

**SCHOOL OF ARTS AND SCIENCES  
DEPARTMENT OF ENGLISH  
BYLAWS**

**Abbreviations Used In These Bylaws:**

DCCA: Director of the Center for Cultural Analysis  
**DGS: Director of Graduate Studies**  
DUS: Director of Undergraduate Studies  
**EC: Executive Committee**  
EDPWC: Executive Director of the Plangere Writing Center  
EDWH: Executive Director of Writers House  
**EGF: English Graduate Faculty**  
**SAS: School of Arts and Sciences**  
**GEC: Graduate Executive Committee**  
**PII: Professor II**  
**PC: Personnel Committee**  
**TOO: Target of Opportunity**

**TABLE OF CONTENTS**

I. Membership and Voting .....	2
II. The Chair.....	2
III. Department Programs .....	3
IV. Department Centers .....	6
V. The Center for Cultural Analysis.....	7
VI. Standing Committees .....	7
VII. New Appointments .....	8
VIII. Reappointments and Promotions .....	11
IX. Adoption and Amendment .....	13

## I. MEMBERSHIP AND VOTING

1.) **Voting Members** of the Department of English shall include all persons holding the rank of Professor, Associate Professor, or Assistant Professor of English in the School of Arts and Sciences (SAS) in New Brunswick who occupy more than 50% of a line in the Department. It is assumed that where possible, voting members on leave will prepare for their voting on personnel matters by thoroughly familiarizing themselves with the relevant documents.

2.) Voting and nonvoting membership in the Department may be extended to other faculty members if nominated and approved at a Department meeting, subject to approval by the Dean of SAS. Non-voting members may attend Department meetings with the privilege of voice but not vote. (On procedures of Department meetings see Article II.6 of these bylaws.)

## II. THE CHAIR

1.) **The Chair** shall be elected subject to approval by the Dean of SAS for a three-year term, renewable by election. In the event of a vacancy, a new election shall be held for a full three-year term. Only a voting member of the department who is Professor or Associate Professor with tenure is eligible to serve as Chair. No person may serve as Chair for more than two consecutive three-year terms.

2.) Ordinarily the chair will serve a full three-year term before taking leave. If re-elected, the year's leave will not count toward the second three-year term. If the period of absence is one academic year or less, the Chair shall designate an Acting Chair. If the period of absence is longer than one academic year, the Department shall select an Acting Chair according to the procedure for selecting a Chair.

3.) In the election of a Chair, **a.)** The Executive Committee (EC) shall appoint an Elections Committee of three persons exclusive of the Chair; **b.)** Within one week of its appointment, the Elections Committee shall announce the election to the Department; **c.)** Two weeks after this announcement, the Elections Committee shall circulate lists of all eligible tenured members to those same members so that they may either leave their names on the list or remove themselves from nomination for Chair; **d.)** Within two weeks these lists shall be returned to the Elections Committee, which shall delete the names of those who have removed themselves from nomination, prepare a nomination ballot, and circulate it to all voting members; **e.)** Each voter shall indicate his or her nominee for Chair on the nominating ballot and return the ballot within two weeks; **f.)** Within two weeks of receiving the nominating ballots, the Elections Committee shall prepare and circulate to these same voting members an electing ballot that lists the three persons who received the most votes on the nominating ballot, to be returned within two weeks; **g.)** Any person who receives a majority of the votes shall be designated to the Dean of SAS the Department's choice for the Chair; if no person receives a majority of the votes the Elections Committee shall prepare a second electing ballot listing the two persons with the highest number of votes on the previous electing ballot, and the winner on this second electing ballot shall be

designated the Department's choice for Chair. All ballots shall be secret. The process of electing the Chair shall be completed by the end of the Spring semester.

4.) The Chair shall be responsible for executing the Department's policies and administering its affairs, providing regular consultation with departmental committees and regular communication with Department members. The Chair shall be responsible for preparing reports and keeping records, establishing teaching schedules, overseeing the Department's budget, supervising the Department's staff, providing liaison between the Department and the Dean of the Humanities and the Executive Dean of the School of Arts and Sciences, representing the Department on University bodies, and all other functions assigned to Chairs by University Regulations. The Chair, in consultation with the EC and in accordance with departmental policy, shall appoint all departmental committee members not designated by these bylaws as elected members, and shall endeavor to maintain broad representation on these committees. Appointments to non-tenure track positions shall be made by the Chair in consultation with the EC unless time constraints preclude such consultation, in which case the EC shall be informed after the fact of such appointments.

