparation of materials for the evaluation, and the solicitation of external confidential letters of evaluation are set forth in Sections D, E and F above.

The unit director has additional responsibilities in regard to the matters set forth below:

Applicable Criteria - Form 2: The unit director shall complete and sign Form 2 which specifies the criteria applicable to the candidate, and obtain the signature of the candidate.

Reading Committee: The unit director, in consultation with tenured librarians of the unit, shall determine whether there should be a reading committee and who should be appointed to it. The process by which tenured librarians of the unit are consulted is within the unit director's discretion. Whichever approach with respect to the utilization of a reading committee a unit determines to follow shall apply to all candidates in that unit who are being reviewed for reappointment or promotion in that year.

The reading committee report, if there is one, may be either (1) confidential for the sole information of the unit, or (2) an attachment to the peer group report. The function of a reading committee is to review the candidate's scholarly work and prepare a written assessment of that work for the unit's consideration. The reading committee shall not make a recommendation on the reappointment or promotion.

Collegiate Dean's Evaluation: The unit director has the responsibility to make available, with the candidate's reappointment or promotion materials to be considered by the peer group, the collegiate dean's evaluation for each candidate who is a fellow of a college.

Candidates Affiliated with More than One Library Unit or with a Library Unit and a University Department, SBR Unit or Degree-Granting Program: The unit director has the responsibility to implement the instructions set forth in section S below and to make available, with the candidate's reappointment or promotion materials to be considered by the peer group, any related evaluations.

Unit Representative: The candidate's unit director shall serve as the representative of the unit in communications with the Advisory Committee on Appointments and Promotions and with the University Librarian.

Distribution of Packet: Subsequent to completion of the unit director's report, the candidate's unit director shall forward the original and two copies of the packet to the University Librarian.

K. Responsibilities of the Ad Hoc Chair

When there are candidates for appointment, reappointment or promotion the unit director shall schedule the initial meeting of the appropriate peer group, and at that meeting, an ad hoc chair will be elected to conduct the deliberations and to prepare the peer group's report. Once elected, the ad hoc chair shall serve for all reappointment and promotion actions appropriate to his or her rank. The ad hoc chair shall forward the completed Form 4 to the unit director.

Peer Group Evaluation: The ad hoc chair has the responsibility to encourage as open and complete a discussion of the candidates as possible. The ad hoc chair should be a vigorous participant in such discussions, sharing his or her views with colleagues and providing them with an opportunity to respond.

Peer Group Report: The ad hoc chair has the responsibility to draft the peer group report, reflecting both majority and minority views if there is a division, describing the candidate's contribution to collaborative efforts and adding any explanatory commentary the ad hoc chair deems necessary for later levels to understand the unit proceedings and viewpoints. While the narrative should be structured to present a rigorous evaluation of the candidate's record, it need not comment on every item listed on Form 1-L. The ad hoc chair shall provide to all participants in the unit evaluation the opportunity to review the final report prior to its submission.⁶ In the

⁶ The unit director may require that any reading committee reports be attached to unit reports, and, if they are, the ad hoc chair will be responsible for meeting that requirement.

case of fellows, the collegiate dean's evaluation shall be attached to the unit report by the ad hoc chair. In the case of candidates affiliated with more than one library unit or with a library unit and a University department, SBR unit or degree-granting program, the ad hoc chair shall attach the appropriate evaluation, as described in section S below, to the peer group report.

Notification to Candidate of Peer Group's Action: It is the responsibility of the ad hoc chair to notify the candidate, in writing, of the recommendation of the peer group within five working days after the peer group has met and voted on its recommendation. This notification will be the only notice to the candidate until final notice described in Section P.

L. Responsibilities of the Advisory Committee on Appointments and Promotions

Upon receipt of a candidate's official packet from a unit director, the University Librarian shall forward all documents to the appropriate Advisory Committee on Appointments and Promotions for review and recommendation. The Committee is advisory to the University Librarian. Its responsibility is to conduct a substantive and independent evaluation of the candidacy as presented in the packet prepared by the unit, including the supplementary materials and the unit director's evaluation. In the course of its review, the Advisory Committee on Appointments and Promotions, at its discretion, may invite the unit director to meet with the committee to amplify the unit director's report.

The Advisory Committee on Appointments and Promotions shall meet with the University Librarian to provide its advice about the candidate and shall incorporate that advice in a detailed written report, in the form of a memorandum to the University Librarian, explaining its recommendations. The memorandum shall include the names of all members of the A&P Committee.

