

RECONTRACTING AND TENURE

September 2015

Memorandum of Agreement

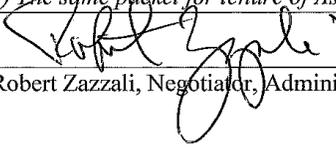
2015-2016

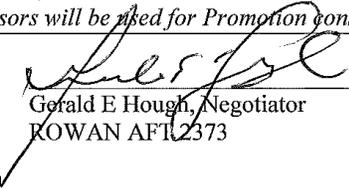
The attached document is reflective of the consultation and negotiation that has taken place and constitutes the memorandum of agreement that will be in effect for the academic year 2014-2015. Upon the request of either the Administration and/or the Union, both parties agree to revisit this Memorandum of Agreement each year during the first two implementation years to address any issues or concerns that may be raised by either party.

Significant Changes for 2015-2016:

As of 2015, significant changes are as follows:

- 1) Deleted the self-assessment form. This was redundant to the Checklist.
- 2) Updated the Application Checklist and simplified the order of items so that each section contains a self-assessment as well as plans for future growth. This negates the need for a separate section for future growth, and integrates it into each appropriate narrative.
- 3) The inclusion of peer observations and students evaluations in semester 3 and 7 for candidates hired after July 14, 2014.
- 4) Inclusion of all prior student, peer, and prior packet evaluation summaries in the teaching/professional performance section, rather at the end of the document or in the supplemental folder. By placing all prior evaluations in the document, the supplemental folder is optional.
- 5) Defined role of Department Head in process
- 6) External evaluation of scholarly/creative activity for tenure review (Assistant Professor and higher only) timeline established and starts in spring preceding the tenure packet due date to the Departmental Committee.
- 7) Professional staff and coaches are reviewed at the Senate level only for negative or split evaluations at a prior level of evaluation.
- 8) $\frac{3}{4}$ time faculty need to have 1 observation per year, not two.
- 9) The same packet for tenure of Assistant Professors will be used for Promotion consideration.


Robert Zazzali, Negotiator, Administration


Gerald E Hough, Negotiator
ROWAN AFT 2373

REVIEW CYCLES: FACULTY AND LIBRARIANS**
 CANDIDATES HIRED ON OR AFTER JULY 14, 2014

YEAR OF SERVICE	WHO REVIEWS	WHEN	FOR WHAT CONTRACT
FIRST	DEPARTMENT DEAN	SPRING	2 nd *
SECOND	DEPARTMENT SENATE DEAN PROVOST/PRESIDENT	FALL	3 rd & 4 th
FOURTH	DEPARTMENT SENATE DEAN PROVOST/PRESIDENT	FALL	5 th & 6 th
SIXTH	DEPARTMENT SENATE EXTERNAL REVIEWER DEAN PROVOST/PRESIDENT	FALL	7 th & Tenure

NOTES:

* Faculty and librarians are evaluated after they are reappointed to a second year contract by the Board of Trustees in February.

** Untenured Faculty and Librarians at the Cooper University Medical School at Rowan (CMSRU) with 1st year faculty and Probationary Librarians applying for recontracting beginning in Spring 2013 as per the side letters of agreements for AFT members at CMSRU.

REVIEW CYCLES: FACULTY AND LIBRARIANS**
 CANDIDATES HIRED PRIOR TO JULY 14, 2014

YEAR OF SERVICE	WHO REVIEWS	WHEN	FOR WHAT CONTRACT
FIRST	DEPARTMENT DEAN	SPRING	2 nd *
SECOND	DEPARTMENT SENATE DEAN PROVOST/PRESIDENT	FALL	3 rd & 4 th
THIRD	DEPARTMENT SENATE DEAN PROVOST/PRESIDENT	SPRING	5 th
FIFTH	DEPARTMENT SENATE DEAN PROVOST/PRESIDENT	FALL	6 th & Tenure

NOTES:

* Faculty and librarians are evaluated after they are reappointed to a second year contract by the Board of Trustees in February.

** Starting September 2012, untenured Faculty and Librarians at the Cooper Medical School at Rowan University (CMSRU) with 1st year faculty and Probationary Librarians applying for recontracting beginning in Spring 2013 as per the side letters of agreements for AFT members at CMSRU.

REVIEW CYCLES: PROFESSIONAL STAFF

YEAR OF SERVICE	WHO REVIEWS	WHEN	FOR WHAT CONTRACT
FIRST	SUPERVISOR(s)	SPRING	2 nd *
SECOND	SUPERVISOR DEPARTMENT COMMITTEE SENATE COMMITTEE PROVOST/VICE PRESIDENTS/PRESIDENT	FALL	3 rd & 4 th
THIRD	SUPERVISOR(s) DEPARTMENT COMMITTEE SENATE COMMITTEE**	SPRING	5 th
FIFTH	SUPERVISOR/PEERS***	FALL	6 th

NOTES:

*Candidates are evaluated after they are reappointed to a second year by Board of Trustees in February

** Only for candidates who received a negative or split supervisor or departmental committee vote.

***Candidates follow the multi-year process

EVALUATION PROCESS FOR FIRST YEAR TENURE/MULTI-YEAR TRACK EMPLOYEES *

The evaluation process for tenure/multi-year track employees who are in their first year of service will be more streamlined than the regular evaluation process; these employees will be evaluated at the departmental and dean level during the spring semester of their first year. For evaluation, the employee must provide a self-assessment on the four criteria for recontracting. (Criteria for evaluation start on page 8.) First year employees must also include a description of their future goals and plans for each of the four criteria. The department/office evaluations will consist of the department/office recontracting committee's assessment of the candidate's performance in the four criteria for evaluation.

First year tenure-track faculty must include student evaluations from at least two (2) sections from the Fall semester and one peer observation from at least one class from the Fall semester as part of their assessment of teaching effectiveness.

Following the department/office review, the Dean or appropriate administrator will review the evaluation material and provide a brief written assessment, reflecting the strengths and/or areas in need of improvement. Copies of this assessment will be forwarded to the first year employee, the Department Chair/Office Head, the Departmental Recontracting Committee Chair, and the appropriate administrator if the employee so desires or if requested by the appropriate administrator. The Dean or appropriate administrator shall agree to meet with the candidate or with the Department T&R committee to discuss the evaluation. Such a meeting may be called either by the Department T&R Committee or the Dean/administrator.

In accordance with the master contract, first year tenure/multi-year track employees will be notified of their reappointment to a second year contract in **March**. Thus, first year employees will be notified of their reappointment to a second year contract prior to the evaluation process. Reappointment to a second year contract may be **withheld or withdrawn** for *cause*, for a *change in programmatic need*, or for *fiscal reasons*.

NOTES:

- * A similar, but slightly different, process will be used for 1st year employees at the Cooper Medical School at Rowan University (CMSRU) as described in a side letter of agreement between Rowan University and AFT 2373. The time frame for evaluation and decision-making will remain approximately the same for those employees.

**CALENDAR FOR APPROVAL OF EVALUATION CRITERIA
FOR FULL-TIME FACULTY, LIBRARIANS, AND PROFESSIONAL STAFF
IN FIRST YEAR OF SERVICE**

ACTION TAKEN ON OR BEFORE*

FALL SEMESTER

Establish Departmental/Office Tenure and Recontracting Committee	Before September 15
Departmental Recontracting Committee prepares and ratifies document <i>Interpreting and Weighting of Evaluation Criteria</i>	September 25
Departmental Recontracting Committee notifies Dean of College of any recommended changes to the weighting of evaluation criteria by providing the Dean the updated criteria using the cover signature page in Appendix D.	September 25
Dean consults with Provost and President (or designees) regarding the evaluation criteria and seeks approval, approval pending modification, or rejection of the criteria	
College Dean informs Departmental Committee and University Senate Recontracting and Tenure Committee of decision regarding the weighting of evaluation criteria <u><i>for first year faculty</i></u> . Signature page as well as any suggested criteria modifications is returned to the Committee	October 9
President's designee approves Evaluation criteria and forwards to Senate office for posting/archiving <i>for first year faculty</i>	November 1
For the above, it is strongly recommended that the ratified criteria be given to the Dean for review as early as possible.	

**RECONTRACTING AND TENURE CALENDAR
FOR FULL-TIME FACULTY, LIBRARIANS, AND PROFESSIONAL STAFF
COMMON TIMELINE FOR THOSE HIRED BEFORE JULY 14, 2014**

***Third and Fourth Year Candidates (Second Year of Service) and
Sixth Year Candidates (Fifth Year of Service)***

<u>ACTION TAKEN ON OR BEFORE*</u>	<u>FALL SEMESTER</u>
Department/Office Committee reports to Senate**	October 1
Senate recontracting materials to President/Designee	November 11
Senate Committee meeting with President/Designee	December 4
President/Designee's notification to candidates	December 7
Board of Trustees' meeting	December

***Fifth Year Candidates (Third Year of Service) and
First Year Faculty/Librarians/Professional Staff***

<u>ACTION TAKEN ON OR BEFORE*</u>	<u>SPRING SEMESTER</u>
Department/Office Evaluation**	April 1
Senate Recontracting materials to President/Designee	May 1
President/Designee's notification to candidates	June 1
Board of Trustees acts on recommendations at regularly scheduled meeting.	June

- * Unless mutually agreeable between the Administration and the Union, the deadline is the business day on or before the due date
- ** Professional staff with split or negative evaluations go to Senate, otherwise the materials go directly to the President/Designee.

**RECONTRACTING AND TENURE CALENDAR
FOR FULL-TIME FACULTY, LIBRARIANS, AND PROFESSIONAL STAFF
COMMON TIMELINE FOR THOSE HIRED AFTER JULY 14, 2014**

<u>Who</u>	<u>ACTION TAKEN ON OR BEFORE*</u>	<u>DATE</u>
T	Candidates for Tenure will provide a list of external reviewers with CVs and other information to the departmental committee and Chair for vetting.	Apr 30
T	Department committee and Chair vets list of external reviewers	May 15
T	List of reviewers and CVs sent to Dean for selection	May 30
T	Dean notifies candidate, Department committee and Chair of the name of the external reviewer	Jun 15
T	Candidate sends a summary of scholarly and creative activity (assistant professor rank and higher) to external reviewer.	Jun 30
T	Candidate receives external review for inclusion in the tenure portfolio	Sep 1
A	Department updates and ratifies document <i>Interpreting and Weighing of Evaluation Criteria</i> effective for new hires only . Previous hires use ratified and approved criteria in effect at the time of hire.	Sep 25
A	Department notifies Dean of College of recommended change (if any) in the weighting of evaluation criteria effective for new hires only .	Sep 25
2,4,T	Department/Office Committee evaluation to Senate**	Oct 1
2,4,T	Senate Committee evaluation to President/Designee	Nov 11
2,4,T	Senate Committee meeting with President/Designee	Dec 4
2,4,T	Board of Trustees meeting	Dec
1	Department/Office Committee evaluation to Dean	Apr 1
1	Dean notification to candidate	Jun 1

A: All candidates

1: First year faculty/Librarians/Professional Staff

2,4: Faculty in 2nd and 4th year of service

T: Tenure candidates in 6th year of service

* Unless mutually agreeable between the Administration and Union, the deadline is the end of business on or before the due date. Exceptions to the above timeline will be considered on a case-by-case basis and mutually approved by both the Administration and Union.

** Professional staff with split or negative evaluations go to Senate, otherwise the materials go directly to the President/Designee.