5.) The **Associate Chair** shall be appointed by the Chair and shall assist the Chair in executing the Department's policies and administering its affairs. The responsibilities of the Associate Chair may include managing personnel and recruiting matters, overseeing departmental elections, putting together nomination packets for awards, and developing short and long-term plans for increasing departmental resources and improving their use.

6.) Department meetings shall be called by the Chair at least once a semester, ordinarily upon two weeks' notice. Meetings also may be called upon petition of any ten voting members, who shall provide ten days' notice of any such meetings, except in emergencies. Meetings shall be conducted in accordance with general parliamentary procedure, and the Chair shall be responsible for taking and circulating minutes and for circulating a written agenda prior to the meeting. A quorum shall consist of a simple majority of tenured and tenure-track members of the Department not on leave during the semester in which the meeting is held. Issues of Department policy and procedure that are to be voted on shall be decided by simple majority vote of those present, provided that the requirement of a quorum is met.

### III. DEPARTMENT PROGRAMS

The responsibilities of the Department Chair shall be carried out with the assistance of three Program Directors. Periodically the Chair will hold Cabinet Meetings with these three Directors to facilitate clear communications and smooth operations between the Chair and the three component Programs of the Department.

1.) **The Undergraduate Program** shall be led by the Director of Undergraduate Studies (DUS), who shall be nominated by the Chair and approved by the EC. The DUS shall be responsible for coordinating undergraduate studies in English in accordance with the policies of the Department. The DUS's primary responsibility shall be to ensure the health and vitality of the undergraduate curriculum, which requires monitoring enrollments, generating reports on program needs, seeking resources to support initiatives, and overseeing faculty assignment and course scheduling to ensure that the Department meets its commitment to provide a full and diverse undergraduate curriculum for students of the School of Arts and Sciences, and to provide such offerings at suitable times and places.

A.) The DUS shall advise the Chair on faculty assignment and course scheduling for undergraduate courses in New Brunswick, enforcing Departmental policies to ensure faculty obligations to the undergraduate curriculum are met. The DUS shall be responsible for reviewing course and teaching evaluations, for overseeing student advising, and for working with junior faculty to arrange for at least one class visit annually prior to tenure.

B.) The DUS shall serve as ex-officio chair of the Undergraduate Curriculum Committee and shall be responsible for calling its meetings, for taking and circulating minutes, and for circulating a written agenda prior to them. The DUS shall represent the Department on the SAS Curriculum Committee and on all other university committees centrally concerned with undergraduate education.

C.) The DUS shall appoint, in consultation with the Chair, the Faculty Coordinators for the Honors Program, EN 219, and EN 220, providing ongoing advice and support to those working on curricular and pedagogical initiatives in these areas.

D.) The DUS shall be responsible for overseeing the training of Teaching Assistants working in the undergraduate program and for developing mentoring programs that provide ongoing pedagogical support to beginning teachers.

E.) The DUS shall oversee the scheduling and staffing of all undergraduate English Summer Session courses. The DUS shall have primary responsibility for training, mentoring, and evaluating the Summer Session Teaching Assistants.

F.) The DUS shall have primary responsibility for hearing and resolving student complaints concerning any undergraduate course in English offered in the Fall, Spring, or Summer sessions.

G.) The DUS shall be responsible for scheduling and pursuing all outreach efforts to high schools and to Advanced Placement teachers.

2.) The **Graduate Program** shall be led by the Director of Graduate Studies (DGS), who shall be nominated by the Chair and approved by the EC. No person shall serve as DGS for more than two consecutive three-year terms.

In all matters relating to his or her duties, the DGS is responsible to the Department Chair and to the Dean of the Graduate School. These bylaws, and any amendments thereto, shall be consistent with all applicable sections of the Graduate School Regulations, which shall prevail in the event of any conflict or inconsistency.

A.) **Voting Members** of the EGF shall include all tenured faculty and all tenure-track assistant professors in the Department. The title of **Affiliated Member** of the EGF may be extended to those faculty who are not voting members and who teach one or more courses in the Department if nominated and approved by members of the EGF. Affiliated members shall have no responsibilities as members of the department except those of teaching, but may if they wish attend EGF meetings with the privilege of voice but not vote.

