

APPENDIX A

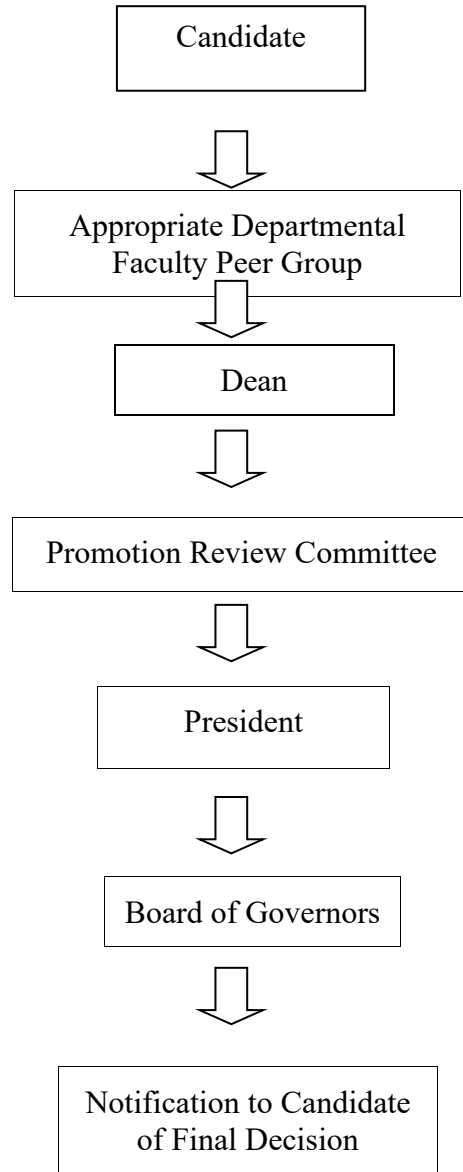
NOTICE

Deans and directors of academic units of the University must give faculty members, holding appointments for one year or more with limitation of term, written notice of non-reappointment, or of intention not to recommend reappointment:

1. Four months prior to the expiration of the first academic year of service.
2. Seven months prior to the expiration of the second year of academic service
3. Not later than twelve months in advance of the termination of the appointment in all other cases.

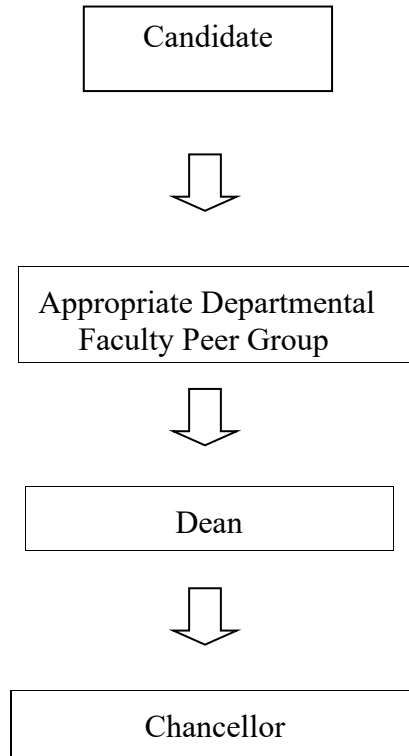
APPENDIX B

EVALUATION PATHWAY FOR ACADEMIC REAPPOINTMENTS  
AND PROMOTIONS INVOLVING TENURE OR THE TENURED RANKS



APPENDIX C

EVALUATION PATHWAY FOR TENURE-TRACK REAPPOINTMENTS TO THE  
RANK OF ASSISTANT PROFESSOR



## APPENDIX D

### UNIVERSITY POLICIES WITH RESPECT TO ACADEMIC APPOINTMENTS, REAPPOINTMENTS AND PROMOTIONS<sup>1</sup>

#### I. Introduction

Section 60.5.14(A) of Rutgers Policy states:

- A. Appointments, reappointments and promotions of tenure-track and tenured faculty may be made in recognition of accomplishments: in teaching, scholarship, and service for general teaching/research faculty and for extension specialists in the School of Environmental and Biological Sciences and/or the New Jersey Agricultural Experiment Station; in teaching, extension scholarship and service for all other extension specialists; in teaching, extension practice, and service for county agents; in teaching, scholarship and/or the arts, and service for faculty with appointments in the creative or performing arts; in librarianship, scholarship, and service for library faculty.

Non-tenure track faculty are primarily, but not exclusively, devoted to teaching, research, clinical practice, professional practice or librarianship. Appointments, reappointments and promotions of non-tenure track faculty may be made in recognition of accomplishments: in teaching, scholarship and/or service for teaching faculty; in scholarship, teaching and/or service for research faculty; in teaching, clinical practice, and/or service for clinical faculty; in teaching, professional practice, and/or service for professional practice faculty; in librarianship and service for library faculty.

The application of these criteria shall be in accordance with the University's published policy, Application of Criteria for Academic Appointments, Reappointments and Promotions, Section 60.5.15, as may be amended by the Board of Governors from time to time.

1. Teaching. Effective teaching should be a fundamental endeavor of all members of the faculty. As teachers, members of the faculty are responsible for effective instruction, whether at the undergraduate, graduate, postdoctoral, clinical, extension or continuing education level. Teaching includes classroom, field, and non-credit instruction; supervision of research, student internships, professional practice, clinical practice, theses, and doctoral dissertations; academic advising and acting as a mentor; the training of extension volunteers and paraprofessionals; the improvement and enrichment

---

<sup>1</sup> Approved by the Board of Governors on March 10, 1989, and amended on April 14, 1989, September 15, 1989, April 12, 1991, April 7, 1995 and September 5, 2014.

of course offerings and other instructional activities within the faculty member's discipline or profession; participation in interdisciplinary courses, honors courses and other special courses offered through the undergraduate colleges and other units of the University; and, the writing of textbooks and the development of other instructional materials to enhance education in the faculty member's discipline or profession. Effective teachers must demonstrate depth and breadth of knowledge in their discipline, must communicate this knowledge to others, and must give evidence of a continuing development of their knowledge so as to ensure their continued effective teaching over the duration of their appointment. They stay informed of advances and current thinking in their subject and relate them to their teaching in a meaningful and balanced way. Effective teachers communicate enthusiasm for their subject and have a responsibility to create a positive environment for learning and one that stimulates imaginative thinking. They maintain a critical attitude toward their teaching and strive continuously to improve it. Note the Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.