Members of the Committee shall participate in the review of candidates in their own unit at the unit level and shall not participate in any manner in the consideration of those candidates by the Advisory Committee on Appointments and Promotions.

M. Responsibilities of the University Librarian

It is the responsibility of the University Librarian to ensure that a thorough, rigorous and appropriately informed process of evaluation takes place for each candidate. Following the recommendations of the unit, the unit director and the Advisory Committee on Appointments and Promotions, the University Librarian shall make his/her independent recommendation and report it on the University Librarian's Recommendation Form (No. 6). All pertinent information on a particular candidate must be considered, and the University Librarian shall provide specific justification based on the record for his/her recommendation. The University Librarian shall have primary responsibility for insuring the quality and the rigor of evaluations in the University Library. However, if the University Librarian intends to make a recommendation different from that of the unit director, prior to completing his or her recommendation (Form 6), the University Librarian will meet with the unit director to discuss the matter. The University Librarian will

include the written advice of the Advisory Committee on Appointments and Promotions as an attachment to the University Librarian's recommendation. In those instances where there has been no positive recommendation at any level, the packet is not forwarded to the PRC unless the candidacy is being conducted pursuant to "rank review" (see Section C of these instructions).

When the personnel actions involving tenure decisions or promotion within the tenured ranks have been completed as described above, the University Librarian shall forward the packet to the Office of the Executive Vice President for Academic Affairs. The packet shall include the following completed documents: Forms 1-L (or II-L), 2, 3 (for reappointments with tenure and promotions to and within the tenured ranks), 4, 5, and 6.

For responsibilities of the University Librarian upon completion of the evaluation process, see Section P, Notification of Final Action.

N. Responsibilities of the Promotion Review Committee

The function of the Committee is to advise the President from a University-wide perspective on appointments, reappointments and promotions involving award of tenure and on promotions to or within the tenured ranks.

The Committee was reconstituted on June 15, 2006. The membership of the Committee consists of the Vice President for Research and Graduate Education, the Vice President for Undergraduate Education, the Chancellor-Camden, the Chancellor-Newark, and five faculty members at or above the rank of Professor to be named by the President of the University. The Committee shall be chaired by the Executive Vice President for Academic Affairs, who shall preside without vote except in the event of a tie vote of the voting members. The five faculty members are appointed by the President. Faculty appointments are made typically for four-year terms with the possibility of reappointment. They are chosen for their scholarly distinction as individuals and, collectively, to reflect the diversity of the academic enterprise at Rutgers. Members of the Committee do not participate at any other level of the evaluation process. Membership on the Committee carries co-equal responsibility; no member is responsible for representation of a particular unit or discipline.

The responsibility of the Committee is to examine the evidence in each case in relation to the criteria for evaluation established by Rutgers Policy, section 60.5.14 and to assure the President that the prior process of judgment and peer review in the Library has integrity, in the sense that the peers in the same or adjacent fields who have expressed their judgment are indeed at the leading edge of their fields, that appropriate evidence and analysis have been presented of accomplishment and impact on the field to support these judgments, and that the University Librarian has applied the highest, University-wide standard of quality. Finally, the Committee has the responsibility, on the basis of its assessment of these matters, to reach a recommendation concerning the candidate.

Each member of the Committee receives the packet of each candidate and assesses the degree to which the record submitted demonstrates satisfaction of the University's standards for the action proposed as described above. The members meet to discuss their individual assessments of the evidence, and, in light of this discussion, the Committee reaches a judgment concerning the proposed action. In instances where the Committee, on first review, is inclined to differ with the University Librarian's recommendation, the Committee will provide an opportunity for the University Librarian to meet with the Committee to explain his/her views before the Committee makes a final recommendation in regard to the candidate. If the Promotion Review Committee requires additional information for a determination, it shall return the packet to the appropriate level for completion and resubmission to the Committee via all intervening levels.

The Committee records its recommendation, clearly explaining its basis, in a memorandum to the President attached to the candidate's packet. The Executive Vice President for Academic Affairs, as chair of the Committee, or such member of the Committee as he may, from time to time, designate, shall be its sole spokesperson.