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RECONTRACTING & TENURE PROCEDURES

Preamble

It is the goal of the recontracting process to identify and to encourage the professional growth of individuals who may become tenured members of the faculty or library of Rowan University or members of the University's professional staff or coaches serving under multi-year contracts. This process requires continuous Department/Office assessment of programmatic needs, a careful and fair evaluation of every candidate, and built-in guarantees that every individual's rights are fully protected.

The University expects that, in each year of the probationary period, candidates will demonstrate increased professional growth and achievement. Tenure or multi-year contracts will be offered at the end of the probationary period to those individuals of demonstrated achievement. The department/office is responsible for covering the costs of all in-house expenses related to the preparation of the candidates' materials/folder.

The University and the Union have agreed to the following processes and procedures for recontracting to be in operation during this academic year.

1. Evaluation Criteria. Weighting and Responsibilities for All Probationary Staff

The processes described herein and in accordance with the State/Union Agreement shall evaluate all probationary members of the bargaining unit. While different manifestations of the work in the different categories of Teaching Effectiveness or Professional Performance for Professional Staff and Librarians; Scholarly and Creative Activity or Professional Development as appropriate to category; Contribution to University Community; and Contributions to the Wider and Professional Community may emanate from a single work or activity of a probationary staff member, identical work or activity of a probationary staff member should, for purposes of documentation, **not be counted in more than one category. The evaluation criteria developed in the first year of service between the probationary member and his/her immediate supervisor shall stay in effect for the duration of the probationary period.**

1.1 Criteria for Evaluation of Probationary Employees:

1.11 Probationary Faculty (see Appendix A)

1.111 Appropriate Teaching Effectiveness (see 1.1, Appendix A)

1.112 Appropriate Scholarly and Creative Activity (Faculty; see 1.2A, Appendix A)
OR Professional Development (Instructors; see 1.2B, Appendix A)

1.113 Contribution to the University Community (see 1.3, Appendix A)

1.114 Contribution to the Wider and Professional Community (see 1.4, Appendix A)

1.12 Other Probationary Employees

The achievements should be considered under the category or categories most nearly applicable, since the criteria are not mutually exclusive.

1.121 Appropriate Professional Performance

- Effective professional performance as established in 3.0 (librarians) or 4.0 (professional staff) below; or
- Effective coaching performance, as established in 5.0 below.

1.122 Appropriate Professional Development (e.g., professional development activities appropriate to librarians, professional staff, or coaches).

1.123 Contribution to the University Community (see 1.3, Appendix A)

1.124 Contributions to the Wider and Professional Community (see 1.4, Appendix A)

1.2 Weighting of Criteria

Unless a different ranking is mutually agreed to between the employee and the Department/Office Committee, the criteria shall normally be weighted in the *order* listed above (1.111-1.114; 1.121-1.124). The Department/Office Committee shall clearly specify in writing the basis for any deviation from the normal weighting. If such change is recommended, it shall be utilized only with the concurrence of the College Dean and with the approval of the Provost, and be approved during the *first year of service* as outlined below. In any case, teaching effectiveness/professional performance must be the most heavily weighted criterion.

1.21 Procedure for approving evaluative criteria

- Departments, in collaboration with first year probationary members, develop the evaluative criteria that the member will be evaluated under during the probationary period. This should include expectations and appropriate forms of accomplishments in: professional service, scholarly and creative activity or professional development (as appropriate), service to the university community, and service to the wider and professional community.
- The developed criteria will be provided along with the signature cover sheet in Appendix D to the Dean/Supervisor for discussion and approval.
- The Dean/Supervisor will then send the revised evaluation criteria to the President/Provost or his/her designee for discussion and final approval.

The final approved criteria and signatures will be sent both to the candidate as well as the Senate office for posting and archiving.

2. Procedures

2.1 Full-Time, Tenure-Track Faculty

Demonstration of achievement during the first two years of probationary service will focus principally on **teaching effectiveness**. During their third and fourth years of service, probationary faculty should demonstrate excellent teaching and should also present evidence of success in scholarly and creative activities. During the first four years, probationary faculty should also show a developing record of contributions as described below (2.11113 and 2.11114) that will, by the fifth year, be at a level demonstrating readiness for tenure. By the middle of the fifth year of service, faculty who seek a tenure appointment should be able to demonstrate evidence of excellence in teaching, and scholarly and creative activities, and have evidence of contributions at a level of quality appropriate for a positive tenure decision. Appendix A provides specific information about the definitions of teaching, scholarly and creative activity, and contributions, as well as the characteristics of excellence, and supporting evidence for each category.

2.11 Candidate Responsibilities

2.111 Recontracting Files – Probationary faculty must compile and include the

following items in a recontracting file:

- 2.1111 *A self-appraisal of performance* in all categories which would include an analysis and discussion of the following:
 - 2.11111 Teaching Effectiveness. Employees' documents regarding teaching should include
 - A) Candidate's narrative (See Appendix A, 1.13A).
 - B) Summary of student responses and candidate's analysis of the responses (See Appendix A, 1.13B. and checklist for placement)
 - C) Colleague assessment of candidate performance (See Appendix A, 1.13C. and checklist for placement)
 - D) Additional documents (See Appendix A, 1.13D.)
 - 2.11112 Scholarly and Creative Activity Employees' documents regarding scholarly and creative activity should include a discussion of the candidate's research, publications, presentation of scholarly papers, exhibitions, performances, or other scholarly activities. (See Appendix A, Section 1.2A.)
 - 2.11112a Professional Development
For individuals who are expected to maintain currency in their discipline through professional development, documents regarding these activities will be provided (See Appendix A, Section 1.2B)
 - 2.11113 Contributions to the University Community
Employees' documents regarding contributions to the University Community should include a discussion of service on Department, College, and University-level committees, development of new courses or programs, related duties, etc. (See Appendix A, Section 1.3)
 - 2.11114 Contributions to the Wider and Professional Community Employees' documents should include a discussion of leadership or membership in professional organizations, participation in conferences, speeches, consultancies, service to the community, etc. (See Appendix A, Section 1.4.)
- 2.1112 A description of goals and plans for future professional development and an evaluation plan to measure the candidate's success in reaching these goals.
- 2.1113 Copies of all prior evaluations, including evaluations by the Department/Office Committee, the University Senate Recontracting and Tenure Committee, the Dean, the Provost, and the President. For faculty, summaries of prior student responses

should be included. If the faculty member so chooses, data may be gathered from summer sessions.

2.1114 Report from an external reviewer for sixth-year review candidates for tenure only (Assistant Professor rank and higher).

2.1114.1 Candidates will submit a list of no less than three potential external reviewers to the Department Chair/Head. These potential reviewers must be tenured faculty members in related departments at accredited four-year universities and medical schools. They must have expertise in the scholarly area of the candidate, and not have any conflicts of interest such as but not limited to former students, supervisors, co-authors, collaborators, spouses or relatives. A CV, resume, or other documentation of professional experience that verifies that the person listed meets the criteria as described above must accompany each name.

2.1114.2 The external reviewer will be asked to review the scholarly and creative activity for those of Assistant Professor rank or higher. The reviewer may discuss the likelihood of future impact or productivity. The candidate will consider the external review as having a similar role as peer observations for professional performance.

2.1115 A copy of the job announcement from which the candidate was hired. The candidate should include in his or her self-assessment how he or she has met the expectations outlined in the job announcement. Deviations from the job description should be addressed in the narrative.

2.1116 A Supplemental file may be created to include all additional materials, including all items deemed by the employee to be pertinent.

2.112 The candidate must cooperate with the Department Recontracting Committee in the process used to obtain perceptions of teaching/learning.

2.113 Terminal Degree Requirement (faculty)

For faculty who do not hold the appropriate terminal degree or its equivalent, no reappointment shall be made to the fourth year unless the Board of Trustees of the University determines that, for rare and exceptional reasons, reappointment is necessary to support the mission of the University.

2.114 The completed copies of the file submitted for recontracting will be retained by the candidate from year to year until the candidate has received an appointment leading to tenure.

- 2.115 Where observations are used, both the observer and the observed candidate must sign and date the observations.
- 2.116 It is the candidate's responsibility to provide *the original file and a supplemental folder (if used) to the University Senate Office, as well as a PDF copy of the file* to the University Senate Recontracting and Tenure Committee. It is strongly encouraged that the Department Committee members, in collaboration with the Faculty Center, assist first and second year candidates in the assembling of their recontracting materials.
- 2.117 It is the candidate's responsibility to number the pages of the recontracting file and collate the pages in the order indicated in the appropriate checklist provided by the University Senate.

2.12 Candidate Rights

In addition to participation in all departmental decisions and in addition to other rights, probationary faculty members have the right:

- 2.121 To participate in the department meeting held to formally ratify the document interpreting the criteria to be utilized in evaluating candidates for recontracting, and to receive approval in writing from the Administration on or before **October 9 in the first year of hire.**
- 2.122 To petition department peers to accept qualifications as to education and experience to be adjudged as equivalent to the academic requirements at a particular rank.
- 2.123 To participate in the department meeting held to elect a Department Recontracting and Tenure Committee.
- 2.124 To participate in the department discussions to determine the method of colleague assessment and student evaluations that will be utilized in the evaluation process and to mutually agree with the department recontracting committee on the appropriate individuals and times to administer these processes.
- 2.125 To mutually agree with the Department Committee to authorize faculty to make observations and collect student evaluations.
- 2.126 To request additional observations beyond the minimum required.
- 2.127 To be observed by no more than two persons at a time.
- 2.128 To have ample time to review each evaluative report from any committee and individual that is included as part of the evaluation process. Further, to have the opportunity to append comments to each report which will be included as part of the recontracting file and to affix one's signature and date on evaluative reports to indicate that one has reviewed them.

2.129 To request early tenure. While one may petition the President directly for early tenure consideration, inasmuch as the support of the department and Dean are important in these matters, candidates are encouraged to consult with their Department and Dean prior to formally requesting early tenure consideration by the President. Early tenure is an administrative determination, and one must serve at least two (2) consecutive years at the University before early tenure may be granted.

2.130 To select and approve the external reviewer used for the purposes of evaluating professional performance, scholarly and creative activity, and professional development.

2.2 Full-Time Temporary Faculty and Professional Staff

Full-time temporary faculty members have the same rights and responsibilities as tenure-track faculty. Full-time temporary professional staff members have the same rights and responsibilities as multi-year track professional staff and will follow the procedural process described in section 4.

The Master Contract requires that the normal evaluation procedures be used for the review of full-time temporary employees up to and including the first administrative level (Article XIII, D). The following process for the evaluation of full-time temporary employees will apply:

2.21 Full-time temporary employees will receive a full review at the Department/Office level following the same procedure that is used for the evaluation of tenure/multi-year track, probationary candidates.

2.22 Evaluative materials will then be transmitted to the appropriate Dean by the Chair of the Department Recontracting and Tenure Committee. The Senate Recontracting and Tenure Committee is **not** part of the evaluative process for temporary appointments.

2.23 The Dean will review the evaluation materials and will forward these materials to the Provost together with an evaluative letter. The temporary full-time employee will also receive a copy of the letter.

2.24 The following calendar will be used for the evaluation of temporary, full-time employees:

April - Departments that have full-time temporary employees conduct an evaluation review.

May/June - Deans review department evaluation materials. (College Dean sets date with Department/Office for receipt of materials.)

2.3 Part-Time Faculty and Professional Staff

2.31 Part-timers on continuing lines shall be reviewed each year during their first **three years of consecutive service**. This evaluation will consist of a departmental review that will be streamlined and focus principally on their

professional performance. For faculty, this will require student evaluations and peer observations from at least one section during a given year.