2. Scholarship. Active scholarship should be a fundamental endeavor of all members of the faculty. Scholarship, including basic and applied research, means in-depth study and learning in a specific field and inquiry and experimentation designed to make direct contributions to knowledge in that field. Scholarship, as measured by peer recognition of its originality, impact on, and importance to the development of the field, is demonstrated most typically by refereed publications, such as journal articles and books of high quality. Scholarship and research accomplishments are also demonstrated by the design and execution of applied research in the laboratory or in the field; through the presentation of papers at organized scholarly meetings, usually at the national or international level; through the attraction of external support or competitive fellowships and awards appropriate to the faculty member's field of study; through such activities as editing, translation, the acquisition of significant patents, the compilation of information, and the development of materials that make information more accessible to researchers, other scholars, and practitioners; and through publication in other academic or professional journals and lecturing in professional and other public forums. As the State University, Rutgers encourages appropriate applications in the discipline or profession to the issues and problems of the State and region. Such scholarship will be measured by equally rigorous standards as are applicable to all scholarship. Note the Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.
3. Service. Service includes the contributions a faculty member makes to the academic profession, to the University, and to society at large. Contributions to the advancement of the academic profession are most typically demonstrated by active participation in professional and scholarly associations; by service on editorial boards and as a reviewer of scholarly works and proposals; by participation on

expert committees, such as NIH (National Institutes of Health) research study sections, NEH (National Endowment for the Humanities) grant selection panels, research committees of the National Academy of Science, or practice committees of professional associations or institutions, and by fostering collaborative relationships with clinical agencies providing sites for clinical practice. Contributions to the effective operation of the University at all levels are most typically demonstrated by significant academic and professional service to the department, the discipline, the faculty, the undergraduate colleges, the graduate programs, the campus, or the University as a whole, through such activities as recruitment of scholars to the University, evaluation of peers, contributions as a fellow, contributions to important committees and other activities in support of the academic development of the University and the enhancement of student academic development and student life programs. Contributions to society at large are most typically demonstrated through the application of the faculty member's academic expertise and particular professional skills to the solution of international, national, state, county and local problems and by service for the public good on governmental and other special committees, boards, agencies, civic groups and commissions. Note the Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.

4. Artistic Accomplishment. The appointment of a faculty member in the creative or performing arts may permit the primary concentration of his/her efforts on scholarship, on artistic accomplishment, or on a balance between the two that is appropriate both to the artist/scholar's appointment and to the particular stage of his/her career. For faculty members with such appointments, artistic accomplishment in the fields of literature, music, art, dance, or drama, is most often demonstrated by dissemination of the artist's work through performance, publication or exhibition in professionally recognized settings, usually outside the University. The artist's work shall have an intrinsic value equal to scholarship and shall be subject to equally rigorous evaluation. Note Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.
5. Librarianship. Faculty members with appointments as librarians are required to concentrate their primary efforts on achievements, as appropriate to their appointments, in one or more of the major areas of the library profession: collection development, technical and automated services, and user services. In general, excellence in librarianship is demonstrated most typically by formal assessment by library experts, both internal and external to the University, and by faculty and other users, of the effectiveness of systems, techniques, services, materials, and collections developed, implemented, and/or administered by the librarian alone and in concert with other librarians; by the adoption of those systems, techniques, services or materials by other excellent research libraries; and through published and other written acknowledgments

of the quality of the librarian's support of the work of researchers and scholars. For example, contributions in collection development may be demonstrated by assessments of the library's holdings; contributions in technical and automated services may be demonstrated by assessments of the quality and cost effectiveness of automation, acquisition and bibliographic access functions and systems; contributions in user services may be demonstrated by assessments of the provision of assistance and instruction in the use of library and information resources, and the usefulness of library instructional aids, bibliographies, and other print and non-print finding aids. Librarians should stay informed of advances and current thinking in their major areas of librarianship and, where appropriate, in specialized subject fields, should have both a depth and breadth of knowledge in these areas, and should be able to demonstrate success in applying that knowledge directly to strengthening the library's support for the educational and scholarly mission of the University. Note Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.

6. Extension Practice of County Agents. Faculty members with appointments as county agents are required to concentrate their primary efforts on extension practice, that is, the application of knowledge to the needs of the community. Extension practice is typically demonstrated by interpretation of research results, identification of ways of applying research, achieving the adoption of improved practices by client groups, participation in the design and execution of applied research in the laboratory and in the field, identification of problems requiring investigation by researchers, and attraction of appropriate external support or awards. As a faculty member, a county agent is obligated to make his/her contributions, as described above, available to others in the profession through publication in appropriate professional journals and lecturing in professional and other public forums. Note Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.
7. Extension Scholarship. Active scholarship should be a fundamental endeavor of all members of the faculty. Faculty members with appointments as extension specialists are required, in their specific disciplines or professions, to have a mastery of the subject and to be capable of developing and implementing quality programs of instruction and/or technical assistance. Effective extension scholarship is demonstrated by the assessment of client needs; the design, implementation, and dissemination of appropriate delivery systems; the recruitment, training, supervision, and evaluation of program personnel; the evaluation of program effectiveness; and the development of appropriate funding mechanisms. Extension specialists must stay informed of advances in their fields and must demonstrate the capacity to use new and existing information in program development, to interpret research results, and to implement them into extension programs. Effective extension scholarship, as measured by peer recognition of its originality,

impact on, and importance to the development of the field is demonstrated most typically by publication in professional journals; presentation of papers at organized scholarly or professional meetings; attraction of external support; and compilation of information and development of materials that make information more accessible to researchers, other scholars, and practitioners. As the State University, Rutgers encourages appropriate applications in the discipline or profession to the issues and problems of the State and region. Such scholarship will be measured by equally rigorous standards as are applicable to all scholarship. Note Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.

8. Clinical Practice. Faculty members with appointments as clinical faculty are required to concentrate their primary efforts on clinical practice which forms the basis of their teaching. Clinical practice is typically demonstrated by the application of knowledge to direct patient or client care and to the delivery of services in the clinical setting; identification, selection and/or development of appropriate clinical sites to provide maximum opportunities for clinical practice; introduction of practice innovations that reflect cutting-edge practice modalities; interpretation and application of research results, as well as the design and execution of applied research in the clinical setting; and identification of problems requiring investigation by research faculty. As a faculty member, an individual with a clinical appointment is obligated to make his/her contributions, as described above, available to others in the profession through publication in appropriate professional journals and lecturing in professional and other public forums. Note Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.
  