B.) EGF meetings shall be called by the DGS at least once each semester. Meetings also may be convened upon petition of ten or more voting members. Such meetings

shall be announced at least two weeks in advance. The DGS shall be responsible for circulating to committee members a written agenda prior to each meeting of the committee, and for ensuring that minutes of the meeting are taken and circulated to committee members after each meeting. Although faculty on leave are encouraged to attend meetings of the EGF, a quorum shall consist of a simple majority of the voting membership not on leave during the semester in which the meeting is held.

C.) The DGS shall be responsible for program requirements, supervision of curriculum and instruction, examinations, approval of Ph.D. Qualifying Exam and Dissertation committees, graduate admissions, graduate placement, student review, hearing and resolving student complaints concerning any graduate course in English, and all other operating aspects of the program. The Associate DGS shall be appointed by the DGS. In addition, the responsibilities of the DGS shall be carried out with the assistance of four standing committees. Graduate student members of committees as provided for shall have privileges of both voice and vote in the business of those committees.

D.) The **Graduate Executive Committee (GEC)** shall be responsible for all matters of program policy and curriculum. It shall consist of the DGS and Associate DGS; four faculty elected by members of the Department; three faculty appointed by the DGS; and two elected graduate students. The Chair of the Department shall be an ex-officio member of the GEC with no vote. Elections to the GEC shall provide an opportunity for faculty to remove their names from the list of potential nominees. The DGS shall strive to ensure that appointments to the GEC represent the diversity of the Department as defined by sex, race, professorial rank, and academic specialization.

E.) The **Graduate Admissions Committee** shall select students to be admitted into the first-year class of the Graduate Program. It shall be led by the Director of Graduate Admissions, who shall be appointed by the DGS. In addition to this officer, the committee shall consist of the DGS, Associate DGS, and at least eight faculty members appointed by the Director of Graduate Admissions.

F.) The **Graduate Placement Committee** shall assist graduate students seeking employment on completion, or in anticipated completion, of their doctoral studies. The committee shall be led by the Director of Graduate Placement, who shall be appointed by the DGS and who shall have the discretion to appoint a number of committee members commensurate with the needs of any given year's placement requirements.

G.) The **Graduate Student Review Committee** shall meet twice a year, at the end of each semester, to review the progress of each student in the Program. It shall consist of the DGS, the Associate DGS, and three faculty members appointed by the DGS.

H.) The conditions and requirements of English graduate study are outlined in the pamphlet entitled The Graduate Program of Literatures in English. Changes in these conditions and requirements must be approved by a majority vote of the members of the EGF.

3.) The **Writing Program** shall be led by the Director of the Writing Program (DWP), who shall be appointed by the Chair of the Department in consultation with the EC. The DWP shall be responsible for coordinating all undergraduate writing courses, including courses in Business and Technical Writing, courses in the PALS program, the university's required course in

Expository Writing, and courses in basic writing skills. The DWP's primary responsibility is to ensure the health and vitality of the writing courses in the undergraduate curriculum, which requires monitoring enrollments, generating reports on program needs, seeking resources to support initiatives, hiring a teaching staff, and overseeing course scheduling to ensure that the Department meets its obligation to provide undergraduates from the School of Arts and Sciences with the opportunity to acquire critical reading and writing skills and to provide such offerings at suitable times and places.

A.) The DWP shall advise the Chair on staff assignments and scheduling for Writing Program courses, and shall be responsible for staffing all Writing Program courses in accordance with the policies of the Department. The DWP shall be responsible for regularly reviewing course and teaching evaluations and for resolving all concerns raised by these reviews. In matters relating to the employment of graduate students in Writing Program courses, the DWP shall consult with the DGS and recommend appointments to the Chair.

B.) The DWP shall serve as ex-officio chair of the program's Curriculum Committee, which shall be comprised of the program's Associate and Assistant Directors. The DWP shall be responsible for calling these meetings, for taking and circulating minutes, and for circulating a written agenda prior to them. The DWP shall represent the Department on all other university committees centrally concerned with the role that writing plays in undergraduate education.

C.) The DWP shall appoint, in consultation with the Chair, the Associate and Assistant Directors of the program, who shall be responsible for a range of duties, including the provision of tutorial support in the Writing Centers and the co-ordination of writing courses offered at the various undergraduate colleges. The DWP also shall appoint, in consultation with the Chair, the faculty member who is to serve as the Executive Director of the Plangere Writing Center.