- 2.32 Following the Department/Office review, the Dean or appropriate administrator will review the evaluation material and provide a brief written assessment, reflecting on the strengths and/or areas of improvement. Copies of this assessment will be forwarded to the employee, Department Chair/Office Head, and appropriate Vice President. The employee will be provided an opportunity to meet with the Dean or appropriate administrator if he/she so desires or if requested by the Dean or appropriate administrator.
 - 2.33 The timetable for the evaluation process will be the same as the timetable for first year employees (i.e., department review -- April; Dean's review --May).
 - 2.34 After the third year of consecutive service and evaluations, part-time employees shall be formally evaluated **once every three years** in accordance with the process and timetable described.
 - 2.35 The University retains the right to deny the reappointment of a part-time employee for cause, for programmatic need, or for fiscal reasons.
- 2.4 Department Responsibilities (In the absence of a department structure, an academic program or other functional equivalent of a department within a college shall perform the duties of a department.)
- 2.41 Prepare a Document Interpreting and Weighting Evaluation Criteria
Before the evaluation of candidates (see page 5 for the specific date), the Department (including part-time faculty and staff) will prepare or review and then formally ratify a document interpreting the evaluation criteria to be utilized in evaluating candidates for recontracting. This document, along with a signed cover sheet from Appendix D, must then be sent to the Dean and Provost for final approval. Should the Dean and/or Provost object to the proposed weighting or interpretation of the criteria, they must meet with the department and candidate(s) to resolve the objection. After final acceptance, a copy of the criteria with all signatures should be submitted electronically to the University Senate office for archiving.
 - 2.42 Discuss Equivalency
If a candidate requests that the department consider equivalent qualification, the department must consider the request. If faculty members present qualifications as to education and experience that their departmental peers judge to be equivalent to the academic requirements normally requisite for recontracting at a particular rank, although not corresponding to the letter, such individuals may be recommended for such recontracting. Once applied, through all levels of the recontracting process (including administrative level), the determination of equivalency for a particular candidate shall not be altered by the department, University, or subsequent Departmental Tenure and Recontracting Committees during that candidate's probationary period.

- 2.43 Elect a Department Recontracting Committee
- 2.431 All faculty (including full-time and 3-4-time temporary faculty) in each Department shall elect a committee responsible for evaluating and recommending department faculty who are candidates for recontracting. ***It is strongly encouraged that committees be formed as early as possible in order to mentor and advise probationary members preparing recontracting documents for fall submission deadlines.***
- 2.432 Department Recontracting Committees shall be comprised of tenured, in-unit faculty only.
- 2.433 There shall be no fewer than three members on the committee, and preferably an odd number of committee members.
- 2.434 Insufficient Number of Tenured Faculty: In the event a department has less than three tenured faculty, the Chairperson or Head of the Department shall request and receive from the University Senate Committee on Committees a list of tenured faculty throughout the University **willing to serve on interdepartmental recontracting committees**. All tenured members of the Department should serve on the Department Recontracting Committee, and the Department will elect the balance of its committee from the list provided by the Senate Committee. The inter-Department Committee thus formed will operate in accordance with the provisions of this agreement for Department Committees.
- 2.435 Department Committee members cannot serve on the Senate Recontracting Committee.
- 2.436 Joint appointment candidates. In instances where a candidate has split duties between departments or offices, the recontracting committee should preferably be comprised of a subset of recontracting committee members from each department/office. The composition of the joint committee should be clearly defined in the evaluation criteria, and should specify the Chair/Head/Supervisor/Dean of record for purposes of recontracting, tenure, and reappointment. These individuals will make the final determination in all personnel decisions.
- 2.44 Specify the Role of Chairperson or Department Head: The Department Chairperson shall be included in the evaluative process; the role and specific function of Department Chairperson/Head in the evaluation of probationary faculty will be established by the faculty in each department. While both a Department Chairperson and Department Head can serve on the recontracting committee, only an in-unit Chairperson can serve as Chair if elected by the committee.
- 2.45 Specify criteria for classroom observations to be uniformly applied and developed for the department's records a written statement describing the process and rationale for the use of the method of classroom observations.

- 2.46 Consult with the candidate for recontracting regarding his/her determination of the process and forms to be used for obtaining student perceptions of teaching/learning process.
- 2.5 Department Chairperson/Head Responsibilities
- 2.51 If there are any candidates to review for recontracting, a department meeting including all department (unit) members must be called and held early in the fall semester (see page 5 for specific date) and before the evaluation of candidates, to:
- 2.511 Ratify the Interpreting and Weighting the Evaluation Criteria document to be utilized in evaluating candidates for recontracting and submit the document to the College Dean for approval;
- 2.512 Elect a Department Recontracting Committee;
- 2.513 Specify the function of the Department Chairperson or Head in the recontracting process; and
- 2.514 Specify criteria for observation, which must be uniformly applied.
- 2.515 Verify the qualifications and eligibility of the proposed external reviewers for tenure candidates at Assistant Professor rank and higher, notify the candidate of any individuals who are not acceptable for replacement, and provide the list of vetted candidates (with CVs) to the Dean for selection and approval of the external reviewer.
- 2.516 If the Dean or equivalent rejects all external reviewer candidates in the list, he or she must provide justification for why each reviewer is unacceptable (based on the qualifications of the reviewer or identified conflict of interest) to the Department Chair and Recontracting Committee, and the Committee in collaboration with the candidate will provide an additional list of at least three reviewers. If a disagreement arises between the Dean (or equivalent) and the Departmental Recontracting Committee, the Provost (or equivalent) will mediate a solution or equivalent that preserves the candidate's right to participate in the selection of his or her external reviewer.
- 2.52 The Department Chairperson/Head must perform his/her role in the recontracting process as specified by the members of the department.
- 2.6 Department Tenure and Recontracting Committee Responsibilities and Procedures (see item 2.43 for procedures for electing the members of this committee)
- 2.61 At the first meeting, committee members shall elect a chairperson.
- 2.62 Evaluations and recommendations of the Departmental Recontracting

Committee shall be guided by the provisions of Section 1.1 and 1.2 of this agreement.

2.63 Any method of colleague assessment must be consistent with the requirements of the State/Union contract.

2.64 Assessment of Teaching Effectiveness

The process used by the Department Recontracting Committee for assessing teaching effectiveness shall include two basic components: the candidate's description of goals and evidence of success in realizing these goals. Evidence of success shall consist of:

- The candidate's own perceptions.
- His/her analysis of student perceptions of the teaching-learning experience, and
- Colleague assessment of the candidate's teaching effectiveness as described below.

2.641 The Department Recontracting Committee's evaluation of a candidate's teaching effectiveness will include the use of classroom observations of the candidate's teaching when such teaching is part of the candidate's normal job description. This does not preclude the use of other equally valid means of assessing teaching effectiveness.

2.642 Observations (where classroom observations are utilized):

2.6421 Specific criteria for observations which must be formulated by each department and uniformly applied (sec. 2.45). When direct observation is utilized, faculty candidates shall be observed by Department Committee members as described below until tenure has been attained.

2.6422 Number of Observations

- Department T&R Committees must arrange for candidates to be observed at least once each semester during the probationary period. Candidates should include reports of one peer observation for every semester since their previous evaluation. Observations should be included as follows:

FACULTY HIRED BEFORE JULY 14, 2014	
Application Packet	Peer Observations performed during
1 st Year	Semester 1
2 nd Year	Semester 2
3 rd Year	Semesters 3, 4, 5
5 th Year	Semesters 6, 7, 8

FACULTY HIRED AFTER JULY 14, 2014	
Application Packet	Peer Observations performed during
1 st Year	Semester 1
2 nd Year	Semester 2
4 th Year	Semesters 3, 4, 5, 6
6 th Year	Semesters 7, 8, 9, 10

- If a Department T&R committee has not performed a peer observation on a candidate during a semester, they must arrange for two peer observations to be performed in the subsequent semester (at least one of which must be completed in the first half of the semester)
- Additional observations may be requested by the candidate.

2.6423 Written, dated, and signed reports of each observation shall be given to the candidate in a timely fashion, preferably within two (2) calendar weeks of each observation.

2.6424 The candidate shall sign and date each observation report to signify that he/she has seen it and has had an opportunity to append any comment or response he/she wishes. Every person observing the candidate for this purpose shall be available for discussion of the observation with the candidate within a reasonable time following the observation. The written reports of the observation are to be included in the committee report.

2.6425 Candidates who have divided assignments involving more than one area of performance shall be observed and evaluated separately in each area consistent with section 2.436.

2.65 Student Responses

For teaching faculty, there shall be a process of obtaining student perception of the teaching/learning experience as part of the assessment of any candidate for recontracting and to assist the candidate in developing a self-assessment narrative.

Student perception of the teaching/learning experience will be collected by the Department Recontracting Committee in any two (2) sections once per semester during the last five (5) weeks of the fall and spring semesters (including finals week) or during the last week of the summer session of the current recontracting period. This will be done throughout probationary service. In the case of a candidate who has less than a 4/4 time teaching load, student evaluations will be administered in sections which represent at least 50% of the total teaching load. In any case, the candidate must submit at least one set of student evaluations and must indicate the total number of load hours assigned to teaching during each semester on the load sheet in the appendices. This material must be included in the candidate's recontracting folder.

(Notes: The classes selected for student input must reflect the candidate's primary area of teaching responsibility unless mutually agreed between the candidate and the Department. In addition, it is a violation of best practices in evaluation for candidates or individuals collecting evaluations to offer incentives to increase student participation in the review process).

Candidate folders should contain all prior student evaluation summaries, and a detailed narrative on the results of the following summaries as follows:

FACULTY HIRED BEFORE JULY 14, 2014	
Application Packet	Student evaluations performed during
1 st Year	Semester 1
2 nd Year	Semester 2
3 rd Year	Semesters 3, 4, 5
5 th Year	Semesters 6, 7, 8
FACULTY HIRED AFTER JULY 14, 2014	
Application Packet	Student evaluations performed during
1 st Year	Semester 1
2 nd Year	Semester 2
4 th Year	Semesters 3, 4, 5, 6
6 th Year	Semesters 7, 8, 9, 10

2.651 Procedures for Collection and Utilization of Student Responses
(see Appendix B)

2.66 Committee Report for All Probationary Employees

2.661 After carefully considering the applicant's portfolio and the comments of the external reviewer on the appropriateness of the candidate's scholarly accomplishments (if applicable), the Department Committee will conduct a vote on the applicant's request for recontracting and/or tenure. Department committees must report a numerical vote, and include a minority report with reasons for any negative or abstaining votes. If the candidate's job duties has deviated from the duties and expectations outlined in the job description, the committee should explain the necessity and appropriateness of the changes in terms of departmental, college, university, and/or programmatic needs.

2.662 The Department Committee must include in its report to the University Senate Recontracting and Tenure Committee a complete and thorough discussion of the employee's demonstration of meeting all of the evaluation criteria.

2.663 In the event that a Department Chairperson in the teaching faculty is non-tenured, he/she shall be absent from the deliberations of his/her own candidacy.

2.664 The candidate shall be provided the opportunity to respond to any recommendations of the Department Committee, and such responses shall be forwarded with the committee materials when submitted to the University Senate Recontracting and Tenure Committee or Dean. While the candidate can share his/her responses with the Committee (and Department Chair/Head if

appropriate), there is no requirement for the candidate to do so.