9. Professional Practice. Faculty members with appointments as professional practice faculty are expected to have professional experience, or equivalent intellectual capital, in their chosen field of professional practice which enables them to bring to their work as a faculty member both a professional perspective and a knowledge of the contexts in which graduates may be employed. Professional practice faculty may be engaged in teaching classes, developing and managing applied learning opportunities such as field experience or internship, administration of academic programs, advising, and all other aspects of teaching outlined above in Section A.1. Faculty members in these positions are assigned service responsibilities that normally support teaching and student development and/or the department, the University, or the profession. Scholarly activity may or may not be required. Faculty are expected to be engaged in outreach and may be required to remain active in their field of practice. These positions are reserved for individuals who are effective teachers and whose creative work in professional practice is recognized by peers as making a significant contribution to the



field. Note Rutgers University Statement on Professional Ethics (included in Rutgers Policy 60.5.1), reproduced in its entirety below.

## II. Application of Criteria for Appointments, Reappointments and Promotions

(Rutgers Policy, Section 60.5.15)

- A. General Principles. Those faculty members who have made the most important contributions to the University and have discharged their duties with the greatest distinction will be considered for promotion. Continued growth and continued contributions are required for all ranks. Advancement to a higher rank is not automatic. The criteria described in Section 60.5.14(A) are not mutually exclusive but rather overlapping and complementary. It should be noted that the criteria are expressed in terms of the individual's accomplishments and not in terms of earned degrees, although these are important. In regard to accomplishment in teaching, undergraduate instruction may be the primary teaching responsibility of some faculty members. Other faculty members may have their primary teaching responsibility in the guidance and development of advanced degree candidates. In either instance, the criteria set forth in Section 60.5.14(A) shall apply equally.
- B. Responsibility of Department Chairs. One of the responsibilities of department chairs is to periodically evaluate members of their department and to report these evaluations as required; to see that adequate supervision, advice, and training are afforded new members of the department and other members who might profit thereby; and generally to promote the effectiveness of the department, college, and University by every appropriate means. Since these are duties required of department chairs, junior members of the staff should not hesitate at any time to discuss with their department chair the quality of their own services and the outlook for their future.
- C. Peer Review. Informed judgments concerning a faculty member's accomplishments can be made only by qualified colleagues. Such subjective judgment by persons competent to evaluate duties, responsibilities, services, and accomplishments will protect the interest of professors themselves, the department, the academic unit, the University, and the students better than any objective rating that could be devised.

### **Statement on Professional Ethics (Rutgers Policy, Section 60.5.1)**

Since the very nature of a university and its value to society depend upon the free pursuit and dissemination of knowledge and free artistic expression, all members of the faculty and teaching staff of the University, whether tenured or nontenured, full-time or part-time, are expected, whenever and wherever they engage in teaching,

research, service, professional practice or clinical practice, as well as in their research and professional publication, freely to discuss subjects with which they are competent to deal, to pursue inquiry therein, and to present and endeavor to maintain their opinions and conclusions relevant thereto. In expressing those ideas which seem to them justified by the facts, they are expected to maintain standards of sound scholarship and competent teaching.

- A. They shall conduct themselves in accordance with the standards of professional ethics, set forth in paragraphs I to V inclusive, of the following Statement on Professional Ethics adopted by the American Association of University Professors at its annual meeting in April 1966 and revised in June 1987.

#### Statement on Professional Ethics

- I. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.
- II. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for the students as individuals and adhere to their proper role as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.
- III. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

IV. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

V. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

B. Outside the fields of instruction, artistic expression, research, professional and clinical practice, and professional publication, faculty members, as private citizens, enjoy the same freedoms of speech and expression as any private citizen and shall be free from institutional discipline in the exercise of these rights. The conduct of the faculty member shall be in accordance with standards dictated by law.

III. Promotion to Associate Professor or Equivalent Ranks (Rutgers Policy, Section 60.5.16)

A. General Principles. The step in the promotion process from Assistant Professor (or equivalent rank) to Associate Professor (or equivalent rank) is critical since this appointment often involves academic tenure and means, in effect, that the University has abandoned its freedom of action with respect to the retention of a particular individual. After one has attained a tenured Associate Professorship, he or she still has freedom to resign, but the University no longer has freedom to dismiss, except as provided in Sections governing dismissal of faculty.

For this reason the greatest care is exercised in promoting faculty members to the rank of Associate Professor or equivalent ranks. To attain this rank, a person must be adjudged to be someone who can be counted on to participate with colleagues in the determination or formulation of University policy and development with respect to his or her field of scholarship. There is something rather different in kind as well as in quality to be sought in an Associate Professor as distinct from an Assistant Professor.

Except as set forth in Section B below, the following general principles shall apply to considerations for tenure and for promotion to Associate Professor, or equivalent ranks, which usually accompany tenure:

1. General Teaching/Research Faculty and Extension Specialists in the School of Environmental and Biological Sciences and/or the New Jersey Agricultural Experiment Station: For general teaching/research faculty, scholarship, including research accomplishment, is the primary criterion. Excellence in scholarship, as defined in the criterion under Section 60.5.14(A), is necessary to the achievement of tenure; effective teaching, as defined in the criterion Section 60.5.14(A), is also normally a condition for the achievement of tenure. Only in rare instances where an individual's scholarship has enabled his/her teaching to achieve national recognition, that is, to make an impressive and recognized impact on teaching in the discipline as a whole, not limited to this University, may teaching become a principal basis for tenure. Significant accomplishments in the activities specified under the criterion of service will strengthen a candidacy for tenure. Such accomplishments are expected in a member of the profession, but cannot replace scholarship and research or teaching effectiveness as a justification for tenure.
2. Faculty Members with Appointments in the Creative and Performing Arts:- For faculty with appointments in the creative or performing arts, scholarship and/or artistic accomplishment is the primary criterion. Excellence in scholarship and/or artistic accomplishment, as defined in the criteria under Section 60.5.14(A), is necessary to the achievement of tenure; effective teaching, as defined in the criterion under Section 60.5.14(A), is also normally a condition for the achievement of tenure. Only in rare instances where an individual's scholarship and/or artistic accomplishment has enabled his/her teaching to achieve national recognition, that is, to make an impressive and recognized impact on the art form or on teaching in the discipline as a whole, not limited to this University, may teaching become a principal basis for tenure. Significant accomplishments in the activities specified under the criterion of service will strengthen a candidacy for tenure. Such accomplishments are expected in a member of the profession, but cannot replace scholarship and/or artistic accomplishment or teaching effectiveness as a justification for tenure.
3. Library Faculty: For library faculty, librarianship is the primary criterion. Excellence in librarianship, as defined in the criterion under Section 60.5.14(A), is necessary to the achievement of tenure; demonstrated scholarship, as defined in the criterion under Section 60.5.14(A), is also normally a condition for the achievement of tenure. Significant accomplishments in the activities specified under the criterion of service will strengthen a candidacy for tenure. Such accomplishments are expected in a member of the profession, but cannot replace librarianship and scholarship as a justification for tenure.
4. County Agents: For county agents, extension practice is the primary criterion. Excellence in extension practice, as defined in the criterion under Section

