
- The July 2005 Special meeting was devoted to determining how to fill the 10 open lines at NBL. Recommendations on which positions to fill were made; results were tabulated and forwarded to the Exploratory Committee for submission to the New Brunswick Library Director and the University Librarian’s Cabinet.

- The main purpose of the 4 meetings in fall 2005 was to discuss the New Brunswick Director/Leader position. To this end, the faculty met several times during the year with the University Librarian to discuss issues relating to the New Brunswick Director position. These discussions and brain storming sessions further evolved to larger discussions about re-organization of Rutgers University Libraries. Faculty were very engaged and interested in the entire process. At the first one of these meetings, Marianne discussed three unit reports prepared by Access Services, Collection Services and Digital Infrastructure. These reports were distributed to NBLF at a later date. Comments were tabulated and distributed to the NBL faculty for discussion.

At the September 21 meeting, the group discussed the 3 reports and felt that it was too early to produce a unified NBL faculty response. We decided to continue the review process and to come up with a plan that the entire faculty could support. Faculty members discussed possible models and characteristics we needed in an NBL Director. After much discussion, we ultimately generated a resolution to move forward with a new line and a national recruitment for an AUL for Academic Research and New Brunswick Libraries. Consensus was reached at the October 5 meeting. On October 28, 2006, we submitted to Marianne, the NBLF report “Proposed AUL for Academic Research and New Brunswick Libraries Faculty”. (Addendum A).

On November 17, we invited Marianne to attend our meeting and discuss the report. She agreed with the general concept of NBLF reporting to a central administrator and reported that she would suggest a new organizational structure in the coming year.

At the January meeting, we discussed the new RUL re-organization with the University Librarian. At the March and May meetings, the faculty continued discussions about the impact of the proposed reorganization of RUL on the New Brunswick Libraries organizational structure. After much discussion about the re-organization, it was decided that we send Marianne Gaunt the following two recommendations from the entire group:

1) NBLF as a body has voted to retain its current name. We recommend that we do not change the name of our current faculty body in July 2006. We believe that it fits with the
reorganization and the new title for our administrator, Associate University Librarian for Instructional and Research Services as currently described.

2) As soon as the budget situation allows, the faculty recommends that you make the filling of the position of Associate University Librarian for Instructional and Research Services the number one priority for the Libraries.

Marianne Gaunt met with us at the June meeting to discuss the two recommendations. Given that the name of our leader will change to AUL for Instructional and Research Services as of July 1, 2006, she preferred that we change the name of our group. However, Marianne gave us a choice to decide about the NBLF name change ourselves. When we voted on the name of our faculty body, the motion carried out that we remain NBLF.

At this meeting, Marianne affirmed that the position of AUL for Instructional and Research Services would be top priority once the budget situation has improved.

- We held two meetings in April to generate ideas for dealing with potential budget cuts in the coming fiscal year. Francoise Puniello held a special confidential meeting on April 27, 2006 to discuss budget cuts.

- Jeris Cassel and Martin Kesselman, Co-Chairs of the Information Services Group led discussions about instructional and reference issues. The faculty completed a survey about instruction matters in New Brunswick Libraries. It was determined that we lacked consensus on many issues relating to instruction and information literacy. In light of the budget cuts, Francoise Puniello appointed a new group of librarians to re-examine issues pertaining to reference and instruction in New Brunswick Libraries.

- Martin Kesselman and Jackie Mardikian, Co-Chairs of the New Brunswick Libraries Travel Committee, updated the New Brunswick Libraries Travel Procedures, fairly managed the travel funds, and on a periodic basis gave travel status reports at the meetings.

- The bylaws were amended at the September meeting and the faculty decided to meet every other month. The amended “Section III” of the Bylaws now read as follows: “Meetings are normally scheduled 5 times a year and additional meetings may be called as needed. We normally do not meet in July and August. [September 9, 2005] The location for meetings may be revisited periodically.”