D.) The DWP shall be responsible for overseeing the training of Teaching Assistants working in the Writing Program and for developing mentoring programs that provide ongoing pedagogical support for beginning teachers.

E.) The DWP shall oversee the scheduling and staffing of all program Summer Session courses. The DWP shall have primary responsibility for training, mentoring, and evaluating the Summer Session teaching assistants.

F.) The DWP shall have primary responsibility for hearing and resolving student complaints concerning any program course offered in the Fall, Spring, or Summer sessions.

G.) The DWP shall be responsible for scheduling and pursuing all efforts at outreach to high schools and to Advanced Placement teachers.

#### [IV]. DEPARTMENT CENTERS

1.) **The Plangere Writing Center** is devoted to the improvement of student writing at Rutgers. It is overseen by an Executive Director, who is appointed by the Chair in consultation with the DWP and the EC. The EDPWC reports to the Chair and works in concert

with the DWP to fulfill the mission of the Center, which currently occupies all of the 3d Floor of Murray Hall, save MU301. The EDPWC is responsible for the management of this space and the programming that occurs there.

2.) **Writers House** is devoted to the department's creative writing courses. It is overseen by an Executive Director, who is appointed by the Chair in consultation with the DWP, the DUS, and the EC. The EDWH reports to the Chair and works with the DWP and DUS on matters of staffing. Writers House currently occupies a cluster of rooms on the ground floor of Murray Hall. The EDWH is responsible for the management of this space and the programming that occurs there.

## V. THE CENTER FOR CULTURAL ANALYSIS

1.) **The Center for Cultural Analysis** has the dual goal of producing original research and promoting interdisciplinary scholarship on culture throughout the University. The Director of CCA reports to the Chair and is elected by the CCA Executive Board. Ordinarily, the DCCA will serve a two year term with the possibility of renewal thereafter on a yearly basis. The CCA Executive Board is comprised of at least four faculty members from the English Department and the Chair of English, who serves in an ex officio capacity without vote. Members of the CCA Executive Board serve staggered three year terms and are responsible for overseeing programming activities, including the yearly seminar, interdisciplinary courses, reading and discussion groups for faculty and graduate students, lecture and reading series, conferences, and publishing projects.

## VI. STANDING COMMITTEES

1.) **The Executive Committee (EC)** shall meet frequently, upon the call of the Chair, or of any three of its members, to discuss any matters affecting the Department. The EC shall initiate departmental policy, shall recommend any major policy changes to the Department, shall advise the Chair on implementation of policy, and shall in general represent the interests of Department members in the governance of the Department. Normally, recruitment of new tenure-track and tenured positions in the Department shall be conducted according to priorities established by the EC. The Chair shall be responsible for circulating to committee members a written agenda prior to each meeting of the committee, and for ensuring that minutes of the meeting are taken and circulated to Department members after each meeting.

A.) The committee shall consist of the Chair (ex-officio, with vote), who shall chair the committee; five elected faculty serving staggered two-year terms; and three faculty appointed by the Chair and serving staggered two-year terms. The Chair shall strive to ensure that appointments to the EC represent the diversity of the Department as defined by sex, race, professorial rank, and academic specialization. No new appointments shall be made until the new elected members are known. In addition, unless they are elected or appointed to regular committee membership, the Associate Chair, the DUS, the DGS, and the DWP shall be ex-officio members (without vote) of the EC.

B.) Procedures for election to the EC shall follow the three-part sequence of circulated documents for election of the Department Chair (Article II. 3 of these bylaws): a list from which eligible faculty may remove their names; a nominating ballot; and an electing ballot.

The nominating ballot shall consist of all eligible faculty who have not removed their names, along with notification of the number of vacancies that need to be filled on the EC; each faculty member will be asked to nominate twice that number. The electing ballot shall consist of all nominees who have received six or more nominations. Those receiving the highest number of votes on the electing ballot, in a number equal to the EC vacancies, shall be declared elected; those receiving the next highest will be alternates.

2.) The **Personnel Committee** (PC) shall be responsible for initial consideration of all departmental promotions and reappointments, with the exception of promotions to the rank of Professor II (PII) (see Article VI.3 of these bylaws). The PC shall be convened by the Department Chair, but it shall designate its own Committee chair, who shall report the Committee's recommendations to the Department faculty as a whole.