O. The President and the Board of Governors

After considering all the evidence from these diverse sources, the President makes his own recommendations for reappointments and/or promotions involving the tenured ranks to the Board of Governors. The President will discuss with the Promotion Review Committee those cases where it is his intention to present to the Board of Governors a recommendation different from that of the Promotion Review Committee. The Board of Governors also considers all available information in reaching its own final decision.

P. Notification of Final Action

1) New Appointments, Reappointments, and Promotions Involving the Tenured Ranks:

The University Librarian will be notified of the individual decisions on new appointments, reappointments, and promotions involving the tenured ranks by the Office of the Executive Vice President for Academic Affairs following the Board of Governors' actions. The University Librarian may then notify candidates informally. Formal notification from the President directly to the candidate will follow in the case of a positive action by the Board. The University Librarian is responsible for notification to candidates when the action is negative. In decisions on reappointment with tenure, and promotions involving the tenured ranks, where the peer group, unit director, and University Librarian levels of review are negative, the candidate will be notified in writing by the University Librarian of the final decision in the particular personnel action within ten (10) days of the final decision by the University Librarian, excluding cases being considered pursuant to the rank review provision. For unsuccessful candidacies, such notification shall include an invitation to meet with the University Librarian.

2) Non-Tenure Track Promotions (NTTs) and Reappointment Without Tenure Cases:

The University Librarian will be the final level of decision on promotions and reappointments to the non-tenured ranks. Formal notification to the candidate is sent by the University Librarian in these instances.

In all cases the candidate will be notified in writing by the University Librarian of the final decision in the particular personnel action within ten (10) days of receipt of the knowledge that the final decision by the appropriate person or body has been made. For unsuccessful candidacies, such notification shall include an invitation to meet with the University Librarian.

Q. Final Levels of Review

The University Librarian shall be the final level of evaluation for all personnel actions when the peer group's recommendation, the unit director's recommendation and the University Librarian's recommendation are all negative.⁷ The University Librarian shall be the final level of evaluation for all other personnel actions that do not involve tenure decisions or promotion within the tenure ranks.

The Promotion Review Committee shall be the final level of evaluation for all personnel actions that involve tenure decisions or promotion within the tenure ranks and for which the peer group, the unit director or the University Librarian's recommendation is positive. Such personnel actions also require formal action by the President and the Board of Governors.

R. Withdrawal from Consideration

Prior to consideration by the Advisory Committee on Appointments and Promotions, the reappointment and/or promotion evaluation of any candidate may be withdrawn by mutual consent of the candidate and unit director after the unit director consults with both the candidate and the appropriate tenured members of the unit. Subsequent to the commencement of consideration of the packet by the Advisory Committee on Appointments and Promotions, withdrawal of a candidacy requires the approval of the University Librarian and the Executive Vice President for Academic Affairs. (Withdrawal after a candidate has requested promotion evaluation and signed Form 1 constitutes an evaluation for purposes of determining the four-year period: see Section C). In the event of a decision to withdraw, the unit director shall advise the University Librarian, in writing, of the decision, with a copy of the letter sent to the Office of the Executive Vice President for Academic Affairs.

⁷ For the only exception to this rule, see the second paragraph of Section C above.

S. Special Guidelines for Library Faculty Affiliated with More than One Library Unit or with a Library Unit and a University Department, Separately Budgeted Research (SBR) Unit or Degree-Granting Program

These guidelines are intended to insure that the total assignment of a librarian is considered during the reappointment and promotion process.

Library Faculty Currently Affiliated with More than One Library Unit or with a Library Unit and a University Department, SBR Unit or Degree-Granting Program:

A personnel action may be initiated for a library faculty member by his/her primary library unit (that is, the library unit in which the librarian has tenure) or by the secondary library unit, department, SBR unit or degree-granting program in which the individual has a significant or principal assignment. In both instances the primary library unit shall have responsibility for the personnel action in consultation with the secondary library unit, department, SBR unit or program as described herein. The choice of external confidential evaluators for such candidates shall be made by the University Librarian in consultation with the primary library unit director and the secondary library unit director, department chair, SBR unit director or program director. The letters from external evaluators shall be jointly solicited by the primary library unit director and the secondary library unit director, department chair, SBR unit director or program director. The director of the secondary library unit, the department chair, the SBR unit director or the program director shall evaluate the candidate in consultation with the appropriate peers in the library unit, department, SBR unit or program, in the form of a memorandum to the unit director, for consideration by the candidate's primary library unit. The evaluation shall be included as an attachment to the primary library unit's report. Faculty members who participate in the evaluation of the candidate at the primary library unit, department, SBR unit or program level shall not participate in the secondary library unit, department, SBR unit or program evaluation.