60.5.14(A), is necessary to the achievement of tenure; effective teaching, as defined in the criterion under Section 60.5.14(A), is also normally a condition for the achievement of tenure. Significant accomplishments in the activities specified under the criterion of service will strengthen a candidacy for tenure. Such accomplishments are expected in a member of the profession, but cannot replace extension practice or teaching as justification for tenure.

5. Extension Specialists: For extension specialists, extension scholarship is the primary criterion. Excellence in extension scholarship, as defined in the criterion under Section 60.5.14(A), is necessary to the achievement of tenure; effective teaching, as defined in the criterion under Section 60.5.14(A), is also normally a condition for the achievement of tenure. Significant accomplishments in the activities specified under the criterion of service will strengthen a candidacy for tenure. Such accomplishments are expected in a member of the profession, but cannot replace extension scholarship or teaching as a justification for tenure.

- B. Non-Tenure Track Promotions Equivalent to the rank of Associate Professor: Requirements for promotion shall be established by each University department or unit for each non-tenure track title series in use in such department or unit and shall be consistent with the criteria as set forth in Section 60.5.14(A). Such criteria shall be clearly delineated by the appropriate unit (department or decanal) on its website.

IV. Promotion to Professor, Distinguished Professor, or Equivalent Ranks (Rutgers Policy, Section 60.5.17)

- A. An individual promoted to Professor (or equivalent rank) should have made substantial progress and demonstrated further distinction beyond that required at the Associate Professor level.

1. Promotion to Professor (or equivalent rank): Rigorous standards are applied for the assessment of scholarship, artistic accomplishment, librarianship, extension practice, and/or extension scholarship in consideration for promotion to Professor or equivalent ranks. However, over a number of years, tenured faculty take on a variety of roles in a University community and in their professions, and, over time, the types of contributions faculty make may appropriately change. The vitality of the University community depends on the commitment of many of its senior faculty to teaching and to its internal affairs, as well as to the expansion of knowledge. In the instance of Associate Professors who have remained in that rank for ten years after the grant of tenure, the balance among the criteria applicable to their appointment may alter to provide increased consideration to excellent and significant contributions to teaching and to service.

2. Non-Tenure Track Promotions Equivalent to the rank of Professor: Requirements for promotion shall be established by each University department or unit for each non-tenure track title series in use in such department or unit and shall

be consistent with the criteria set forth in Section 60.5.14(A). Such criteria shall be clearly delineated by the appropriate unit (department or decanal) on its website.

B. The designation of Distinguished Professor (or equivalent rank) is reserved for those faculty in the University (usually already in the rank of professor) who have achieved scholarly eminence in their discipline and fields of inquiry. The standard for promotion to Distinguished Professor is significantly higher than that applied in promotion to Professor.

1. Promotion to Distinguished Professor (or equivalent rank): The most significant area of consideration in determining promotion to Distinguished Professor for general teaching/research faculty is scholarship; for faculty with appointments in the creative and performing arts is scholarship and/or artistic accomplishment; for library faculty is scholarship and/or librarianship; for county agents is extension practice; and for extension specialists is extension scholarship. Only those faculty who have demonstrated outstanding achievement in those areas by earning significant recognition inside and outside the University are eligible for promotion to Distinguished Professor. Typically, such recognition is reflected in national and international reputation in one's discipline. Teaching and service also apply to the general evaluation of a candidate for promotion to Distinguished Professor. A candidate for promotion to Distinguished Professor should be an exemplary member of the University faculty who consistently has demonstrated a high standard of achievement in all professorial roles.

2. Non-Tenure Track Promotions Equivalent to the rank of Distinguished Professor: Requirements for promotion shall be established by each University department or unit for each non-tenure track title series in use in such department or unit and shall be consistent with the criteria set forth in Section 60.5.14(A). Such criteria shall be clearly delineated by the appropriate unit (department or decanal) on its website.

V. Term Appointments (Rutgers Policy, Section 60.5.10)

A. Non-tenure track appointments and reappointments shall be for terms of not less than one and not more than five years for non-grant funded faculty and of six months to five years for grant-funded faculty. Non-tenure track appointments and reappointments are made for these terms with the understanding that deans and directors of academic units of the University will give faculty members written notice of non-reappointment in conformity with Section 60.5.12 (formerly Book 3.3.16), the University policy on "Notice Requirements for Faculty Holding Appointments of One Year or More with Limitation of Term."

B. Tenure-track assistant professorships ordinarily carry three-year terms which are probationary. The University has indicated, by appointment or promotion to an assistant professorship, some measure of confidence in the likelihood of a person's continuing growth. The term is limited because the

promise may not be fulfilled or because the University may not be in a position to reappoint even a satisfactory assistant professor. It is ordinarily the policy of the University not to appoint an assistant professor for a second term unless there is reasonable expectation that at the end of that time there will be opportunity for further promotion, if he or she has qualified. In case of doubt, appointments for one-or two-year terms may be made. In the event of non-reappointment, a terminal year will be available at the rank of lecturer. No recommendation for promotion will be accepted in this terminal year, and its purpose is to allow the faculty member time to seek other employment.