- 2.67 Each candidate shall meet with the Department Committee (and Department Chair/Head when appropriate) to discuss the candidate's evaluation and recommendation at least 24 hours prior to transmittal of the candidate's folder to the next level of review.
- 2.68 Reporting to the University Senate Tenure and Recontracting Committee:
 - 2.681 Evaluations, recommendations, and the numerical vote of the Department/Office Committee on each candidate for recontracting shall be submitted on the forms appended to this report.
 - 2.682 The Department/Office Committee report **MUST** include a statement that explains the reasons for the particular recommendation of the Committee. Any recommendations involving a "split" vote shall include a minority report with reasons for any negative or abstaining votes.
 - 2.683 The members of the Department Committee are strongly encouraged to assist the candidate in assembling *the original recontracting file, the supplemental folder (if used), the PDF file of the original recontracting file (including signatures), and in transporting/transmitting these reports to the University Senate Recontracting and Tenure Committee* in accordance with the stipulated deadlines and guidelines.

3. Librarians

Demonstration of achievement during the first two (2) years of probationary service should focus principally on effective professional performance. During the third and fourth years of service (and fifth for hires after July 14, 2014), probationary librarians should demonstrate effective professional performance and should also present evidence of professional activities in the library profession or their subject specialty. During the first four (4) years, probationary librarians should also show a developing record of contributions that will, by the fifth year (sixth year for hires after July 14, 2014), be at a level demonstrating readiness for tenure. By the middle of the fifth (or sixth) year of service, librarians who seek a tenure appointment should be able to demonstrate: evidence of excellence in their field of librarianship, scholarship and creative activity or professional development, professional activities, and evidence of service contributions at a level of quality appropriate for a positive tenure decision.

- 3.1 For the purposes of this agreement, librarians with less than five years service to the University (six for hires after July 14, 2014) will follow an evaluative process similar to that set forth for members of the teaching faculty (see section 2.4).
- 3.2 The Associate Provost for Library Information Services shall be responsible for the functions listed under section 2.5 except for the elements assigned to the a designee.
- 3.3 The Assistant Director for the area to which the candidate is primarily assigned shall fill the role equivalent to the department chair, sections 2.513 and 2.52. However, if there is no

Assistant Director or the position is not occupied, then the Chair of the Library Services Tenure and Recontracting Committee (LSTRC) will serve in that role.

- 3.4 The recommendations of the Committee shall be forwarded to the University Senate Recontracting and Tenure Committee, and then to the Associate Provost for Library Information Services, using the dates listed on page 5.
- 3.5 After carefully considering the applicant's portfolio, the LSTRC will conduct a vote on the applicant's request for recontracting. The LSTRC must report a numerical vote, and include a minority report with reasons for any negative or abstaining votes.
- 3.6 The candidate shall be provided the opportunity to respond to any recommendations of the LSTRC, and such responses shall be forwarded with the committee materials when submitted to the Associate Provost for Library Information Services. While the candidate can share his/her responses with the LSTRC, there is no requirement for the candidate to do so.

4. Full-Time, Multi-Year-Track Professional Staff

For members of the professional staff, demonstration of achievement during the first two years of probationary service should focus principally on effective professional performance. During the third and fourth years of service, probationary staff should demonstrate effective professional performance and should also present evidence of professional development and contributions related to their area(s) of expertise. By the middle of the fifth year of service, professional staff seeking a multi-year contract should be able to demonstrate:

- Evidence of excellence in professional performance, professional development, and evidence of contributions at a level of quality appropriate for the award of a multi-year contract.

- 4.1 Professional Staff candidates have the same rights and responsibilities as faculty. Professional Staff with teaching responsibilities *as part of their job description* must have the assessment of their teaching effectiveness reviewed as so stipulated in this agreement.
- 4.2 Professional Staff with less than five years
Any member of the professional staff in-unit who has served at the University less than five years shall be subject to the processes contained in this agreement.
- 4.3 Professional Staff with five years or more
Professional Staff who have served at the University for five years or more shall be eligible for initial multi-year appointment and shall follow the local agreement on multi-year appointment and reappointment.
- 4.4 Lists of Professional Staff
The University will provide the committees evaluating professional staff (non-managerial) and the Union with an accurate list of such professional staff and their respective out-of-unit supervisors on or before **August 1**.
- 4.5 Professional Staff Office Committees

- 4.51 Professional Staff Applications are only reviewed by the Senate Tenure and Recontracting Committee when there is a split or negative recommendation at a prior level of evaluation
- 4.52 In the case of a member of the Professional Staff whose assignment is largely or totally within an academic department(s) or library, the candidate shall be evaluated by a committee of the department(s) involved. The committee must be comprised of tenured individuals. The process shall be analogous to that established by the department(s) for members of the teaching faculty; however, criteria for evaluation shall be developed jointly by the committee and candidate, and be consistent with the candidate's job responsibilities and expectations.
- 4.53 For all other probationary professional staff (see section 2.6), there shall be one committee (the Professional Staff All-University Department Recontracting Committee or PSAUDRC) that shall consist of at least five members elected from the professional staff. Membership on the committee shall be limited to professional staff with more than five years of service at the University; only persons in the bargaining unit will be eligible to serve on the committee. The Union will appoint a non-voting observer to the committee. The committee will be elected by the members of the professional staff at an open meeting.
- 4.54 In cases where the candidate reports through a member of the bargaining unit (such as a Department Chair or equivalent), that person shall be included in the evaluation process. The role and specific function of that person in the evaluation process will be established by each office.
- 4.55 Additionally for all candidates, the following process will occur:
- 4.561 Not later than **August 1**, third and fourth candidates will meet with the immediate supervisor, i.e., the first supervisor who is out of unit, to develop mutually the criteria to be utilized in the supervisor's evaluation of the candidate's professional performance. These criteria shall be written and signed and dated by both the candidate and the supervisor.
- 4.562 Candidates will have an evaluation conference with their supervisors not later than **August 31**. The supervisor shall prepare an evaluative report, which shall include a recommendation for or against recontracting based on the mutually agreed upon criteria, and will provide this report to the candidate not later than **September 8**. Failure to adhere to these deadlines will result in the exclusion of the supervisor's evaluation from the recontracting process [**unless, in extenuating circumstances, new deadlines are mutually agreed to by the University and the Union**].
Candidates will have an opportunity to discuss the report with the supervisor and append comments to the written report prior to transmittal to subsequent levels of peer and administrative review. A copy of the supervisor's evaluation and any/all appended comments from the candidate shall be included in the candidate's folder and transmitted to the Office/Department Committee by the deadline established by the Committee.

- 4.56 After carefully considering the applicant's portfolio, the PSAUDRC will conduct a vote on the applicant's request for recontracting. The PSAUDRC must report a numerical vote, and include a minority report with reasons for any negative or abstaining votes.

4.6 Procedures

For those professional staff with formal teaching responsibilities as part of their job description, the procedures for obtaining student responses and for peer evaluation will be the same as those applied to faculty. Such professional staff need to submit student responses from one-half of the sections they teach (minimum from one section per review cycle) and peer observations from one fourth of the sections they teach (minimum from one section per review cycle. Any method of colleague assessment must be consistent with the requirements of the State/Union contract.

5. Coaches

Coaching candidates have the same rights and responsibilities as professional staff and will follow the same procedures as professional staff with the following provisions.

- 5.1 Professional Staff Applications are only reviewed by the Senate Tenure and Recontracting Committee when there is a split or negative recommendation at a prior level of evaluation
- 5.2 A Department of Athletics Recontracting Committee shall be elected by all coaches in the Department. The committee shall be comprised of coaches serving on multi-year contracts only; there shall be no fewer than three (3) members on the committee and, in all cases, there must be an odd number of committee members. The Athletic Director will participate in the evaluation process as the first level, out-of-unit supervisor.
- 5.3 The criteria used to evaluate coaches will be consistent with the criteria as established for professional staff. Coaches with teaching responsibilities will be evaluated on this aspect of their performance. The manner in which this evaluation of teaching effectiveness will occur will be consistent with Article 2.6 (Assessment of Teaching Effectiveness) and upon mutual agreement between the Department of Athletics and the Department of Health and Exercise Science.
- 5.4 Coaches scheduled to undergo a review for a multi-year appointment or renewal will do so in accordance with the criteria and timetable as established in the local agreement on Multi-year Appointment and Renewals.

6. The University Senate Tenure and Recontracting Committee Responsibilities and Procedures

6.1 Composition

The University Senate Tenure and Recontracting Committee shall consist of 21 members representing all components of the AFT 2373 bargaining unit, appointed and approved by the University Senate. This committee should include at least 16 tenured faculty (with **no less than two (2) faculty from each fully staffed academic college with tenured faculty and probationary faculty from within the AFT 2373 bargaining unit**), at least one tenured

librarian, at least three (3) professional staff with multi-year contracts (one coach with a multi-year contract may substitute for one of the professional staff), and one (1) AFT Representative. The Chairperson of the University Senate T&R Committee will appoint a Professional Staff Co-Chairperson as well as a Faculty Co-Chairperson from among the members of the committee, who will be responsible for assisting the Chairperson in scheduling and coordinating the review of appropriate candidate submissions.

6.2 Procedures

- 6.21 The University Senate Recontracting and Tenure Committee will receive the original report of the Department/Office Committee for each candidate for recontracting from the Department/Office Committee, as well as an electronic version of the report as part of the candidates' submission.
- 6.22 If a candidate has claimed a violation of procedure at the Department/Office Committee level, the Department/Office Committee shall notify the University Senate Recontracting and Tenure Committee of the claimed violation and advise the Committee as to any action taken by the Department/Office Committee. In addition, the candidate or Department/Office Committee will consult with the AFT regarding any procedural violation claim to verify that a violation has indeed occurred.
- 6.23 The University Senate Recontracting and Tenure Committee will:
- 6.231 Subject each candidate's materials to a complete, independent, thorough, and unbiased review, using its own judgment at this level.
 - 6.232 Review all materials received for each candidate in order to determine the sufficiency of documentation and whether or not the Department/Office Committee recommendation is consistent with the evidence.
- 6.24 The University Senate Recontracting and Tenure Committee shall hold separate hearings for candidates and Department/Office Committees for any of the reasons listed below. Prior to the hearings the Committee shall inform the candidate and the Department/Office Committee of the specific reason for holding the hearing:
- 6.241 To gather additional information or clarify information presented.
 - 6.242 To understand a negative or split recommendation at the Department/Office Recontracting Committee.
 - 6.243 To gain sufficient understanding when insufficient documentation has been provided (including lack of reasons for any negative, split, or abstaining vote).
 - 6.244 To resolve apparent inconsistencies in the documentation (recommendation of the Department/Office Recontracting Committee appears inconsistent with the information provided).
 - 6.245 To address the likelihood that the University Senate Recontracting and Tenure Committee will make a recommendation different from that made by the

Department/Office Committee Recontracting Committee.