A.) The PC shall consist of the Department Chair (*ex-officio*, without vote) and six elected members, all of whom shall be tenured members of the Department and at least three of whom shall be Full Professors. Committee members shall serve staggered two-year terms.

B.) Procedures for election to the PC shall involve a nominating ballot and an electing ballot. The nominating ballot shall consist of all eligible faculty, along with notification of the number of vacancies that need to be filled on the PC; each faculty member shall be asked to nominate twice that number. The electing ballot shall consist of all nominees who have received six or more nominations. Those receiving the highest number of votes on the electing ballot, in a number equal to the PC vacancies, shall be declared elected, except that preference shall be given to the Professors receiving the highest number of votes if such preference is necessary to ensure that at least three members of the PC shall be at the professorial rank; those receiving the next highest number of votes shall be alternates.

3.) The **Curriculum Committee** shall recommend courses, curricula, and programs for majors and for other undergraduate work (except the Writing Program) in English. The committee shall also provide an ongoing forum for the discussion of pedagogical issues and problems. Committee members shall be appointed by the Chair in consultation with the DUS; both these officers shall serve as *ex officio* members (with vote) of the committee, which shall be chaired by the DUS.

4.) Additional standing committees may be established by majority vote of the Department. The Chair may establish ad hoc committees to respond to particular needs or initiatives, such as diversity in hiring or library acquisitions, with the consent of the EC. Faculty may also establish ad hoc committees by request to the chair and approval of the EC.

## **VII. NEW APPOINTMENTS**

1.) The following procedures apply to all national searches for appointments to tenure-track positions:

A.) Recruitment for tenure-track positions in the Department shall be conducted according to priorities established by the EC.

B.) In consultation with the EC, the Chair shall appoint a Search Committee Chair.

C.) After consultation with the EC, the Chair and the Search Committee Chair shall frame a job announcement and appoint members of the Search Committee.

D.) The Search Committee shall screen applications and application materials and select candidates to be interviewed for the position. Appointment packets, including letters of reference, shall be made available upon receipt for reading and evaluation by interested Department faculty, who are encouraged to inform the Search Committee of their views and recommendations.

E.) All members of the Search Committee shall participate in the interview process. With the Department Chair, these members shall select at least two candidates to be invited for on-campus visits.

F.) The Search Committee shall request these candidates to submit a representative sample of their critical and scholarly writing which shall be made available to all members of the Department. Department members shall be encouraged to read this and other available writings by the candidates, and to attend talks by the candidates as well as other related gatherings.

G.) Once the on-campus visits have been concluded, first the Search Committee and then the Department as a whole shall meet to discuss the candidates. Should the Search Committee be unanimous in its assessment, the departmental discussion will begin with a summation of the Committee's discussion and its recommendation. Should the Committee be divided in its assessment, the departmental discussion will begin with a summation of the Committee's discussion and no recommendation. After the opening discussion of the candidates by members of the Search Committee, the floor will be open for general remarks. At the end of discussion there shall be a motion regarding the ranking of the candidates. Once this motion is seconded, the Chair shall conduct the Advisory Vote:

i.) The Advisory Vote: The Chair shall conduct an advisory vote, with all voting members present at this meeting voting for, against, or abstaining. In the event that the advisory vote is unanimous, the Chair will forgo the binding vote. Should the advisory vote be divided, the Chair will hold a binding vote by secret ballot.

ii.) The Binding Ballot: Should a binding vote be necessary, the Chair shall circulate a secret ballot determining the level of support in the department for the candidate or candidates. If necessary, the balloting for the second choice shall not be conducted until the results of the first ballot are known; the balloting for the third choice shall not be conducted until the results of the second ballot are known. The Department's narrative, which shall be included in the appointment packet, shall reflect the discussion of the faculty present at this meeting. The result of the Binding Ballot shall be the one recorded in that narrative.

2.) The following procedures apply to all national searches for appointments to tenured positions:

A.) Recruitment for new tenured positions in the Department shall be

conducted according to priorities established by the EC.

B.) In consultation with the EC, the Chair shall appoint a Search Committee Chair.

C.) After consultation with the EC, the Chair and the Search Committee Chair shall frame a job announcement and appoint members of the Search Committee.