- C. Appointments to non-tenure track assistant professorships are appointments for a single three-year term and shall carry no expectation of appointment beyond the appointment term. The title of the appointment shall be Assistant Professor AY Non-Tenure Track or Assistant Professor CY Non-Tenure Track and this title shall be used in all formal and contractual correspondence. The letter of appointment shall explicitly state the fixed term of appointment, the specific responsibilities of the position, and shall constitute the requisite termination notice. Faculty members serving as non-tenure track assistant professors are not precluded from applying for or being offered other University positions, including tenure track appointments; however, no preference is to be accorded them in the selection process for other positions. If an individual who has held a non-tenure track assistant professorship is subsequently appointed to a tenure track position, service in the non-tenure track position may be credited to service in a tenure track position only on the written request of the faculty member.
- D. Full-time appointments as clinical faculty members are non-tenure track term appointments which may be made at any appropriate rank and which ordinarily shall be for a renewable term of not less than three years. The letter of appointment for clinical faculty shall explicitly state the fixed term of appointment, non-availability of tenure, and the specific responsibilities of the position. Faculty members in clinical positions are not precluded from applying for or being offered other University positions, including tenure track appointments; however, no preference is to be accorded to them in the selection process for other positions. If an individual who has held a clinical appointment is subsequently appointed to a tenure track position, service in a full-time clinical position ordinarily will not be credited to service in a tenure track position.
- E. Lecturers are officers of instruction whose connection with the University is temporary or whose service is discontinuous. Appointments to the Lecturer title shall not exceed three consecutive years.
- F. Term appointments should be judged by the criteria applicable to the appointment as set forth in Section 60.5.14(A) (formerly Book 3.3.18), the University policy on “Criteria for Appointments, Reappointments and Promotions.”





APPENDIX E  
Rutgers University Statement on Tenure  
Adopted by the University Senate  
on November 23, 1976

I. Rutgers University adheres to the 1969 University Senate Statement entitled "Policy with Respect to Academic Appointments and Promotions."<sup>1</sup> The University understands this statement as it relates to tenure to assert that tenure is not an automatic right to be awarded to all faculty members after a suitable probationary period nor does the statement mean that advancement to a higher rank is an automatic movement. It has been and continues to be the policy of the University to consider for promotion those members of the faculty who have made the most important contributions to the University, and who have discharged their duties with the greatest distinction.

II. The University recognizes that the award of faculty tenure is not automatic and that there are two kinds of factors which must be considered in the selection process leading to tenure: (1) the application of criteria for the advancement of individual faculty members,<sup>2</sup> and (2) the determination of educational needs for faculty projected over a period of years.<sup>3</sup>

III. The determination of the educational needs of a School or College for full-time tenurable faculty should be made primarily by the faculty of the respective academic unit subject to the approval of the appropriate administrative officers whose judgment should reflect the needs of graduate and undergraduate education, including the needs of the professional and non-degree programs. These determinations should be adjusted to the fiscal resources and responsibilities of the University as set out by the Administration.

IV. The determinations require long-range planning coupled to the goals of the academic unit and require the estimation of the financial resources, enrollments, faculty turnover and attrition, and the relative needs of the programs of the school or college. The long-range planning should control the growth of programs and the number of faculty in the programs and should prevent or minimize over-expansion or reduction of faculty except through attrition.

V. With regard to the question of the distribution of tenured and non-tenured faculty, the University subscribes to the assertion of Committee A of AAUP that the "ratio of tenured faculty is itself the dynamic consequence of a complex of academic decisions and developments, each of which can be reconsidered. These include (1) the rate of growth of the institution and its faculty; (2) the fraction of those appointed initially to

---

<sup>1</sup> The University's Policy with Respect to Academic Appointments and Promotions has been revised since 1969. The current Policy is contained in Appendix D to these Instructions.

<sup>2</sup> Rutgers Policy, Section 60.5.14(A).

<sup>3</sup> Rutgers Policy, Section 50.1.9(5)

tenured or probationary positions; (3) the use of visiting faculty; (4) the use of graduate assistants; (5) the average length of the probationary period of non-tenured faculty members who ultimately achieve tenure; (6) the fraction of non-tenured faculty members who ultimately achieve tenure; (7) the institutional policy on retirements; and (8) the age distribution of the total faculty."<sup>1</sup>

---

<sup>1</sup> On the Imposition of Tenure Quotas, Statement of Committee A, AAUP, AAUP Bulletin, Vol. 59, No. 4, Winter Issue, December 1973, Washington, D.C., 1973, p. 429.

APPENDIX F-1  
SAMPLE 30-DAY NOTIFICATION LETTER  
TO INDIVIDUALS TO BE CONSIDERED FOR  
REAPPOINTMENT OR PROMOTION<sup>1</sup>

Dear (name):

I am writing to inform you that your evaluation for (reappointment/promotion) will commence in thirty (30) days. Prior to the expiration of that period, please forward to me, for use in your evaluation, one copy of the following materials: a current curriculum vitae, and any publications, manuscripts, documents, other relevant information, teaching portfolio, or personal statement you wish to be included for consideration in your evaluation. In addition, prior to the expiration of that period, please discuss with me the deadline for your submission to me of a completed Recommendation Information Form. If you wish to include a lengthy unpublished manuscript and need copying services, you should contact my office or the office of the dean. You will be charged the prevailing rate for copying services.

If you have been in the rank of Associate Professor for ten years or more after the grant of tenure, you may request to be considered for promotion under the Ten Year Rule. You must be in your 11<sup>th</sup> year or later and completed a full ten years at the rank of Associate Professor in order to avail yourself of this option. This allows for increased emphasis to excellent and significant contributions to teaching and to service. If this Rule applies to you and you wish to be considered for promotion under this Rule, please be advised that you must submit your request in writing with the materials you submit by checking the appropriate box on Form 2.

In addition, you may, if you wish, discuss with me the names of potential outside evaluators, and you may also prepare a list of individuals from whom you prefer letters of evaluation not be solicited. You must provide a written explanation for the proposed exclusion of any individuals.

If you have had time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, you may, upon written request, choose to have University evaluators, evaluative bodies, and outside evaluators informed that your record is to be reviewed in the same manner as the record of a faculty member with the normal probationary period. If you elect to do this, please complete and submit Supplemental Form 2, question 2.

Due to the COVID-19 pandemic, you may request that external evaluators be asked to appropriately take into account the impact of the pandemic on your scholarship, teaching and/or service for academic year 2019/2020 and/or academic year 2020/2021 as may be reflected in the record for review. If you elect to do this, please complete and submit

---

<sup>1</sup> Exclude paragraphs 2 and 3 from the 30-Day Notification Letter to individuals to be considered for reappointment without tenure

Supplemental Form 2, question 1. Additionally, due to the COVID-19 pandemic, you have the option of excluding teaching evaluations from the Spring 2020, Fall 2020 and/or Spring 2021 semester from your packet. If you elect to do this, please complete Supplemental Form 1. Additionally, you may also elect to address the impact of the pandemic on your productivity during academic year 2019/2020 and academic year 2020/2021 by discussing same in a written personal statement that you may include with your packet.