- 6.25 A written, dated synopsis of the candidate's hearing shall be provided to the candidate by the Chairperson of the University Senate Recontracting and Tenure Committee. The candidate can share this synopsis with the Department/Office Committee, but is not required to do so. In addition, a written, dated synopsis of the Department/Office Committee's hearing shall be provided to both the candidate and the Department/Office Committee by the Chairperson of the University Senate Recontracting and Tenure Committee. While minutes of the hearing may contain names and titles of speakers during the hearing, the synopses will have any identifying name or title removed to preserve anonymity and encourage free discourse during the hearings. The candidate and the Department/Office Committee may submit comments to the University Senate Recontracting and Tenure Committee in response to these synopses. Synopses and responses will **not** be included in the candidate's folder except at the **written request of the candidate**; however, the Chairperson of the University Senate Recontracting and Tenure Committee will ensure that such synopses and responses have been exchanged.
- 6.26 If the University Senate Recontracting and Tenure Committee forwards a negative or split recommendation for a candidate, the Committee shall provide an opportunity for a meeting with the candidate. At this meeting, the University Senate Recontracting and Tenure Committee will provide a detailed explanation of the reasons for the committee's determination. The candidate shall be provided with a synopsis of this meeting. This synopsis will **not** be included in the candidate's folder except at the **written request of the candidate**.
- 6.27 The candidate shall have the right to review the entire content of his/her folder before it is transmitted by the University Senate Recontracting and Tenure Committee to the President and shall indicate by signature and date that he/she has examined the contents of the folder. The candidate may provide comment in writing upon any item in the folder.

6.3 Reporting to the President (or designee)

The University Senate Recontracting and Tenure Committee will report its recommendations to the President (or designee) and submit the completed, signed file for each candidate. The materials submitted to the President by the University Senate Recontracting and Tenure Committee MUST include a dated statement, which explains the reasons for the particular recommendations of the committee, including a detailed explanation of any minority opinion. Specific written reasons for each "abstain" vote must be stated. The Committee recommendation, as well as any minority or abstention opinion, will be signed by the Chairperson.

7. Procedures for Administrative Evaluation/Review

7.1 Upon receipt of the original file for each candidate for recontracting, the President of the University may consult with his/her academic staff. If additional information and/or a evaluative reports on a candidate are presented to the President, the candidate will receive a copy and will have an opportunity to append comments thereto and present them to the President.

7.2 Except as noted in 6.25, all comments, both positive and negative, concerning a particular candidate must be submitted in writing and will be made part of the candidate's personnel file.

7.3 Prior to official Board action, the President/designee(s) will (1) meet with the University Senate Recontracting and Tenure Committee to discuss the candidates under review; (2) make known in writing to each candidate his recommendation and the reason for these recommendations to the Board of Trustees. Copies will be sent to the Chairperson of the University Senate Recontracting and Tenure Committee and Chairperson of the Department.

7.4 If the President reverses the recommendation of a Department/Office Committee, he or his designee will, on request, meet with the committee to explain his recommendation and to solicit additional information.

7.5 A candidate receiving a negative recommendation may request and shall receive an informal appearance before the President. At the employee's option, he/she may request a Union representative to be present.

7.6 The Department Committee and the University Senate Recontracting and Tenure Committee may, at their option, file written comments with the Board of Trustees in those instances where the University Senate Recontracting and Tenure Committee and/or the President has reversed a previous recommendation. The candidate must receive a copy of such written comment prior to official Board action.

7.7 In instances where the President is making a negative recommendation, the candidate shall have the option of filing written comments directly with the Board of Trustees.

7.8 Notification to candidates of Board action will be included in Board resolutions that are distributed at the Board meetings.

7.9 As agreed to during the negotiations between the Administration and Union for the addition of the external reviewer for Tenure, and since the criteria for Tenure and Promotion from Assistant to Associate Professor are equal, Assistant Professor candidates hired on or after July 16th, 2014 who are conferred Tenure will normally be Promoted to the rank of Associate Professor on the first day of tenured service (84% of Tenured faculty were Promoted to Associate in the same year over the last 3 years). **Therefore, the Tenure packet will be used for both processes (no additional materials or processes are required).**

8.0 Grievance Rights

A candidate may file a grievance at any juncture during the Tenure and Recontracting process. The individual grievant must report claims of violations of procedures to the President of the University within fourteen (14) days from the date on which the alleged violation occurred, or when the individual grievant should have reasonably known of its occurrence. In the event of failure to report the occurrence within the fourteen (14) day period, the matter may not be raised in any later grievance contesting the validity of any action during the process.

ANY PROVISION HEREIN WHICH IS INCONSISTENT WITH LAW AND/OR STATE OR COMMISSION ON HIGHER EDUCATION POLICIES SHALL BE NULL AND VOID.

APPENDIX A

ROLES AND RESPONSIBILITIES OF FACULTY AND EVALUATION OF FACULTY WORK FOR RECONTRACTING, TENURE, AND PROMOTION

All faculty members shall be evaluated by the processes described herein, and in accordance with the State/Union Agreement. Faculty achievements should be considered under the category or categories most nearly applicable, since the criteria are not mutually exclusive. A fully engaged member of the University community is one who demonstrates teaching effectiveness, engages in scholarly and/or creative activity, and actively participates in service to the community and the profession.

1.1 TEACHING EFFECTIVENESS

1.11 We, at Rowan University, operate with the perspective that teaching includes all of the following activities: academic instruction, developing learning activities, developing as a teacher, and student mentoring activities. While academic instruction is the cornerstone of teaching, we believe that the other activities discussed here can fundamentally contribute to the development of excellence in academic instruction.

As faculty members begin their time at Rowan, we anticipate that the first year will be primarily dedicated to academic instruction and the development of specific learning activities related to courses taught. In the second and third years, we anticipate that faculty members will continue focusing on academic instruction, with increased attention to development of learning activities and developing as a teacher. In the fourth and fifth years, we expect that attention to these aspects will remain strong, and that focus on student mentoring as an aspect of teaching will increase.

A. Academic instruction includes but is not limited to

1. Facilitating learning by instructing Rowan University students in courses, laboratories, theaters, clinics, studios, workshops and seminars
2. Managing instruction; e.g., planning and arranging for learning experiences, maintaining student records, grading
3. Supervising students in laboratories, fieldwork, internship and clinical experiences, and independent study
4. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.

B. Contributing to development of learning activities that enhance excellence in academic instruction includes but is not limited to

1. Participation in development, review, and redesign of courses and programs
2. Participation in developing and revising curriculum
3. Developing teaching materials, manuals, software, and computer exercises
4. Developing online courses
5. Contributing to study abroad programs
6. Contributing to service learning programs
7. Participating in development of learning outcomes assessment tools and analysis of assessment results

8. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.

C. Developing as a teacher includes but is not limited to

1. Reflecting on one's instruction and classroom to benefit the teaching-learning experience
2. Attending and participating in development activities at Rowan or through professional organizations
3. Maintaining currency in discipline-specific concepts
4. Maintaining currency in pedagogical practices
5. Collaborating with colleagues in course development, pedagogical research, and team-teaching
6. Observing and providing feedback related to the teaching of colleagues as such observations contribute to one's own development in the classroom
7. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.

D. Student mentoring activities include but are not limited to

1. Mentoring students; e.g., with regard to academics and career planning
2. Mentoring students in senior research projects, theses, dissertations, and other curricular projects
3. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.

1.12. Characteristics of excellence in teaching at Rowan are:

- A. Teaches in a way that helps students learn
- B. Explains clearly
- C. Promotes thinking
- D. Provides useful feedback
- E. Shows fairness and respect
- F. Actively engages students
- G. Encourages students to express ideas or opinions
- H. Prepares course material thoroughly
- I. Communicates course and lesson goals
- J. Helps students see the relevance of course content
- K. Solicits student feedback about the course and instructional methods
- L. Applies student learning outcomes to plans for future learning
- M. Other characteristics appropriate to the candidate's program as identified in the ratified and approved department criteria.

1.13 Candidate documents regarding teaching should include:

- A. Candidate's narrative which includes a description of goals, approaches, innovations, student involvement, evaluation techniques, activities to meet different student learning needs, and a discussion of how these elements correspond to the Rowan vision of excellence in teaching. While addressing the characteristics of excellence (from Appendix A, 1.12), candidates should discuss the four teaching activities considered in Appendix A, 1.11: academic instruction, developing learning activities, developing as a teacher, and student mentoring activities.

- B. Summary of student responses and candidate's analysis of the responses. Student perception of the teaching/learning experience will be collected in at least two sections of the candidate's choice once per semester during the last five (5) weeks of each semester of the current recontracting period throughout probationary service.
 - C. Colleague assessment of candidate performance. This includes but is not limited to teaching excellence and should include the candidate's analysis of colleagues' statements.
 - D. Additional documents, including course syllabi, curriculum proposals, teaching materials, professional organization documents, mid-term evaluations, etc., and discussion of those documents should be provided in the supplemental materials where such materials provide evidence of the candidate's excellence in teaching activities as discussed in Sections 1.11 and 1.12 above.
- 1.14 Evaluation of excellence in teaching will be assessed in terms of the characteristics of excellence presented in Section 1.12. Standards of activity and procedures for their assessment will be identified in the ratified and approved department criteria and this University document.**

1.2A SCHOLARLY AND CREATIVE ACTIVITY (ASSISTANT PROFESSOR RANK AND HIGHER)

- 1.2A.1 Scholarly and creative activity is the pursuit of an active or continuing agenda of reading, writing, speaking, or other forms of scientific or pedagogical inquiry whose purpose is to create new knowledge, integrate knowledge, or open additional knowledge-based areas for further exploration. The work of scholarly and creative activity includes any of the following: basic research, research in the scholarship of teaching, creative activity, applied research and evaluation, and funded research and creative projects.**
- A. Basic research includes scholarly efforts leading to presentation and publication as defined in the candidate's discipline.
 - B. Research in the scholarship of teaching includes but is not limited to conducting instructional and classroom research to benefit the teaching-learning experience.
 - C. Creative activity is an expression of the scholarship of discovery and integration for those faculty engaged in disciplines for which research, as it may be traditionally defined, may not apply. Such faculty may sometimes, but not always, focus on disciplines in the fine, performing, or communicative arts.
 - D. Applied research and evaluation includes but is not limited to
 1. Applied study or applied pedagogical or scientific research (e.g., work in Professional Development Schools)
 2. Sponsored or contracted study or research (e.g., Engineering clinic projects)
 3. Program, policy, or personnel evaluation, study, or research for the local campus or other institutions or agencies

4. Leadership in multidisciplinary centers and task forces.
- E. Funded scholarly and creative projects include but are not limited to
1. Grant-seeking and proposal development to public and private sponsoring agencies for research
 2. Supervision and management of sponsored creative and artistic projects.

1.2A.2 Characteristics of Excellence in Scholarship at Rowan are:

- A. The activity requires a high level of discipline-related experience
- B. The activity can be replicated or elaborated (research activity)
- C. The work and its results can be documented
- D. The work and its results can be peer-reviewed
- E. The activity is innovative, breaks new ground, or demonstrates other types of significance or impact.

Characteristics of Excellence in Professional Development for Instructors are

- A. The activity is directly related to the area of expertise or area of instruction.
- B. The activity prepares the instructor for future teaching assignments
- C. The activity results in certification or licensure that is appropriate for the area of instruction or for the practice of teaching within a specific discipline
- D. The activity is recognized as maintaining standing within a profession or discipline
- E. The activity permits the demonstration of leadership within a profession or discipline

1.2A.3 Candidate documents should present evidence of success in scholarly and creative activities as identified in the ratified and approved department criteria. The following are some examples of evidence. (This list should not be considered exhaustive.)