D.) With the participation of the Chair, the Search Committee shall decide which candidates shall be invited for on-campus visits.

E.) In anticipation of these visits, the Search Committee shall assemble a representative sample of the critical and scholarly writings of each candidate, which shall be made available to all members of the Department. Department members shall be encouraged to read these writings and to attend talks by the candidates as well as other related gatherings.

F.) Once the on-campus visits have been concluded, first the Search Committee and then the Department as a whole shall meet to discuss the candidates. Should the Search Committee be unanimous in its assessment, the departmental discussion will begin with a summation of the Committee's discussion and its recommendation. Should the Committee be divided in its assessment, the departmental discussion will begin with a summation of the Committee's discussion and no recommendation. After the opening discussion of the candidates by members of the Search Committee, the floor will be open for general remarks. At the end of discussion there shall be a motion regarding the ranking of the candidates. Once this motion is seconded, the Chair shall conduct the Advisory Vote::

i.) The Advisory Vote: The Chair shall conduct an advisory vote, with all voting members present at this meeting voting for, against, or abstaining. In the event that the advisory vote is unanimous, the Chair will forgo the binding vote. Should the advisory vote be divided, the Chair will hold a binding vote by secret ballot.

ii.) The Binding Ballot: Should a binding vote be necessary, the Chair shall circulate a secret ballot determining the level of support in the department for the candidate or candidates to all voting members of the Department who currently are at, or higher than, the rank at which appointment is contemplated.. The balloting for the second choice shall not be conducted until the results of the first ballot are known; the balloting for the third choice, if necessary, shall not be conducted until the results of the second ballot are known. The Department's narrative, which shall be included in the appointment packet, shall reflect the discussion of the faculty present at this meeting. The result of the Binding Ballot shall be the one recorded in that narrative.

3.) The following procedures apply to all Target of Opportunity (TOO) appointments.

A.) TOO appointments shall be considered only at tenured ranks, and, for partners, only when the "original" appointment is, or is to be, at a tenured rank. The quality of a TOO candidacy must accord with what Department faculty would require in designating a list of finalists from a national survey of the field at the given rank.

B.) On the advice of any faculty member, or on his or her own initiative, the Chair shall raise the potential candidacy for a TOO appointment with those faculty at all ranks deemed knowledgeable in the candidate's field(s) (in the case of a partner, this group shall not include the "original" faculty member). In making this inquiry, the Chair shall explain the circumstances that justify it: besides excellence, for example, a known hiring advantage and/or an issue of retention.

C.) If the response to this initial inquiry is favorable, the Chair shall conduct two polls, reporting to each constituency the results of the initial inquiry and, where relevant, any justifying circumstances: an advisory poll of all voting members of the Department and a binding poll of those faculty currently at, or higher than, the rank at which appointment is contemplated. The purpose of these polls is neither to predict a final vote outcome nor to seek a preliminary commitment to that outcome, but to discover how many faculty are willing to proceed with this candidacy, for which a two-thirds binding vote shall be the minimum needed.

D.) If the binding poll is favorable, the Chair shall contact the Dean of SAS, explain the circumstances, and ask whether a TOO line is available. If time is of the essence, the Chair may speak with the Dean at the same time that the polls are being conducted. If the polls are not favorable or if SAS funding for the position isn't currently available, the Chair shall report to the polled constituencies that the candidacy has been terminated or tabled.

E.) If the above procedures indicate that the candidacy should be pursued, the Chair shall call a meeting of the Department for full discussion of the candidacy. An Advisory Ballot and a Binding Ballot shall then be conducted according to the procedures outlined in Article V.2.F of these bylaws, except that there shall be no sequential ranking votes. The result of the Advisory Ballot shall be announced and made available for discussion by the faculty voting in the Binding Ballot, before they cast that vote, which shall be secret. The Department's narrative, which shall be included in the appointment packet, shall reflect the discussion of the faculty present at this meeting. The result of the Binding Ballot shall be the one recorded in that narrative.

## **VIII. REAPPOINTMENTS AND PROMOTIONS**

The deliberations of the PC, and its reports to the Department, shall be based on evidence relevant to personnel decisions according to guidelines set forth in the current Rutgers University "Academic Reappointment/Promotion Instructions."

