

**PROCEDURES FOR FILLING OPEN OR NEWLY CREATED**  
**LIBRARY FACULTY POSITIONS**

These guidelines apply to permanent (tenure track) faculty positions which are for a term of 9 months or longer. Every effort should be made at each stage of the search to expedite and streamline the hiring process and to ensure confidentiality in the search process.

**I. Initiating a search:**

**A. Analysis and review of position:**

Once the Vice President for Information Services and University Librarian, or an AUL/Unit Director, has received official notice of a retirement, resignation, termination, or reassignment, the Libraries will initiate a review of the open position within 15 working days as follows:

1. The AUL/Unit Director, in consultation with the unit faculty, will initiate a review of any new lines or vacancies that occur as the result of retirement, resignation, termination, or reassignment, and will prepare a written recommendation to the Vice President for Information Services and University Librarian.
2. After reviewing the recommendation from the AUL/Unit Director, the Vice President for Information Services and University Librarian will consult with Cabinet and the Faculty Coordinator and make the final recommendation.
3. Upon notification from the Vice President for Information Services and University Librarian, the AUL/Unit Director appoints a search committee designating the chair for the search.

**B. Search Committee**

1. Composition:

- a. The number of committee members should be at least 3.
- b. The Search Committee should include a diverse representation in accordance with University guidelines.

Personnel Policy and Affirmative Action Committee  
Adopted by the Library Faculty June 4, 1993  
Amended May 13, 1994; Amended November 13, 1998; Amended June 7, 2002;  
Amended June 11, 2010

c. Representation on the committee should include library faculty members from the appropriate areas of responsibility and, where appropriate, library staff or teaching faculty may be included. The University Libraries Human Resources Manager or the Director for Administrative Services should serve as an ex-officio member to all search committees.

d. An effort should be made to include both tenured and non-tenured library faculty on the committee.

e. In the case of search committees for AUL/Unit Directors, at least one faculty member should come from the unit for which the applicant is being considered.

## 2. Charge:

a. In consultation with the AUL/Unit Director and the University Libraries Human Resources Manager, the Search Committee develops the Academic Position Profile.

b. In consultation with the AUL/Unit Director, the Committee will develop a timeframe including a deadline for submitting the final recommendation to the Vice President for Information Services and University Librarian or her designee. It is recommended that the Academic Position Profile be written so that applications can be formally reviewed by the Search Committee immediately upon their submission.

c. Before any resumes are screened, the Committee must develop a list of clearly defined criteria in accordance with the Best Practices in the Handbook for Increasing Faculty Diversity - arrayed if possible, in order of importance - against which applicants will be evaluated. These criteria, based on the position description, must relate to the essential functions of the position and be applied uniformly to all candidates.

d. The Committee will devise a strategy to promote a robust and diverse pool of candidates; this includes seeking nominations for the positions from RUL faculty and elsewhere.

e. The Chair of the Search Committee will provide recommendations for advertising and posting to the University Libraries Human Resources Manager, and any letters of nomination to potential candidates.

f. The Committee should prepare a list of questions to be asked of candidates, and of references based on the established criteria, to ensure a consistent screening process and that all candidates are interviewed in an equal fashion. All questions asked should include a core list of questions for all faculty searches. (See Guidelines in Appendix D)

g. The Committee must keep within budget guidelines available for the search process.

h. The Committee should move quickly and efficiently through the search process to

ensure a reasonable time frame for completing a successful search. In order not to lose a prime candidate, search committee may interview and recommend a candidate before all others are interviewed.

3. The Search Committee is guided by:

- The Charge
- The Academic Position Profile
- Procedures for Filling Open or Newly Created Library Faculty Positions
- Reports and Recommendations of the Libraries Diversity Task Force (May 2010)
- Best Practices in the Handbook for Increasing Faculty Diversity
- Absolute Confidentiality

## **II. Selection Process**

A. Resumes are received by the University Libraries Human Resources Manager and forwarded to the AUL/Unit Director who then makes them available to the Search Committee.