- A. Papers in refereed journals or conference proceedings
- B. Books or chapters in books or textbooks or workbooks or other media productions
- C. Edited works in books or textbooks or workbooks
- D. Monographs
- E. Papers, roundtables, or demonstrations presented at academic or professional meetings
- F. Other papers and reports; e.g., trade, in-house, or technical
- G. Translations, abstracts, reviews, or criticisms
- H. Documented work performed in pursuit of the advancement of the scholarship of teaching
- I. Documentation of instructional and classroom research to benefit the teaching-learning enterprise
- J. Computer software
- K. Novels and other works of fiction and nonfiction, including textbooks and workbooks
- L. Poems, essays, plays, and musical scores
- M. Radio and television productions, films, and videos
- N. Competitions, commissions, and other recognized artistic exhibitions
- O. Direction or choreography of creative or artistic works
- P. Performances as vocalists, instrumentalists, dancers, actors, or other forms of performing arts
- Q. Design or arrangement of creative or artistic works. Within this category, editing of artistic or creative journals or other learned publications and managing or consulting on exhibitions, performances, and displays are also included

- R. Other evidence appropriate to the candidate's program as identified in the ratified and approved department criteria.

1.2A.4 Departmental criteria of activity and procedures for their assessment will be identified in the ratified and approved departmental criteria, and should be included in each assessment packet.

1.2B PROFESSIONAL DEVELOPMENT (INSTRUCTOR RANK)

1.2B.1 Professional Development is defined as those activities that improve an individual's currency in a field of expertise or teaching, maintains their standing within a profession or discipline, or expands their area of expertise. Probationary faculty should engage in activities such as:

- A. Assist them in maintaining currency in their discipline, profession, and/or improving their abilities as teachers or professionals
 - 1. Acquiring and maintaining specific forms of certification and/or licensure that are appropriate for their discipline or profession
- B. Deepen and/or broaden their knowledge of discipline-specific content
 - 1. Attending and participating in professional conferences where the focus is the dissemination of new knowledge within a field of inquiry
- C. Strengthen their understanding and application of the pedagogy of particular disciplines
 - 1. Attending and participating in professional conferences/workshops where the focus is the pedagogy associated with a specific discipline or content area
- D. Improve their knowledge of the teaching and learning processes
 - 1. Attending and participating in workshops/training that focuses on the teaching and learning processes
 - 2. Developing or enhancing skills in the assessment of the teaching and learning processes within a discipline

1.3 CONTRIBUTION TO UNIVERSITY COMMUNITY

1.31 Contribution to the University community describes the efforts of faculty members to participate in the shared governance process and to use their expertise, knowledge, and professional judgments for the betterment of the institution. Active participation and leadership in campus activities and governance, mentoring other faculty or staff, and representing the institution for its advancement are all aspects of contributing to the University community.

For their second evaluation in the second year of service, faculty must minimally demonstrate some evidence of contribution to the University community, with the understanding that for most candidates, department level service is all that is available at this stage of the candidate's career. For their third evaluation in the third year of service, faculty must show a developing record of contribution to the University community that provides evidence of progressive growth. For their fourth evaluation (the tenure review) in the fifth year of service, faculty must clearly demonstrate evidence of a

progressive and appropriate record of service at the department, college, and university levels.

A. Active participation and leadership in campus activities and governance includes but is not limited to:

1. Chairing a department, college, or university committee
2. Contributing to tasks central to the department's day to day activities serving both students and faculty
3. Helping the department meet the expectations of the College and the University
4. Assisting with other campus-wide activities; e.g., Homecoming, Rowan Day, advising student groups
5. Course and program development, review, and redesign
6. Chairing a department
7. Program coordination/Senate participation/Union participation
8. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.

B. Mentoring other faculty or staff within the candidate's own department, College, or University-wide includes but is not limited to taking part in the established mentoring program or working with the Faculty Center mentoring programs.

C. Representing the institution for its advancement includes but is not limited to:

1. Participation in open houses
2. Recruiting students
3. Outreach for bringing more students or resources to University
4. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.

1.32. Candidate documents should provide evidence of contributing to the University community. This would include but not be limited to listing the types of service to the University with dates of service clearly indicated. Letters of testimony attesting to the quality of the service may be referenced in the document and placed in the supplemental folder.

1.33. Evaluation of Contributions to the University Community can be assessed by the quality of participation and leadership in University endeavors. The type of committee, the nature and demands of the endeavor, and the amount of substantive participation all need to be considered. Standards of activity and procedures for their assessment will be identified in the ratified and approved department criteria.

1.4 CONTRIBUTION TO THE WIDER AND PROFESSIONAL COMMUNITY

1.41. Contributions to the professional and wider community describe the work of faculty members aimed at addressing social or institutional issues beyond the Rowan campuses using their expertise, knowledge, and seasoned professional judgments. This expression of scholarship is defined as any of the following: dissemination of discipline-related

knowledge, new products and practices, discipline-related partnerships with other agencies, and contributions to disciplinary and professional associations and societies.

For their second evaluation in the second year of service, faculty must minimally demonstrate some evidence of contribution to the wider and professional community. For their third evaluation in the third year of service, faculty must show a developing record of contribution to the wider and professional community that provides evidence of progressive growth. For their fourth evaluation (the tenure review) in the fifth year of service, faculty must clearly demonstrate evidence of professional activity and involvement in their profession and/or discipline.

- A. Dissemination of discipline-related knowledge includes but is not limited to:
1. Consulting or technical assistance provided to public or private organizations
 2. Public policy analysis for governmental agencies at all levels
 3. Briefings, seminars, lectures, and conferences targeted for general audiences
 4. Summaries of research, policy analyses, or position papers for general public or targeted audiences
 5. Expert testimony or witness
 6. Writing, contributing to or editing journals, books, newsletters, magazines or other publications
 7. Electronic productions (e.g., contributing to the development of websites, online seminars or programs, or programs distributed via DVD)
 8. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.
- B. New products or practices include the design or creation of new products, innovations, or inventions
- C. Discipline-related partnerships with other agencies include:
1. Short-term collaborations with schools, industries, or civic agencies for program or policy development
 2. Exhibits in other educational or cultural institutions
 3. Festivals and summer programs
 4. Economic or community development activities
 5. Discipline-related voluntary community service
 6. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.
- D. Contributions to disciplinary and professional associations and societies include but are not limited to:
1. Leadership positions in recognized professional organizations
 2. Service on accreditation bodies or national examining boards
 3. Service to governing boards and task forces
 4. Service in organizing or reviewing submissions for annual or regional meetings and conferences sponsored by professional organizations

5. Other activities appropriate to the candidate's program as identified in the ratified and approved department criteria.

1.42 Candidate documents should provide evidence of contributing to the profession and community. This would include but not be limited to listing the types of service with dates of service clearly indicated. Letters of testimony attesting to the quality of the service may be referenced in the document and placed in the supplemental folder.

1.43. Evaluation of Contributions to the Wider and Professional Community

- A. Extraordinary contributions of exceptional quality should be rewarded for purposes of promotion. While contributions to the professional and wider community for recontracting, tenure, and promotion is expected, it cannot be used, in any amount, to substitute for a lack of excellence in teaching, in scholarly activities, or in contributions to the University community.
- B. Contributions to the profession can be assessed by the nature and quality of participation in the professional associations of the discipline. Active participation and service in leadership roles on association boards or communities, or as readers or discussants, are examples of service to the profession. Internships or externships served at external agencies are other examples. Testimony from association or agency leaders may be used as assessment evidence.
- C. Contributions to the community can be assessed by the nature and quality of consulting and *pro bono* work performed for individuals, schools, civic associations, and other publics. Testimony from association leaders may be used as assessment evidence.
- D. Other manifestations or dimensions of contributions to the professional and wider community may include other faculty work not included in the above categories. At times, faculty may engage in academic or other scholarly endeavors that do not directly relate to their academic disciplines or to the teaching and learning enterprise. Nevertheless, such endeavors are worthy of recognition because of their contribution to society at large. Such endeavors may be offered as other service within this category.
- E. Characteristics of excellence and procedures for assessment of contributions to the professional and wider community will be identified in the ratified and approved department criteria.

APPENDIX B

Student Responses to the Teaching and Learning Process **(Evaluation Process for Handwritten and Electronic Evaluations)**

Evaluation Process for Handwritten Evaluations:

The process for administering handwritten student evaluations of the teaching/learning experience shall include the following steps:

- Student evaluations should be administered during the last five (5) weeks of the semester, including the week of final examinations.
- It is the candidate's responsibility to request that a member of the faculty or professional staff administer departmentally approved student evaluation forms.
- Upon arriving at the designated class, the evaluator will ask the faculty member to leave the room.
- The evaluator may then read the recommended script (see attached) to the class prior to distributing the student evaluation forms. Immediately following, the forms will be distributed. A signature sheet will then be distributed, and students will be asked to sign their names if they participate in the evaluation process. Students who choose not to participate in the process should not sign the signature sheet or take an evaluation form. The signature sheet may be circulated throughout the room while students are completing the evaluation forms.
- As students complete their forms, they should return them to the evaluator who will, without reading them, immediately place them into an envelope that will bear the name of the faculty member being evaluated, the class, and date of the administration of the evaluation. After all forms have been returned to the evaluator, he/she will immediately meet with the candidate, who will validate the names on the signature sheet as students officially enrolled in the class. The evaluator will then place the signature sheet in an envelope and send it to the Office of the President, ATT: Confidential – Student Evaluation Signature Sheet. The signature sheets will be kept there for a period of five years (5) and then be discarded.
- The evaluator will then deliver the student evaluation forms to the chairperson of the departmental recontracting committee. The chairperson of the department committee will do or oversee the compilation and analysis of the evaluation data and prepare a summary report. The summary report must include all of the following: (a) name of the candidate, (b) class in which the evaluation was conducted, (c) date of administration, (d) name of the evaluator, (e) number of students enrolled in the class, (f) number of students completing the evaluation forms, (g) mean and frequency distribution for each structured-response item on the evaluation form, (d) all verbatim narrative responses by students to all open-ended questions.
- The candidate will prepare a written analysis of the results of the student evaluations and will include these as part of the recontracting file.
- The chairperson of the departmental committee will retain the summary report and raw data until the deadline for submitting term grades has passed. Thereupon, the chairperson will, within two (2) weeks of time after the deadline for submitting term grades, give the summary report to the instructor. In the presence of the person being evaluated, the chairperson of the department committee will seal the envelope containing the completed student evaluation forms, and ask the teacher to sign his/her name across the seal. The sealed envelope should then be sent to the Human Resources Office, where it will be kept for a period of five (5) years and then be discarded.
- It is a violation of best practices in evaluation to offer incentives for students to complete student evaluations, so faculty are strongly discouraged from doing so, even if it means a reduction in the number of responding students.