If you have any questions about the reappointment/promotion process, please contact me promptly. The current [Academic Reappointment/Promotion Instructions](https://laborrelations.rutgers.edu/faculty/tenured-and-tenure-track-faculty), forms and appendices can be accessed at <https://laborrelations.rutgers.edu/faculty/tenured-and-tenure-track-faculty>.

Sincerely,  
(Chairperson)

c: (Dean)

## APPENDIX F-2

SAMPLE 30-DAY NOTIFICATION LETTER  
TO INDIVIDUALS ELIGIBLE FOR CONSIDERATION  
FOR PROMOTION PURSUANT TO THE PROVISIONS OF RANK REVIEW  
*(Send to tenured faculty members who have been at least six years in rank and have not  
been evaluated for at least four years.)*

Dear (name):

I am writing to inform you that you are eligible, under the provisions for rank review, for consideration for promotion. If you request such consideration, please forward to me, within thirty (30) days, one copy of the following materials for use in your evaluation: a current curriculum vitae, and any publications, manuscripts, documents, other relevant information, teaching portfolio, or personal statement you wish to be included for consideration in your evaluation. In addition, prior to the expiration of that period, please discuss with me the deadline for your submission to me of a completed Recommendation Information Form. If you wish to include a lengthy unpublished manuscript and need copying services, you should contact my office or the office of the dean. You will be charged the prevailing rate for copying services.

If you have been in the rank of Associate Professor for ten years or more after the grant of tenure, you may request to be considered for promotion under the Ten Year Rule. You must be in your 11<sup>th</sup> year or later and completed a full ten years at the rank of Associate Professor in order to avail yourself of this option. This allows for increased emphasis to excellent and significant contributions to teaching and to service. If this Rule applies to you and you wish to be considered for promotion under this Rule, please be advised that you must submit your request in writing with the materials you submit by checking the appropriate box on Form 2.

In addition, you may, if you wish, discuss with me the names of potential outside evaluators, and you may also prepare a list of individuals from whom you prefer letters of evaluation not be solicited. You must provide a written explanation for the proposed exclusion of any individuals.

Due to the COVID-19 pandemic, you may request that external evaluators be asked to appropriately take into account the impact of the pandemic on your scholarship, teaching and/or service for academic year 2019/2020 and/or academic year 2020/2021 as may be reflected in the record for review. If you elect to do this, please complete and submit Supplemental Form 2, question 1. Additionally, due to the COVID-19 pandemic, you have the option of excluding teaching evaluations from the Spring 2020, Fall 2020 and/or Spring 2021 semester from your packet. If you elect to do this, please complete Supplemental Form 1. Additionally, you may also elect to address the impact of the pandemic on your productivity during academic year 2019/2020 and academic year

2020/2021 by discussing same in a written personal statement that you may include with your packet.

If you have any questions about the promotion process, please contact me promptly. The current Academic Reappointment/Promotion Instructions, forms and appendices can be accessed at <https://laborrelations.rutgers.edu/faculty/tenured-and-tenure-track-faculty>.

Sincerely,

(Chairperson)

c: (Dean)

APPENDIX G

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED**  
SAMPLE LETTER – PRELIMINARY SOLICITATION OF SERVICE AS EXTERNAL  
CONFIDENTIAL REFEREE  
*(may be sent via e-mail)*

Dear (name):

We are reviewing the dossier of (name), currently (tenured/untentured, rank) at Rutgers University for potential promotion to the rank of (tenured/untentured, rank). I am contacting you in my role as department chair to ask if you would be willing to review Professor (name)'s scholarly materials and provide us with a substantive and rigorous evaluation of (his/her) work.

If you agree to help, we will send you the official request, Professor (name)'s cv and samples of (his/her) research. We would need to receive your evaluation by (date), and we ask that you consider the specific questions in the cover letter as well as all of the materials that we will send you.

At this time we ask that you respond no later than (date), only to indicate whether or not you are able to participate in the evaluation. In fairness to the process, any substantive comments to be presented to our committees of evaluation must be based on a reading of the full packet of materials mentioned above.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

Your evaluation letter will be maintained in confidence as stipulated by University policy, and it is important to the integrity of our process that this request be kept confidential.

Thank you very much for considering this request.

Sincerely,

(Chairperson)

APPENDIX G-1

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS**  
SAMPLE LETTER A – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF THE GENERAL  
TEACHING/RESEARCH FACULTY

*(For individuals who are candidates for promotion to Distinguished Professor, refer to  
Appendix G-II)*

Dear (name):

The (department) of the (college/school/faculty) is considering the promotion of (tenured/untentured) (current rank and name) to (associate professor/professor) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate Professor (name)'s scholarly achievements and professional standing in comparison with colleagues in (his/her) field.

I am writing to ask if you would send me a confidential letter assessing Professor (name)'s scholarship. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of Professor (name)'s accomplishments relative to others in comparable positions in the discipline nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution.

If the candidate's scholarship features elements of public engagement--that is, it contributes to public welfare and is shared or constructed with community stakeholders--we would appreciate an evaluation of this facet of the candidate's work in terms of its rigor, impact, and integration of discipline-related expertise. Guidelines for evaluating such scholarship may be found here: <https://academicaffairs.rutgers.edu/tenure-promotion-resources>.

In addition, if you are able to comment upon Professor (name)'s teaching and/or service to the profession, or collaborations with the community, we would appreciate receiving your assessment in these areas.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of Professor (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be



concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

(Chairperson)

Enc.

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS  
SAMPLE LETTER B – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF THE GENERAL  
TEACHING/RESEARCH FACULTY AND WHO ARE BEING EVALUATED UNDER  
THE TEN YEAR RULE**

*(For individuals who are candidates for promotion to Distinguished Professor, refer to  
Appendix G-II)*

Dear (name):

The (department) of the (college/school/faculty) is considering the promotion of (tenured/untentured) (current rank and name) to (associate professor/professor) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate Professor (name)'s scholarly achievements and professional standing in comparison with colleagues in (his/her) field.

I am writing to ask if you would send me a confidential letter assessing Professor (name)'s scholarship. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of Professor (name)'s accomplishments relative to others in comparable positions in the discipline nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution.

If the candidate's scholarship features elements of public engagement--that is, it contributes to public welfare and is shared or constructed with community stakeholders--we would appreciate an evaluation of this facet of the candidate's work in terms of its rigor, impact, and integration of discipline-related expertise. Guidelines for evaluating such scholarship may be found here: <https://academicaffairs.rutgers.edu/tenure-promotion-resources>.