B. The Search Committee screens the resumes promptly and returns a list of those applicants who do not meet the basic requirements for the position to the AUL/Unit Director for review and forwards to the University Libraries Human Resources Manager. Minority applicants on the list should be identified where possible with a note as to why the applicant is not appropriate for the position.

The University Libraries Human Resources Manager notifies the unsuccessful applicants as soon as possible.

C. The Search Committee selects applicants from the remaining pool for further consideration.

D. Telephone references for these candidates are conducted as soon as possible by Search Committee members. (See Guidelines in Appendix C.) The telephone reference forms for these candidates must be submitted to the AUL/Unit Director and University Libraries Human Resources Manager before candidates can be scheduled for an interview. It is not necessary at this time to secure a reference from the person to whom the candidate reports. However, such a reference must be obtained before a final offer can be made.

E. The Search Committee decides on the final candidates to be interviewed, generally three. The Committee may also decide to place one or more applicant(s) in a “hold” category for further consideration should the need arise. Since these applicants will be considered on hold until the search is completed, after the candidate accepts in writing, there should be a limited number placed in this category.

F. A process of elimination continues throughout the search so that no applicant is left unnotified of his/her status longer than necessary. Names of eliminated applicants should be given to the University Libraries Human Resources Manager, with cc to the AUL/Unit Director, so that they can be notified as soon as possible. All information and discussions concerning any applicant must remain confidential within the Search Committee.

G. If fewer than three candidates are identified for interviewing, the Search Committee may recommend that the search be extended (See section V); or the Search Committee, in consultation with the AUL/Unit Director, may decide to interview only one or two candidates.

### **III. Interview**

A. The Search Committee in consultation with Libraries Human Resources determines its own acceptable interview dates with the interviewees. The Libraries Human Resources staff coordinates the dates with those involved in the interview process to set up final interview dates. It is important to schedule interviews as compactly as possible to allow for timely comparison of candidates.

B. The University Libraries Human Resources Manager makes arrangements with the candidates for travel, lodging, etc.

1. Guidelines for candidate reimbursement will be sent to the candidates.
2. Information packets should be sent to candidates at least one week prior to the interview. (See list in Appendix E.)

C. The Search Committee reviews interview guidelines set out in Best Practices in the Handbook for Increasing Faculty Diversity and questions in Appendix G prior to the first interview.

D. A standard interview schedule is developed by the Search Committee in consultation with the AUL/Unit Director and the University Libraries Human Resources Manager. The schedule should be distributed in advance to all involved in the interview process. An opportunity is provided for candidates to meet with all the librarians in the unit where the opening exists and includes a wrap-up with the AUL/Unit Director. For positions with liaison responsibilities for a department, the committee should provide an opportunity for candidates to meet with the department's faculty. Every effort must be made to ensure confidentiality in the search process.

E. Resumes will be provided to all those meeting with the candidates through individual unit administrative offices and the Libraries Human Resources Department.

F. Information obtained from references is confidential and available only to the Search Committee, AUL/Unit Director, and the Vice President for Information Services and University Librarian.

G. Provision should be made for the search committee to receive comments from others with whom the candidate met using a uniform form for all searches.

#### **IV. Final Selection**

- A. The Search Committee evaluates the candidates and provides a written assessment including the strengths and weaknesses of the acceptable candidates to the AUL/Unit Director based on the criteria of the APP.
- B. The AUL/Unit Director sends a recommendation to the Vice President for Information Services and University Librarian.
- C. The Vice President for Information Services and University Librarian selects a final candidate and sends notification to the University Libraries Human Resources Manager, based on the recommendations of the Search Committee and the AUL/Unit Director.
- D. The Vice President for Information Services and University Librarian or designee makes an offer to the selected candidate.
- E. When the offer is accepted in writing, the University Libraries Human Resources Manager notifies the AUL/Unit Director and Chair of Search Committee in writing of the person selected, the effective date of appointment and the rank.
- F. Announcement of the successful search will be made by the AUL/Unit Director once they have had notification that the candidate has accepted the position in writing, and all unsuccessful candidates have been notified.
- G. If the offer is not accepted, the AUL/Unit Director in consultation with the Vice President for Information Services and University Librarian, may select another candidate from the Search Committee's recommendations. If none of these candidates accepts an offer, additional candidates from the "hold" category may be interviewed or the search may be re-opened.