Evaluation Process for Electronic Evaluations:

The process for obtaining electronic student evaluations of the teaching/learning experience shall include the following steps:

- Electronic student evaluations should be made accessible to students during the last five (5) weeks of the semester, and will close at 5 PM on the last day of final examinations.
- It is the candidate's responsibility to ensure that the electronic student evaluation form used has been approved by the department.
- It is the candidate's responsibility to ensure that the students are aware of the following: (1) that their participation in the student evaluation process is voluntary, (2) that their responses will be anonymous, and (3) that the evaluation results will not be made available to the instructor until the semester has completed and final grades have been submitted to the Registrar.
- The candidate may choose whether to have the students complete the electronic evaluation during class time or outside of class.
- If class time is utilized for the completion of student evaluations, the faculty member must leave the room while the students complete the electronic evaluation.
- The candidate may choose whether the students complete the electronic evaluation during class time in the presence of a member of the faculty or professional staff or in the absence of such an individual. If no member of the faculty or professional staff is available to oversee the electronic evaluation, the instructor may ask a student to leave the classroom and notify him/her once all students have completed the evaluation (for example, in the hallway).
- If a member of the faculty or professional staff is present to oversee the electronic student evaluation, this individual may begin by reading the recommended script (see attached) to the class prior to the completion of the electronic student evaluation forms.
- If a member of the faculty or professional staff is present and if the electronic student evaluation has no built-in means of student identification (for example, does not include a requirement for students to login using their Rowan username), a signature sheet will then be distributed, and students will be asked to sign their names if they participate in the evaluation process. Students who choose not to participate in the process should not sign the signature sheet or complete the electronic evaluation form. The signature sheet may be circulated throughout the room while students are completing the electronic evaluation forms.
- In the case that a signature sheet was used, after all students have completed the electronic evaluation, the administering member of the faculty or professional staff will immediately meet with the candidate, who will validate the names on the signature sheet as students officially enrolled in the class. The evaluator will then place the signature sheet in an envelope and send it to the Office of the President, ATT: Confidential – Student Evaluation Signature Sheet. The signature sheets will be kept there for a period of five years (5) and then be discarded.
- In the case that a summary report is not automatically generated, the chairperson of the department recontracting committee will do or oversee the compilation and analysis of the evaluation data and prepare a summary report. The summary report, whether automatically generated or compiled by the committee chairperson, must include all of the following: (a) name of the candidate, (b) class in which the evaluation was conducted, (c) date of evaluation completion (if applicable), (d) name of the evaluator (if applicable), (e) number of students enrolled in the class, (f) number of students completing the evaluation forms, (g) mean and frequency distribution for each structured-response item on the evaluation form, (d) all verbatim narrative responses by students to all open-ended questions.
- The candidate will prepare a written analysis of the results of the student evaluations and will include these as part of the recontracting file.
- Within two (2) weeks of time after the deadline for submitting term grades has passed, the candidate may receive the summary report.
- It is a violation of best practices in evaluation to offer incentives for students to complete student evaluations, so faculty are strongly discouraged from doing so, even if it means a reduction in the number of responding students.

Suggested Script for the Administration of the Student Evaluation Process

I am _____, a member of the _____ Department.

Professor _____ has asked me to administer/oversee student evaluations for this course. Student evaluations are an important part of the assessment process. They provide important feedback to professors so that they can understand the strengths of their teaching as well as areas that may need some more attention. However, teachers are also evaluated to provide information for purposes of recontracting, tenure, continuing professional development, and promotion. This process is voluntary on your part. Should you decide to participate, please take this responsibility seriously.

Professor _____ will not see the results of your evaluation until the semester is completed and grades have been submitted to the Registrar.

(If a signature sheet is used, the following paragraph may be read)

I have a signature sheet. (Show the signature sheet.) If you choose to complete an evaluation, you need to sign the signature sheet as proof that you participated in the evaluation. I will ask your teacher to sign the bottom, and I will seal the signature sheet in an envelope and will send it to the President's Office, where it will be kept for five (5) years. The signature sheet will not be opened unless there is a challenge to a personnel decision and the administration needs to communicate with students about an evaluation. We have found that the signature sheet gives the whole process more validity and yields more useful information.

(If handwritten evaluation forms are used, the following paragraph may be read)

I will give the actual evaluation forms to the departmental committee chairperson, who will keep them until after the grades are turned in to the Registrar. At that time, the departmental committee chairperson will give the professor a typed statistical summary and a typed copy of all remarks. The actual forms you fill out will be sealed in an envelope and stored in the Human Resources Office for a period of five (5) years, after which they will be destroyed.

Are there any questions? Then, let us proceed.

STUDENT EVALUATION: ATTENDANCE SHEET SAMPLE

Name of Faculty Member: _____ Reference #: _____

Class Title: _____

Date: _____

<u>Students in Attendance</u>	<u>Signature of Student Completing Evaluation Form</u>	<u>Students in Attendance</u>	<u>Signature of Student Completing Evaluation Form</u>
1.	_____	16.	_____
2.	_____	17.	_____
3.	_____	18.	_____
4.	_____	19.	_____
5.	_____	20.	_____
6.	_____	21.	_____
7.	_____	22.	_____
8.	_____	23.	_____
9.	_____	24.	_____
10.	_____	25.	_____
11.	_____	26.	_____
12.	_____	27.	_____
13.	_____	28.	_____
14.	_____	29.	_____
15.	_____	30.	_____

Number of Students in Attendance: _____

Verified by: _____
Signature of Teaching Faculty Member

APPENDIX C

Guidelines For Professional Staff Candidates

DETERMINING THE RECONTRACTING REVIEW PROCESS.

For probationary Professional Staff, the appropriate review process that should be followed during this Academic Year is based upon the date of hire of the employee, as follows:

<u>Date of Hire</u>	<u>Corresponding Process</u>	<u>When</u>
Jan. 1, 2015 – Dec. 31, 2015	First Year of Service (Applying for a Second-Year Contract)	Spring 2016
Jan. 1, 2014 – Dec. 31, 2014	Second Year of Service (Applying for a Third- and Fourth-Year Contract)	Fall 2015
Jan. 1, 2013 – Dec. 31, 2013	Third Year of Service (Applying for a Fifth-Year Contract)	Spring 2016
Jan. 1, 2012 – Dec. 31, 2012	Fourth Year of Service (No Review)	
Jan. 1, 2011 – Dec. 31, 2011	Fifth Year of Service (Applying for First Multi-Year Contract) (Follows Multi-Year Recontracting Review Process)	Fall 2015

During an employee’s probationary period, his or her review cycles should follow one of the designated tracks below, based upon date of hire.

Date of Hire	Jan. 1, 2015 – Dec. 31, 2015	Jan. 1, 2014 – Dec. 31, 2014	Jan. 1, 2013 – Dec. 31, 2013	Jan. 1, 2012 – Dec. 31, 2012	Jan. 1, 2011 – Dec. 31, 2011
First Year of Service	Spring 2016	Spring 2015	Spring 2014	Spring 2013	Spring 2012
Second Year of Service	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012
Third Year of Service	Spring 2018	Spring 2017	Spring 2016	Spring 2015	Spring 2014
Fourth Year of Service	No Review				
Fifth Year of Service*	Fall 2019	Fall 2018	Fall 2017	Fall 2016	Fall 2015

* Fifth-Year Candidates follow the Multi-Year Recontracting Review process.

**RECONTRACTING TIMELINE FOR SECOND-YEAR PROFESSIONAL STAFF
 APPLYING FOR A THIRD-YEAR AND A FOURTH-YEAR CONTRACT
 (Tasks for Second-Year Candidates are marked with a *)**

ACTIONS TAKEN ON OR BEFORE

August 1	List of “Candidates” is announced (Sec. 4.4)
August 15	* Candidate attends the Recontracting Information Session
August 15	* Candidate meets with his/her immediate supervisor to develop the criteria for the supervisor’s evaluation of the candidate’s performance. (Sec. 4.541)
August 20	* Candidate will meet with his/her immediate supervisor for an evaluation conference (Sec. 4.542) and will receive a written copy of the agreed-upon criteria. (Sec. 4.541)
August 27	Candidate will receive a copy of the supervisor’s evaluation report. (Sec. 4.542)
September 3	* Candidate submits 2 copies of his/her recontracting application to Chair of the Professional Staff All-University Department Recontracting Committee (PSAUDRC)
September 4	Recontracting committee member retrieves packet of assigned candidate.
September 11	Committee member meets with assigned candidate to discuss recommendations.
September 15	* Candidate submits 3 copies of his/her revised recontracting application to Chair of PSAUDRC
September 18	Recontracting committee meets to review all candidates.
September 22	Candidate receives final comments from the recontracting committee.
September 22	Committee member completes written evaluation of assigned candidate, submits evaluation to the recontracting committee for review, and signs all forms.
September 24	Committee finalizes written evaluations.
September 26	* Candidate meets with Chair of PSAUDRC to collect: 1) checklist, 2) signature page, and 3) committee’s written evaluation.
October 1	* Candidate submits 1 original (plus 1 copy of his/her supplemental materials) and a PDF file copy of the original to the Senate Office (on the 4 th floor of Campbell Library) – be sure to ask for a dated receipt. (Page 5)
November 11	The Senate submits a copy of the candidate’s recontracting application to the President. (Page 5)
December 13	The Senate meets with the President/designee. (Page 5)
December 7	The President/designee notifies the candidate of the President’s recommendation to the Board of Trustees. (Page 5)
December	The Board of Trustees makes its determination. (Page 5)
January 1	The President/designee notifies the candidate of the Board’s determination.

NOTE: Where appropriate, these dates are to be used by the PSAUDRC. Professional Staff not reviewed by this Committee are advised to develop similar dates with their Department Tenure & Recontracting Committee.

**RECONTRACTING TIMELINE FOR THIRD-YEAR PROFESSIONAL STAFF
 APPLYING FOR A FIFTH -YEAR CONTRACT
 (Tasks for Third-Year Candidates are marked with a *)**

ACTIONS TO BE TAKEN ON OR BEFORE

January 20	List of “Candidates” is announced
February 2	* Candidate attends the Recontracting Information Session
February 9	* Candidate meets with his/her immediate supervisor to develop the criteria for the supervisor’s evaluation of the candidate’s performance.
February 16	Candidate will meet with his/her immediate supervisor for an evaluation conference and will receive a written copy of the agreed-upon criteria.
March 2	* Candidate submits 2 copies of his/her recontracting application to Chair of the Professional Staff All-University Department Recontracting Committee (PSAUDRC)
March 2	Candidate will receive a copy of the supervisor’s evaluation report.
March 3	Recontracting committee member retrieves packet of assigned candidate.
March 9	Committee member meets with assigned candidate to discuss recommendations.
March 13	* Candidate submits 3 copies of his/her revised recontracting application to Chair of the PSAUDRC
March 1	Recontracting committee member retrieves packet of assigned candidate.
March 21	Recontracting committee meets to review all candidates. Committee member completes written evaluation of assigned candidate, submits evaluation to the recontracting committee for review, and signs all forms.
March 23 (afternoon)	Candidate receives final comments from the recontracting committee.
March 26	Committee finalizes written evaluations.
March 28	* Candidate meets with Chair of PSAUDRC to collect: 1) checklist, 2) signature page, and 3) committee’s written evaluation.
April 1	* Candidate submits 1 original (plus 1 copy of his/her supplemental materials) and a PDF file of the original to the Senate Office (on the 4 th floor of Campbell Library) – be sure to ask for a dated receipt.
May 1	The Senate submits a copy of the candidate’s recontracting application to the President.
June 4	The President/designee notifies the candidate of the President’s recommendation to the Board of Trustees.
June	The Board of Trustees makes its determination.
June 29	The President/designee notifies the candidate of the Board’s determination.

NOTE: Where appropriate, these dates are to be used by the PSAUDRC. Professional Staff not reviewed by this Committee are advised to develop similar dates with their Department Tenure & Recontracting Committee.

RECONTRACTING PROCESS FOR FIRST-YEAR PROFESSIONAL STAFF
APPLYING FOR A SECOND -YEAR CONTRACT

ACTIONS TO BE TAKEN ON OR BEFORE

January 1	List of Candidates is announced.
February 2	Candidate attends the Recontracting Information Session.
February 2	Candidate meets with his/her immediate supervisor to review job description and develop the criteria for the evaluation of the candidate's performance.
February 15	Candidate will receive a written copy of the agreed-upon criteria from the supervisor.
March 15	Candidate writes his/her self-appraisal of professional performance (based on the criteria for evaluation).
March 15	Candidate submits self-appraisal to supervisor for review.
April 1	Candidate will meet with his/her immediate supervisor for an evaluation conference.
April 15	Candidate will receive a copy of the supervisor's evaluation report (based on the evaluation).