In addition, if you are able to comment upon Professor (name)'s teaching and/or service to the profession, or collaborations with the community, we would appreciate receiving your assessment in these areas.

Professor (name) is being evaluated under the University's "Ten Year Rule." Under the "Ten Year Rule," a faculty member who has been at the rank of Associate Professor for ten or more years after the grant of tenure may request that the balance among the criteria applicable to her/his appointment be altered to provide increased consideration to excellent and significant contributions to teaching and to service. The altered balance among the criteria has been interpreted to mean that the longer in rank after ten years, the more significance is accorded to teaching and service.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of Professor (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion.

Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

(Chairperson)

Enc.

APPENDIX G-2

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS**  
SAMPLE LETTER A – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF  
THE CREATIVE OR PERFORMING ARTS FACULTY

*(For individuals who are candidates for promotion to Distinguished Professor, refer to  
Appendix G-II)*

Dear (name):

The (department) of (college/school/faculty) is considering the promotion of (tenured/untentured) (current rank and name) to (associate professor/professor) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate Professor (name)'s achievements in scholarship and/or artistic accomplishments and (his/her) professional standing in comparison with colleagues in (his/her) field.

I am writing to ask if you would send me a confidential letter assessing Professor (name)'s scholarship and/or artistic accomplishments. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of Professor (name)'s accomplishments relative to others in comparable positions in the discipline nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution.

If the candidate's accomplishments feature elements of public engagement--that is, they contribute to public welfare and are shared or constructed with community stakeholders--we would appreciate an evaluation of this facet of the candidate's work in terms of its rigor, impact, and integration of discipline-related expertise. Guidelines for evaluating such scholarship may be found here: <https://academicaffairs.rutgers.edu/tenure-promotion-resources>.

In addition, if you are able to comment upon Professor (name)'s teaching and/or service to the profession, or collaboration with the community, we would appreciate receiving your assessment in these areas.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of Professor (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be

concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

(Chairperson)

Enc.

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS  
SAMPLE LETTER B – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF  
THE CREATIVE OR PERFORMING ARTS FACULTY AND WHO ARE BEING  
EVALUATED UNDER THE TEN YEAR RULE**

*(For individuals who are candidates for promotion to Distinguished Professor, refer to Appendix G-II)*

Dear (name):

The (department) of (college/school/faculty) is considering the promotion of (tenured/untentured) (current rank and name) to (associate professor/professor) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate Professor (name)'s achievements in scholarship and/or artistic accomplishments and (his/her) professional standing in comparison with colleagues in (his/her) field.

I am writing to ask if you would send me a confidential letter assessing Professor (name)'s scholarship and/or artistic accomplishments. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of Professor (name)'s accomplishments relative to others in comparable positions in the discipline nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution.

If the candidate's accomplishments feature elements of public engagement--that is, they contribute to public welfare and are shared or constructed with community stakeholders--we would appreciate an evaluation of this facet of the candidate's work in terms of its rigor, impact, and integration of discipline-related expertise. Guidelines for evaluating such scholarship may be found here: <https://academicaffairs.rutgers.edu/tenure-promotion-resources>.

In addition, if you are able to comment upon Professor (name)'s teaching and/or service to the profession, or collaboration with the community, we would appreciate receiving your assessment in these areas.

Professor (name) is being evaluated under the University's "Ten Year Rule." Under the "Ten Year Rule," a faculty member who has been at the rank of Associate Professor for ten or more years after the grant of tenure may request that the balance among the criteria applicable to her/his appointment be altered to provide increased consideration to excellent and significant contributions to teaching and to service. The altered balance among the criteria has been interpreted to mean that the longer in rank after ten years, the more significance is accorded to teaching and service.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of Professor (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a

parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

(Chairperson)

Enc.

APPENDIX G-3

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS**  
SAMPLE LETTER A – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF THE COUNTY  
AGENT FACULTY

*(For individuals who are candidates for promotion to Distinguished Professor, refer to  
Appendix G-II)*

Dear (name):

The Department of (Agricultural and Resource Management Agents, Family and Community Health Sciences, 4-H Youth Development) of the New Jersey Agricultural Experiment Station is considering the promotion of (tenured/untenured) (current rank and name) to (Agent II/Agent I) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate (name)'s achievements in extension practice and (his/her) professional standing in comparisons with colleagues in (his/her) field.

I am writing to ask if you would send me a confidential letter assessing (name)'s extension practice. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of (name)'s accomplishments relative to others in comparable positions in the profession nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution. In addition, if you are able to comment upon (name)'s teaching and/or service to the profession, we would appreciate receiving your assessment in these areas.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.



*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

(Chairperson)

Enc.

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS  
SAMPLE LETTER B – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF THE COUNTY  
AGENT FACULTY AND WHO ARE BEING EVALUATED  
UNDER THE TEN YEAR RULE**

*(For individuals who are candidates for promotion to Distinguished Professor, refer to Appendix G-II)*

Dear (name):

The Department of (Agricultural and Resource Management Agents, Family and Community Health Sciences, 4-H Youth Development) of the New Jersey Agricultural Experiment Station is considering the promotion of (tenured/untenured) (current rank and name) to (Agent II/Agent I) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate (name)'s achievements in extension practice and (his/her) professional standing in comparisons with colleagues in (his/her) field.

I am writing to ask if you would send me a confidential letter assessing (name)'s extension practice. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of (name)'s accomplishments relative to others in comparable positions in the profession nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution. In addition, if you are able to comment upon (name)'s teaching and/or service to the profession, we would appreciate receiving your assessment in these areas.

Professor (name) is being evaluated under the University's "Ten Year Rule." Under the "Ten Year Rule," a faculty member who has been at the rank of Associate Professor for ten or more years after the grant of tenure may request that the balance among the criteria applicable to her/his appointment be altered to provide increased consideration to excellent and significant contributions to teaching and to service. The altered balance among the criteria has been interpreted to mean that the longer in rank after ten years, the more significance is accorded to teaching and service.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

(Chairperson)

Enc.

APPENDIX G-4

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS**  
SAMPLE LETTER A – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF THE EXTENSION  
SPECIALIST FACULTY

*(For individuals who are candidates for promotion to Distinguished Professor, refer to  
Appendix G-II)*

Dear (name):

The (department) of the (college/school/faculty) is considering the promotion of (tenured/untentured) (current title and name) to (associate extension specialist /extension specialist) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate (name)'s scholarly achievements and professional standing in comparison with colleagues in (his/her) field. I am writing to ask if you would send me a confidential letter assessing (title and name)'s extension scholarship. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of (name)'s accomplishments relative to others in comparable positions in the discipline nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution. In addition, if you are able to comment upon (name)'s teaching and/or service to the profession, we would appreciate receiving your assessment in these areas.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,  
(Chairperson)

Enc.