#### **V. Reopening the Search**

A search may be unsuccessful initially, at the applications review stage when no qualified applicants emerge or at the concluding stage when all qualified candidates have rejected the offer. The AUL/Unit Director consults with the Chair of the Search Committee and the Vice President for Information Services and University Librarian to decide if the search should be reopened and notifies the University Libraries Human Resources Manager of the decision. A new Search Committee may be recommended.

## **Appendix A**

### **Review of the Search Process**

#### **Academic Position Profile is developed**

In consultation with the AUL/Unit Director and the University Libraries Human Resources Manager, the Search Committee develops the Academic Position Profile in accordance with the position description. This should include position title, date of availability, statement of responsibility, qualifications, status/benefits, a library profile, a request for at least three reference sources, and when review of applications will begin.

#### **Position is advertised**

In accordance with University guidelines, advertisements for the position are placed as listed in Appendix B. The Search Committee recommends additional placement of ads needed for a particular search.

#### **Applications deadline**

Final consideration of applications is set at no later than four weeks after the last expected date of advertisements. It is recommended that the Academic Position Profile be written so that applications can be formally reviewed by the Search Committee immediately upon receipt.

#### **Search Committee meets**

A meeting of the Search Committee is called by the AUL/Unit Director before the applications deadline to review the recruitment plan. The University Libraries Human Resources Manager or the Director for Administrative Services attends this initial meeting. A general timeframe for the search and a tentative interview schedule identifying whom the candidates will meet is developed. The Search Committee is informed of the expected budget for the search process.

#### **Interviews conducted**

The Search Committee sets a meeting date to review applications and select candidates for interviews as close to the deadline as possible to avoid any loss of time in the recruitment process. No interviews can be scheduled prior to completion of a reference check. The Search Committee may meet before the final date for first consideration of applications to begin review of early applicants. Interview dates must be decided in conjunction with the Human Resources staff to ensure schedules of all appropriate persons and bodies meeting with the candidates are coordinated with the Search Committee's choice of dates.

#### **Recommendations submitted**

Again, for the sake of expediency the Search Committee meets as soon as possible following the interviews of candidates for discussion and to make their recommendations to the AUL/Unit Director. If all members of the Search Committee agree that an exceptional candidate has applied, a recommendation may be submitted prior to the date for first consideration of applications.

## Appendix B

### Guidelines for Advertising Library Faculty Positions

In accordance with University guidelines, there must be a broad search that will result in a diverse and qualified applicant pool. To ensure compliance with this requirement, three methods of recruitment are employed: internal announcements, external announcements, and personal contact with key minorities and women in librarianship. As much as possible, the Search Committee should coordinate the timing of print and online advertisements so that the search process is not unduly prolonged. All announcements and ads will be handled by Libraries Human Resources. The Director of Administrative Services must play an active role in this recruitment effort.

#### **I. Internal Announcements:**

- Full APP posted on the Libraries web page
- A call for nominations
- APPs widely distributed to library faculty and administration

#### **II. External Announcements:**

External announcements may be placed in print publications or distributed electronically. Consider that announcement in a printed publication is a requirement for hiring foreign nationals; see Appendix F. The Search Committee will identify the appropriate electronic discussion lists and place the announcements there. Any position description abbreviated for the purposes of announcements must be reviewed by the Search Committee chair.

A lengthy list of libraries, Black and Hispanic Academic Institutions, library-related job search Web sites and other contacts for external announcements is available from the University Libraries Human Resources Manager. A selection is included below.