Respectfully submitted,

Jackie Mardikian,
Chair New Brunswick Libraries
The New Brunswick Libraries Faculty agrees with the recommendations of the two organizational reports concerning the areas of Access Services and Collection Services. The report on the Digital Library Infrastructure is more complex in its implications and needs more attention, though the centralization of technical activities is recognized as essential. Beyond the centralization of these significant areas, the faculty deliberated thoughtfully and openly in special meetings on the critical needs for a leader for the New Brunswick/Piscataway libraries.

The following proposed model for an AUL for Academic Research and New Brunswick Libraries Faculty resulted from our discussions. NBLF is open to considering and discussing other options and models. In fact, this position incorporates elements of two positions in organization charts distributed by you in February 2005 – an AUL for Research and Instructional Services, and an AUL for Development and External Relations.

The New Brunswick/Piscataway campus is unique in that most university research is carried out on this campus. This AUL will play a major role in the changing nature of scholarly publishing and research as it relates to the content of the RUL institutional repository, "d-Rkive." This responsibility is understood to be distinct from aspects of the d-Rkive currently being implemented, such as its technical development and use as a preservation tool.

We believe this nationally advertised position will attract a leader for the Libraries able to provide additional support for the library faculty in developing creative initiatives and professional collaborations in a team-building and non-hierarchical way.

**AUL FOR ACADEMIC RESEARCH AND NEW BRUNSWICK LIBRARIES**

*Provides mentorship, advocacy, professional development, and support for the New Brunswick library faculty, including faculty governance and the promotion and tenure process. All NBLF report directly to this AUL.*
*Plays a major role in shaping new services relating to the use of the institutional repository. These activities include planning and workflow to provide digital dissemination and publishing for the Rutgers scholarly community.

*In collaboration with the Libraries development office, initiates fund raising efforts for collections, facilities, and general operations on the New Brunswick/Piscataway campuses.

*Provides support of library liaison and outreach activities to the academic departments and research centers.

*Fosters collaborative projects, many of them digital in nature, between faculty in academic departments and library faculty within New Brunswick/Piscataway.

The following reflects some of the specific qualities that the faculty believes are important in an NBLF leader/ administrator:

**Strong Leadership and Communication Skills**
- establishes and maintains good relationships internally within the libraries, and externally with all academic departments and potential donors.
- effectively handles personnel issues related to the recruitment, hiring, and tenure process.
- makes the process of decision-making clear.
- mentors, supports, and advocates for all library faculty.

**Strong Intellectual Skills and Scholarship**
- has vision and clear ability to engage with the New Brunswick/Piscataway academic community.
- is aware of distinct collection requirements and has the ability to represent this to donors.
- directs the needs and articulates the goals of NBLF, and delegates responsibilities and activities in pursuit of them.

**Strong Team-building Skills**
- makes resources and opportunities available.
- facilitates the professional development of library faculty.
- understands the diversity of the NBLF and Rutgers New Brunswick community in general.
The Process:

This proposal was developed using the following decision making process.

The New Brunswick Libraries Faculty met with the University Librarian on September 9, 2005 to discuss the New Brunswick director position. After the meeting, the University Librarian distributed three organizational reports from the following three groups: Judy Gardner for Access Services, Gracemary Smulewitz for Collection Services, and Grace Agnew for Digital Library Infrastructure. The University Librarian asked for input about the reports. NBLF sent their comments to the NBL chair. In preparation for the NBL special meeting on September 21, 2005, the chair compiled and distributed the NBL faculty responses about the reports to the faculty list. Most of the responses agreed with the reports, and believed that centralization in general was more efficient. Questions about how the centralization of staff functions would impact the NBL director's position were discussed and other possible scenarios emerged. At the September 21 meeting, presentations for two possible alternatives were made: an NBL Faculty Chair, either elected from the faculty or chosen from a national search, or an AUL or Deputy UL selected from a national search with special responsibility for NBL.

The Chair asked each participant in the room to answer in turn the question, “What do we need in an NBL leader?” Strong leadership, communication abilities, team building, interpersonal skills and a scholarly record were important attributes stressed by the faculty.

We continued the process of looking at the focal points and developed another scenario at the October 5, 2005 meeting. This discussion resulted in the current proposal for an AUL for Academic Research and New Brunswick Libraries.

Cc: Mary Beth Weber, RUL Faculty Coordinator