1.) The following procedures apply to the reappointment of Assistant Professors to a second three-year term:

A.) The PC shall prepare reports on the candidate's teaching and service for its own deliberations and will make these reports available to tenured faculty in advance of the Department meeting.

B.) In considering each case, the PC shall add to its membership two tenured faculty (with vote) of rank appropriate to the case who have expert knowledge of the candidate's field of scholarly specialization and who shall prepare reports to be delivered to the PC and made available to the Department. These reporters on scholarship shall be appointed by the Chair of the Department in consultation with the PC.

C.) The PC shall report its findings, in the form of recommendations for action, to the tenured faculty of the Department. The tenured faculty shall read all materials provided as part of the third-year packet and vote on reappointment. Binding votes on reappointment shall be secret and shall be cast only by tenured voting members of the Department. Votes shall be reported by the Chair to the Executive Dean of SAS.

2.) The following procedures apply to promotion to the rank of Associate Professor with tenure:

A.) The PC shall prepare reports on the candidate's teaching and service for its own deliberations and will make these reports available to tenured faculty in advance of the Department meeting.

B.) In considering each case, the PC shall add to its membership two tenured faculty (with vote) of rank appropriate to the case who have expert knowledge of the candidate's field of scholarly specialization and who shall prepare reports to be delivered to the PC and made available to the Department. These reporters on scholarship shall be appointed by the Chair of the Department in consultation with the PC.

C.) A minimum of seven letters by outside referees shall be included in a promotion packet. The candidate shall be invited to suggest potential outside referees and to discuss with his or her Department Chair qualified persons from whom letters might be solicited. The candidate also may submit a list of any referees deemed personally prejudicial to the case, along with a written explanation for the exclusion of each of these people. Advised by this information and in consultation with appropriate senior faculty and the Dean of SAS, the Department Chair shall then compose a list of referees who shall be asked to write letters regarding the candidate's scholarship. In composing this list the Department Chair shall aim at an objective judgment. The list shall not include the candidate's dissertation director or other members of the dissertation committee. It may include referees from the list of people deemed personally prejudicial, but in such a case the candidate's written explanation shall be attached to the relevant letter. (The Department Chair also may attach an explanation of his or her decision to solicit that letter.) All such attachments, like the letters themselves, shall be held in confidence. If any referees decline to write letters, others from the same list shall be asked to write in their place. These letters shall be included in the candidate's promotion packet, along with a copy of Form 3-a, which lists all referees who have been asked to write letters, giving, for those who declined to write, their reasons for declining, and, for those who have written, their field expertise, their publications in the relevant field, and their relationship to the candidate.

D.) The PC shall report its findings, in the form of recommendations for action, to the tenured faculty of the Department. The tenured faculty shall read all promotion packets and vote on each promotion case. Binding votes on promotions shall be secret and shall be cast only by tenured voting members of the Department. Votes shall be reported by the Chair to the Executive Dean of SAS.

2.) Promotion to the rank of Professor shall follow the procedures for promotion to the rank of Associate Professor with tenure except that only voting members at the rank of Professor and PII shall cast binding votes (see Article V.1.D of these bylaws).

3.) Promotion to the rank of PII shall be considered by a special committee

appointed by the Chair and consisting of all Department faculty holding the rank of PII. If these number less than six, the Chair shall appoint additional PII faculty from other departments to reach a minimum committee membership of six. The Chair shall serve as ex-officio member of the committee (without vote), unless the Chair is a PII. Rather than reporting its findings to a larger faculty body in the Department, members of this special committee shall read promotion packets, deliberate, and vote on each case. In all other respects, promotion to the rank of PII shall be adapted from procedures for promotion to the ranks of Associate Professor with tenure and Professor described in this Article.

## **IX. ADOPTION AND AMENDMENT**

1.) Amendments to these bylaws shall be considered at a regular or special meeting of the Department, provided that they have been circulated at least two weeks in advance of the meeting and providing that the amendments have been moved by the EC or by ten or more voting members. If approved by a majority of the voting members present, the proposed amendments shall be adopted if subsequently approved in a mail vote by a two-thirds majority of the voting members voting.

2.) These bylaws, and any amendments to them, shall at all times be consistent with relevant sections of the University Regulations and the bylaws of SAS and the Graduate School, which shall prevail in the event of any conflict. Amendments must be submitted to the Dean of SAS and the Dean of the Graduate School within thirty days of their approval by the Department.