- A. General library publications and other publishing venues (e.g., American Libraries)
- B. Specialized library publications and other publishing venues
- C. Additional publications and venues recommended by the Search Committee
- D. Venues required to increase diversity of applicant pool
  - a. American Indian Library Association (<http://www.ailanet.org/>)
  - b. Asian Pacific American Librarians Association (<http://www.apalaweb.org/>)
  - c. Black Caucus of the American Library Association (<http://www.bcala.org>)
  - d. Chinese American Librarians Association (<http://www.cala-web.org/>)
  - e. REFORMA, the National Association to Promote Library & Information Services to Latinos and the Spanish Speaking (<http://www.reforma.org/>)
- E. Additional venues to increase diversity of applicant pool
  - African Studies Association
  - Rutgers, the State University of New Jersey
  - Douglass Campus
  - 132 George Street, New Brunswick, NJ 08901-1400 USA
  - <http://www.africanstudies.org/p/cm/ld/fid=1>
  - American Library Association
  - Committee on Status of Women

50 East Huron Street  
Chicago, IL 60611  
<http://connect.ala.org/node/64013>

Association of Research Libraries  
Office of Management Studies  
21 Dupont Circle  
Washington, DC 20036  
<http://www.arl.org/>

Black Librarians Network of NJ  
P.O. Box 1451  
Piscataway, NJ 08855  
Pamela Theus, [theusp@wpunj.edu](mailto:theusp@wpunj.edu).

Clark Atlanta University  
223 James P. Brawley Drive, SW  
Atlanta, GA 30314  
<http://www.cau.edu/>

Director, Hispanic Association of Colleges and Universities  
HACU - National Headquarters  
8415 Datapoint Dr. Suite 400  
San Antonio, TX 78229  
[http://www.hacu.net/hacu/Default\\_EN.asp](http://www.hacu.net/hacu/Default_EN.asp)  
[hacu@hacu.net](mailto:hacu@hacu.net)

Director, University of Puerto Rico  
Ponce De Leon Ave.  
Rio Piedras, Puerto Rico 00931-3300  
[www.uprrp.edu](http://www.uprrp.edu)

Diverse Issues in Higher Education  
<http://www.diverseeducation.com>

The Hispanic Outlook in Higher Education  
<http://www.hispanicoutlook.com/about.htm>

SALALM Secretariat  
Benson Latin American Collection, SRH 1.109  
The University of Texas at Austin  
Austin, Texas 78713-8916 USA  
<http://www.salalm.org/about/index.html>  
<http://www.lib.utexas.edu/benson/secretariat/>

### **III. Personal Contacts**

The active recruitment of qualified candidates should be an ongoing activity of all Library Faculty members. Use of personal contacts and networking are particularly encouraged where they might assist in generating additional applications and attracting qualified minority or other candidates. This activity might take place at national and regional meetings as well as on an informal basis. The Director of Administrative Services must play an active role in this recruitment effort.



## **Appendix C**

### **Guidelines for Telephone References**

#### **for Candidates for Library Faculty Positions**

1. E-mail the reference and arrange for a convenient time to call.
2. Before placing the call, have both the candidate's resume at hand and the prepared list of questions developed by the Search Committee. The telephone discussion must relate to the candidate's qualifications for the open position to avoid personal and discriminatory questions. (See Appendix G.)
3. An introduction is in order first, followed by the purpose for your call. Offer to call back if another time is more convenient.
4. Reassure the referee that the conversation is confidential.
5. Describe the position from the "Academic Position Profile" and briefly describe RUL to start the process.
6. Try to ask open ended informational questions rather than those that only require a "yes" or "no" answer and encourage candor. Avoid questions that are unrelated to the candidate's qualifications for the open position.
7. Before ending the call, ask the person if he or she has any questions or comments about the open position.
8. Information obtained from telephone references is recorded on a "Telephone Reference Form" provided by the University Libraries Human Resources Manager.

## **Appendix D**

### **Suggestions for Core Interview Questions**

1. Tell us about yourself
2. What goals have you set for yourself?
3. Give us an example of a challenging situation you've overcome?
4. Give us an overview of how you could contribute to this Libraries' goal of being diversity driven?
5. What are your team player qualities?
6. Could you provide some examples of how you have worked collaboratively?
7. What do you think are the three most important issues facing academic libraries today?
8. Based on what you've heard and seen thus far, what do you think is the most important thing to accomplish during your first year?
9. Why are you the best person for this position?
10. Tell us about your scholarly and research interests?