In those instances where a primary library unit intends to make a recommendation different from that of the secondary library unit, department, SBR unit or degree-granting program, the primary library unit director shall provide the director of the secondary library unit, the department chair, the SBR unit or program director an opportunity to meet with the primary library unit to discuss the candidate.

Library Faculty Previously, but Not Currently, Affiliated with More than One Library Unit, or with a Library Unit and a University Department, SBR Unit or Degree-Granting Program:

If the candidate does not currently have an affiliation with a secondary library unit, University department, SBR unit or degree-granting program, but did so for a substantial part of the probationary period or a substantial part of the interval since the last promotion, the candidate's library unit director will solicit an evaluation of the candidate from the secondary library unit director, department chair, SBR unit or program director. The director of the secondary library unit, the department chair, the SBR unit or program director shall evaluate the

candidate in consultation with the appropriate peers in the library unit, department, SBR unit or program and shall forward the evaluation, in the form of a memorandum to the unit director, for consideration by the candidate's primary library unit. The evaluation shall be included as an attachment to the primary library unit's report. Faculty members who participate in the evaluation of the candidate at the primary library unit, department, SBR unit or program level shall not participate in the secondary library unit, department, SBR unit or program evaluation. (In instances where the period of affiliation with a secondary library unit, department, SBR unit or degree-granting program was not substantial, the candidate's library unit director may, at his/her discretion, seek an evaluation from the secondary library unit director, department chair, SBR unit or program director.)

T. Special Instructions to Deans of the Liberal Arts Colleges in New Brunswick in regard to Fellows

The liberal arts college deans in New Brunswick shall receive from the office of the University Librarian in August of each year a list of all candidates being considered for promotion. The dean will identify those individuals on the list who are fellows of his or her college and will evaluate the candidate's service to the college. The liberal arts college dean will send his/her evaluation to the University Librarian who will forward a copy to the candidate's unit director, in time to inform the peer group's deliberations. The evaluation of the liberal arts college dean will be in the form of a memorandum to the University Librarian. It will not contain a specific recommendation on promotion, but its contents will have the effect of strengthening or weakening a particular candidacy for promotion. The liberal arts college dean's evaluation will form an attachment to the peer group report.

U. Technical Requirements for Assembling Packets

Please keep the following requirements in mind when preparing original promotion packets:

Whenever possible, promotion packet material, including supporting documents, should be made available in electronic format, e.g. include the Digital Object Identifier (DOI) or a link to the full text publication in your citations. Use the Faculty Survey and RUcore to store citations and publications.

When you input your data to the online Faculty Survey Database: <https://surveys.rutgers.edu/facsurv/> you can use the output menu to produce the official promotion form with one click. When you are ready to produce the final version, choose Word format output and save it to your local drive as a .doc file. You can also output a customized CV.

When you deposit your publications in the Rutgers Library RUcore digital repository project, each publication will be converted for you to PDF format and have a unique permanent link that can be added to your citation. Also, the Faculty Survey, in collaboration with RUcore,

will add a search box to "My Web Page" (your customizable personal web site), allowing you to provide search and display of your collection. See example:

<http://surveys.rutgers.edu/facsurv/html/RUcoreExample.html>

To see how RUcore works visit: <http://rucore.libraries.rutgers.edu/about/participate.php>
To start depositing your work login here: https://facsub.libraries.rutgers.edu/FS_Login.php
For further information contact: Rhonda Marker [rmarker@rci.rutgers.edu]

Avoid the use of sheets other than the standard 82" x 11" size. Sheets larger or smaller than 82" x 11" should be copied onto a standard size page. Use one side of the page only.

Please keep in mind also that the confidential letters, as well as any other officially signed documents, must be submitted in their original form. When an evaluator relies on a faxed or e-mailed letter, both the fax or e-mail and the original, if available, should be included.

Include one copy only of the sample letter used to solicit external confidential evaluations (Appendix G1-GII-L). The sample should be clearly marked to indicate that the same letter was sent to all external confidential referees, listing them by name. Preliminary solicitation letters are not to be included.

Include one copy of the personal statement (if applicable), the candidate's cv, and inventory listing (Appendix H).

The University Librarian may notify unit directors of additional requirements.