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS  
SAMPLE LETTER B – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE MEMBERS OF THE EXTENSION  
SPECIALIST FACULTY AND WHO ARE BEING EVALUATED  
UNDER THE TEN YEAR RULE**

*(For individuals who are candidates for promotion to Distinguished Professor, refer to  
Appendix G-II)*

Dear (name):

The (department) of the (college/school/faculty) is considering the promotion of (tenured/untentured) (current title and name) to (associate extension specialist /extension specialist) (with/without tenure) effective July 1, 20\_.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate (name)'s scholarly achievements and professional standing in comparison with colleagues in (his/her) field. I am writing to ask if you would send me a confidential letter assessing (title and name)'s extension scholarship. We would especially like your evaluation of the originality and quality of (his/her) achievements, their impact upon the field, and the value of (his/her) contributions to the profession. We would also appreciate your assessment of (name)'s accomplishments relative to others in comparable positions in the discipline nationally and internationally, as well as your judgment of whether (his/her) work meets the requirement for someone being considered for promotion at your institution. In addition, if you are able

to comment upon (name)'s teaching and/or service to the profession, we would appreciate receiving your assessment in these areas.

Professor (name) is being evaluated under the University's "Ten Year Rule." Under the "Ten Year Rule," a faculty member who has been at the rank of Associate Professor for ten or more years after the grant of tenure may request that the balance among the criteria applicable to her/his appointment be altered to provide increased consideration to excellent and significant contributions to teaching and to service. The altered balance among the criteria has been interpreted to mean that the longer in rank after ten years, the more significance is accorded to teaching and service.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the prior basis of your knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of (name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 2, please insert the following:]* Also, please be advised that the record of a faculty member opting to have time excluded from the probationary period due to (i) the COVID-19 pandemic, (ii) a parental or medical leave of absence, or (iii) a leave of absence without pay, is to be evaluated in the same manner as the record of a faculty member without such an exclusion. Please note that in acknowledgement of the potential impact of the COVID-19 pandemic, Rutgers University provided opportunities for probationary faculty to exclude academic year 2019/2020 and/or academic year 2020/2021 from their probationary period, in addition to other available options to exclude time due to a leave of absence.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,  
(Chairperson)

Enc.

## APPENDIX G-II

**THE TEXT OF THIS LETTER CANNOT BE MODIFIED WITHOUT APPROVAL  
OF THE EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS**  
SAMPLE LETTER – SOLICITATION OF EXTERNAL CONFIDENTIAL  
EVALUATION FOR INDIVIDUALS WHO ARE CANDIDATES FOR PROMOTION  
TO DISTINGUISHED PROFESSOR

Dear (name):

The (department) of the (college/school/faculty) is considering the promotion of tenured (current title and name) to Distinguished Professor effective July 1, 20\_\_\_. The designation of Distinguished Professor is reserved for those selected faculty in the University who have achieved scholarly eminence in their discipline and fields of inquiry. The standard for promotion to Distinguished Professor is significantly higher than that applied to promotion to Professor (Extension Specialist/County Agent I).

The most significant area of consideration for promotion to Distinguished Professor is (scholarship/artistic accomplishment/extension scholarship/extension practice). Only those faculty who have demonstrated outstanding achievement in that area by earning significant recognition inside and outside the University are eligible for promotion to Distinguished Professor. Typically, such recognition is reflected in clearly demonstrable national and international reputation in one's discipline.

To assist the department and the University in this consideration, it is the University's practice to solicit written evaluations from specialists outside the University in the candidate's field. These letters are essential in assisting us to evaluate (title and name)'s (scholarship/artistic accomplishments/extension scholarship/extension practice) and professional standing in comparison with colleagues in (his/her) field. I am writing to ask if you would send me a confidential letter assessing (title and name)'s accomplishments in accordance with the standard described above. I would also appreciate your comments on whether (his/her) work would meet the requirements for someone being considered for promotion at your institution.

If the candidate's scholarship features elements of public engagement--that is, it contributes to public welfare and is shared or constructed with community stakeholders--we would appreciate an evaluation of this facet of the candidate's work in terms of its rigor, impact, and integration of discipline-related expertise. Guidelines for evaluating such scholarship may be found here: <https://academicaffairs.rutgers.edu/tenure-promotion-resources>.

In addition, if you are able to comment upon Professor (name)'s teaching and/or service to the profession, or collaboration with the community, we would appreciate receiving your assessment in these areas.

We would also appreciate it if you would provide us with a short biosketch, including a brief description of your areas of expertise and current research interests, and/or curriculum vitae.

Finally, please advise us of your relationship to the candidate, if any, and the basis of your prior knowledge of the candidate's work, if any.

For your information, I am enclosing a copy of (title and name)'s curriculum vitae. If you would like to have copies of any of the publications beyond those which I have enclosed, I will be happy to send them to you. Because our departmental deliberations must be concluded by (date), I would appreciate your response by no later than (date). If you are unable to respond by then, please let me know.

*[For candidates submitting Supplemental Form 2 and checking 'yes' to question 1, please insert the following but please be sure to remove any academic year not identified by the candidate on such form:]* Please take into account the impact of the COVID-19 pandemic on the candidate's scholarship, teaching, and/or service for academic year 2019/2020 and academic year 2020/2021, as may be reflected in the record under review.

I want to assure you that the University will make every effort to maintain the confidentiality of the letter you write. Let me express in advance our deep appreciation for your assistance in this matter.

Sincerely,

(Chairperson)

Enc.



APPENDIX H

SAMPLE – INVENTORY LISTING OF MATERIALS  
TO BE INCLUDED IN  
PACKAGE FOR REAPPOINTMENT OR PROMOTION

**To the Candidate:**

Please list the materials which you are submitting to the department for its review of your credentials. The list must be comprehensive and descriptive of the material submitted. Please number the materials by item and affix the Inventory Listing number to the cover or first page of the item itself. This list will assure all reviewing bodies that they have your complete package available to them.

Items included, listed separately:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

\_\_\_\_\_  
Date Received by Department

\_\_\_\_\_  
Signature of Chair or Convener & Date

\_\_\_\_\_  
Candidate's Signature & Date