## Appendix E

### **Information to be Distributed to Candidates for Positions Within the Rutgers University Libraries**

#### **I. Information for Candidates Interviewed**

Materials to be mailed to candidates prior to the interview

A. A central packet of information is prepared and distributed by the University Libraries Human Resources Office including the following:

1. University Library Policy with Respect to the Appointment and Promotion of Library Faculty
2. Copy of the applicable Academic Position Profile
3. Interview Schedule
4. Faculty Benefits Program Information  
<http://uhr.rutgers.edu/ben/BenefitOverviewJobSeeker.htm>
5. Rutgers University Libraries system organization chart
6. New Jersey map, campus maps
7. The Vice President for Information Services & University Librarian's latest annual report
8. Short Research Assignment Application Guidelines
9. RUL Homepage Information  
<http://www.libraries.rutgers.edu/>

B. Some suggestions for additional local materials which may be added to the central packet:

1. Copy of latest issue of local campus newspaper
2. Local unit organization chart
3. Latest annual report from unit (may also include appropriate section annual report, e.g. reference, circulation, technical services, etc.)
4. Other documents that relate to specific positions

#### **II. Information for Candidate Offered Position**

These materials are made available through the Libraries Human Resources Department

1. University Policy with Respect to Academic Appointment and Promotions
2. Guidelines for Activities and Documentation with Respect to the Reappointment and Promotion of Library Faculty
3. University Libraries Policy with Respect to Qualifications for Appointment at Librarian Rank
4. University Libraries Faculty Bylaws

## Appendix F

### Consideration of Foreign Nationals as Candidates

When a foreign national is hired for a tenure-track position, the University initially sponsors the individual for a temporary H-1B visa. The employing department is then expected to initiate the “green card” (permanent residence) process shortly after the individual begins working at Rutgers.

Departments planning to conduct tenure-track faculty searches should bear in mind that if a foreign national emerges as the top candidate, Rutgers’ sponsorship of that candidate for a PERM-based (Permanent Labor Certification) green card will be possible only if the department is able to document that the search followed Department of Labor (DOL) recruitment regulations. The DOL’s recruitment regulations include some unusual requirements. For example, one of the requirements is that the faculty position must be advertised in a printed national journal—an online journal will not suffice, even if the online journal is the preeminent journal in that academic discipline. Without the ability to document a recruitment process that meets this and other very specific DOL requirements, Rutgers cannot support the faculty member for permanent residency via the PERM method.

The DOL’s complete PERM recruitment requirements are posted on the website of the Center for International Faculty and Student Services at [http://internationalservices.rutgers.edu/content/For\\_Rutgers\\_Departments/Sponsoring\\_Faculty\\_and\\_Research\\_Scholars/Recruitment\\_Requirements\\_for\\_PERM.html](http://internationalservices.rutgers.edu/content/For_Rutgers_Departments/Sponsoring_Faculty_and_Research_Scholars/Recruitment_Requirements_for_PERM.html)

Given that there is always a chance in any search that the top candidate may be a foreign national, and given that the DOL’s PERM recruitment rules begin to apply at the point the first advertisement for the position is published, it is advisable to comply with DOL rules for every tenure-track search.

## Appendix G

### N.J. DEPARTMENT OF PERSONNEL GUIDE FOR CONDUCTING PROFESSIONAL INTERVIEWS

SUBJECT	ACCEPTABLE	INADVISABLE
Availability for Overtime	Inquiries about an applicant's availability for evening and/or weekend work, provided that the inquiry is made of both male and female applicants and provided that the person now doing the job works evenings and/or weekends, or that a definite change in schedule is being implemented.	Asking this question because you think you may occasionally want the person to work evenings or weekends is not recommended. (Reason: question is likely to have an excessive and therefore discriminatory impact on applicants with families – particularly women.)
Citizenship	Whether the applicant is prevented from lawfully becoming employed in this country because of visa or immigration status. Whether the applicant can provide proof of citizenship, visa, alien registration number after being hired. Note: It's better just to show applicants an I-9 Form and explain that, if hired, they will need to provide documents showing that they can work in the US as required by The Immigration Act.	Whether <i>applicant</i> is a citizen. Any requirement that the applicant present proof of citizenship, visa, alien registration number <i>before</i> being hired. Rejecting any of the documentation deemed acceptable on the I-9 Form.
Credit Inquiries	Few, unless job related. Since this is a tricky area, check with management or the Affirmative Action Office before asking any questions. This criteria will have little effect to no effect on positions at DOP.	Inquiries about charge accounts, bank accounts, etc.

SUBJECT	ACCEPTABLE	INADVISABLE
Education	If the individual has the specific education or training required for the specific job.	General questions about high school or college degrees unless you (or your supervisor) can prove the educational degree inquired about is necessary to perform the job. Questions about education dates are also considered age sensitive.
Family Status	Whether applicant has any activities, commitments, or responsibilities that might prevent him or her from meeting work schedules or attendance requirements. Note: These questions must be asked of both men and women or of neither; it is unlawful to ask them only of women or only of men.	Whether the applicant is married/civil union or single (which is simply unlawful in NJ); number and age of children, spouse's/civil union partner's job, spouse's/ civil union partner's or applicant's family responsibilities. Any question asked only of one gender – e.g., asking only women about childcare arrangements. However, some questions that clearly will affect only women are inadvisable even if asked of both men and women applicants.
Financial Status	None	Inquiries about an applicant's financial condition. This has been found to result in discrimination against minorities since minorities on the average have a lower income than whites. Questions about home ownership or car ownership (unless owning a car is required for the job).
Conviction	Inquiry into actual convictions that reasonably relate to performing the particular job.	Inquiries into arrests, court or conviction records not reasonable related to the job or working conditions at issue.

SUBJECT	ACCEPTABLE	INADVISABLE
Height and Weight	Inquiries about ability to perform the job – without mentioning the applicant’s height or weight unless you are able to prove that a specific minimum or maximum height or weight is required to perform the job.	Any inquiry about height or weight that is not based on the actual job requirements.
Marital/Civil Union Status	None	Any questions designed to discover someone’s marital/civil union status.
Military	Inquiries about education, training, or related work experience gained in the US Armed Forces.	Type or condition of military discharge.
National Origin	Inquiries into applicant’s ability to read, write, and speak English or foreign languages when required for the specific job.	Questions about applicant’s lineage, ancestry, national origin, descent, place of birth, or mother tongue, national origin of applicant’s parents or spouse. How the applicant acquired the ability to read, write or speak a foreign language.
Organizations	Inquiries about membership in professional organizations related to the job – e.g., does the applicant for a Personnel Assistant job belong to Human Resources or Personnel Executive society?	Questions about organizations whose name or character indicates members’ economic or social class, race, color, creed, marital/civil union status, religion or national origin, or sexual orientation – e.g., country clubs, social clubs, religious clubs, fraternal orders.
Pregnancy	Inquiries about the applicant’s anticipated duration of stay on the job or anticipated absences – only if made to both male and female applicants.	Any question relating to pregnancy or medical history concerning pregnancy.

SUBJECT	ACCEPTABLE	INADVISABLE
Race or Color	None	Any questions tending to yield information about race or color.
Relatives	Name of applicant's relatives already employed by your organization or competitor. (This inquiry may become unlawful when hiring preference is given to relatives of employees at a time when minorities are considered underrepresented based on a lawful Affirmative Action Plan.)	Requests for the names and addresses of any relatives other than those working for your organization.
Religion or Creed	None	Questions about availability for overtime or weekend work (see above). Questions about an applicant's religious denomination, religious affiliation, church parish, pastor, or religious holidays observed.
Residence	Inquiries about the applicant's address, needed for future contact with the applicant.	Whether the applicant owns or rents his or her home. Name or relationship of person with whom applicant resides.