APPENDIX D
Recontracting Forms – To Be Included In All Documents

Rowan University Personnel Résumé and Recontracting Application

Recontracting Application

Name: _____
Last
First
Middle Initial

Application For: (please check) Reappointment/Recontracting
 Tenure

Department/Office: _____

Status at Rowan University: (Circle appropriate year range)

Application for: 2nd 3rd 4th 5th 6th 7th
Year of Service: 1st 2nd 3rd 4th 5th 6th

Date of appointment to Rowan University: _____

Dates of Position & Title at Rowan University

Position	Title	Dates
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Candidate's Signature: _____ Date: _____

Personnel Résumé

Name of Candidate: _____

Highest Degree Earned: _____

Educational Record:

<u>University or College</u>	<u>City/State</u>	<u>Dates Attended</u>	<u>Degree/Year</u>
------------------------------	-------------------	-----------------------	--------------------

For candidates pursuing additional degrees/studies:

In what program are you enrolled? _____

Where? _____

Major Field: _____ Special Fields: _____

When did you first start work on this program? _____

Last date enrolled? _____

When do you anticipate completing this program? _____

List, in chronological order, all professional experiences, full-time, part-time, adjunct, etc.:

<u>Institution or Type of Activity</u>	<u>City/State</u>	<u>Position*</u>	<u>Dates^</u>
--	-------------------	------------------	---------------

* If referencing a Library, list type of library (academic, secondary, public, etc.) or pertinent background. If teaching K-12, list subject and grade. When referencing completed degree, list degree and major area. When referencing University-level teaching, state academic rank(s).

^ Month and year.

Department/Office Recontracting Committee Form
Recommendation For Recontracting

Date _____

Name _____ Rank/Title _____

Department/Office _____ Ext. _____

Application for: 2nd 3rd 4th 5th 6th 7th (Circle appropriate years)

Year of Service: 1st 2nd 3rd 4th 5th 6th

Assessment of **Teaching Effectiveness** or **Professional Performance**:

Assessment of **Scholarly and Creative Activities** (for Faculty) and/or **Professional Development** (for Instructors, Professional Staff, and Librarians):

Assessment of **Contribution to University Community**:

Assessment of **Contribution to Wider and Professional Community**:

Other Comments:

**DEPARTMENT/OFFICE RECONTRACTING COMMITTEE
RECOMMENDATION FORM**

Recommendation:

Reappoint/Recontract: _____

Do Not Recontract: _____

Date: _____

(See 2.681, which indicates that the numerical vote must be recorded)

Committee Members:

Print or type

Signature

Department/Office Committee Chairperson

Department/Office Committee Chairperson

Print or type

Signature

Candidate's Reaction (if any):

Candidate's Signature

Date: _____

**CHECKLIST TENURE/RECONTRACTING FOR FACULTY / LIBRARIANS
HIRED AFTER JULY 14, 2014. FOR 3RD & 4TH YEAR CONTRACTS (2ND Year of Service),
5TH & 6TH YEAR CONTRACTS (4RD Year of Service), AND FOR TENURE (6TH Year of Service)**

CANDIDATE NAME _____ **DATE HIRED** _____

OFFICE / DEPARTMENT _____ **PHONE EXT.** _____

DEPARTMENT T/R CHAIRPERSON _____ **PHONE EXT.** _____

CHECKLIST FOR FACULTY & LIBRARIANS within the Bargaining Unit appointed after December 31 of the current academic year shall be reviewed the following year as a first-year candidate. The Departmental Tenure & Recontracting Chairperson's initials must appear on blank lines under "Initials." Please number the printed pages of the recontracting file and collate in the order listed, and include the corresponding page number where indicated.

File Page Starts With	#	CHECKLIST ITEM	Initial
i	1.	Checklist (this page)	_____
<u>1</u>	2.	Application Form	_____
___	3.	Curriculum vitae (optional, but strongly recommended)	_____
___	4.	Executive Summary (optional)	_____
___	5.	Job Description (from initial job posting)	_____
___	6.	Courses Taught and Adjusted Load (current review cycle)	_____
___	7.	Approved Department Tenure/Recontracting criteria (from year of hire)	_____
___	8.	Teaching/Professional Performance: <ul style="list-style-type: none"> • self assessment • Student evaluations (current cycle) and candidate's responses • Peer evaluations (current cycle) and candidate's response • Student evaluations (all prior cycles) • Peer evaluations (all prior cycles) • Plans for future growth 	_____
___	9.	Scholarly/Creative Activity or Professional Development <ul style="list-style-type: none"> • Self-assessment • External review (fourth cycle, Scholarly/Creative Activity only) • Plans for future growth 	_____
___	10.	Service to the University Community <ul style="list-style-type: none"> • Self-assessment • Plans for future growth 	_____
___	11.	Service to the Wider and Professional Community <ul style="list-style-type: none"> • Self-assessment • Plans for future growth 	_____
___	12.	Departmental/Committee evaluation, numerical vote, and minority report (if necessary)	_____
___	13.	Previous evaluations (as applicable) <ul style="list-style-type: none"> • First review (Department/Office, Dean/Supervisor) • Second review (Department/Office, Dean/Supervisor, Senate, Dean, Provost) • Third review (Department/Office, Dean/Supervisor, Senate, Dean, Provost) 	_____
___	14.	Supplemental Folder (if needed)	_____

SUPPLEMENTAL FOLDER: CANDIDATES MAY ALSO INCLUDE IN THE FOLDER ONE (1) COPY OF ANY SUPPLEMENTAL DOCUMENTATION TO SUPPORT THEIR APPLICATION. THIS FOLDER WILL BE AT THE DISPOSAL OF THE SENATE COMMITTEE THROUGHOUT THE DELIBERATIONS.

**CHECKLIST TENURE/RECONTRACTING FOR FACULTY / LIBRARIANS
HIRED BEFORE JULY 14, 2014. FOR 3RD & 4TH YEAR CONTRACTS (2ND Year of Service),
5TH YEAR CONTRACTS (3RD Year of Service), AND FOR TENURE (5TH Year of Service)**

CANDIDATE NAME _____ **DATE HIRED** _____

OFFICE / DEPARTMENT _____ **PHONE EXT.** _____

DEPARTMENT T/R CHAIRPERSON _____ **PHONE EXT.** _____

CHECKLIST FOR FACULTY & LIBRARIANS within the Bargaining Unit appointed after December 31 of the current academic year shall be reviewed the following year as a first-year candidate. The Departmental Tenure & Recontracting Chairperson's initials must appear on blank lines under "Initials." Please number the printed pages of the recontracting file and collate in the order listed, and include the corresponding page number where indicated.

File Page Starts With	#	CHECKLIST ITEM	Initial
i	1.	Checklist (this page)	_____
<u>1</u>	2.	Application Form	_____
___	3.	Curriculum vitae (optional, but strongly recommended)	_____
___	4.	Executive Summary (optional)	_____
___	5.	Job Description (from initial job posting)	_____
___	6.	Courses Taught and Adjusted Load (current review cycle)	_____
___	7.	Approved Department Tenure/Recontracting criteria (from year of hire)	_____
___	8.	Teaching/Professional Performance: <ul style="list-style-type: none"> • self assessment • Student evaluations (current cycle) and candidate's responses • Peer evaluations (current cycle) and candidate's response • Summaries of Student evaluations (all prior cycles) • Peer evaluations (all prior cycles) • Plans for future growth 	_____
___	9.	Scholarly/Creative Activity or Professional Development <ul style="list-style-type: none"> • Self-assessment • Plans for future growth 	_____
___	10.	Service to the University Community <ul style="list-style-type: none"> • Self-assessment • Plans for future growth 	_____
___	11.	Service to the Wider and Professional Community <ul style="list-style-type: none"> • Self-assessment • Plans for future growth 	_____
___	12.	Departmental/Committee evaluation, numerical vote, and minority report (if necessary)	_____
___	13.	Previous evaluations (as applicable) <ul style="list-style-type: none"> • First review (Department/Office, Dean/Supervisor) • Second review (Department/Office, Dean/Supervisor, Senate, Dean, Provost) • Third review (Department/Office, Dean/Supervisor, Senate, Dean, Provost) 	_____
___	14.	Supplemental Folder (if needed)	_____

SUPPLEMENTAL FOLDER: CANDIDATES MAY ALSO INCLUDE IN THE FOLDER ONE (1) COPY OF ANY SUPPLEMENTAL DOCUMENTATION TO SUPPORT THEIR APPLICATION. THIS FOLDER WILL BE AT THE DISPOSAL OF THE SENATE COMMITTEE THROUGHOUT THE DELIBERATIONS.

**CHECKLIST TENURE / RECONTRACTING FOR PROFESSIONAL STAFF/COACHES
FOR 3RD & 4TH YEAR CONTRACTS (2ND Year of Service),
AND FOR 5TH YEAR CONTRACT (3RD YEAR OF SERVICE)**

CANDIDATE NAME _____ **DATE HIRED** _____
OFFICE / DEPARTMENT _____ **PHONE EXT.** _____
T/R CHAIRPERSON _____ **PHONE EXT.** _____

CHECKLIST FOR PROFESSIONAL STAFF within the bargaining unit appointed after December 31 of the current year shall not be reviewed by the Senate Tenure and Recontracting Committee and will be reviewed the following year as a first-year candidate. Departmental tenure and recontracting chair must initial on blank line under word "initials." Please number the pages of the recontracting file and collate in the order listed below. Please include the corresponding file page number where indicated below.

<u>File Page Number</u>	<u>CHECKLIST ITEM</u>	<u>Initials</u>
Starts with:		
<u> i </u> 1.	Checklist	1. _____
<u> 1 </u> 2.	Office Interpretation of the Evaluation Criteria	2. _____
_____ 3.	Role and specific function of the office head/director including a statement of whether or not the office head/director is included in the bargaining unit	3. _____
_____ 4.	Rowan University Recontracting Application and Credentials	4. _____
_____ 5.	Current, Written Job Description	5. _____
_____ 6.	A self-appraisal of professional performance	6. _____
_____ 7.	Plans for future professional growth	7. _____
_____ 8.	Supervisor's evaluation. Provide reason if supervisor's report is not included.	8. _____
_____ 9.	Office Recontracting Committee's Evaluation and Recommendation, including:	
	a. Committee recommendation with written explanation and minority report(s) if required.	
	b. Numerical vote.	
	c. Names and signatures of the committee members and chair	9. _____
_____ 10.	Copy of most recent evaluations: Letters of the Supervisor, the Department/Office Committee, Dean, Provost/VP, President (if applicable), student evaluations, and peer observations	10. _____
_____ 11.	Copy of all previous evaluation letters of the Department/Office Committee, the Senate Committee, Dean, Provost, and the President plus additional pertinent documentation	11. _____
_____ 12.	Supplemental Folder (optional)	12. _____

SUPPLEMENTAL FOLDER: CANDIDATES MAY ALSO INCLUDE IN THE FOLDER ONE (1) COPY OF ANY SUPPLEMENTAL DOCUMENTATION TO SUPPORT THEIR APPLICATION. THIS FOLDER WILL BE AT THE DISPOSAL OF THE SENATE COMMITTEE THROUGHOUT THE DELIBERATIONS.

**SIGNATURE SHEET FOR EVALUATIVE CRITERIA
APPROVED CRITERIA SHALL HAVE ALL REQUIRED SIGNATURES**

Department/Office: _____

Department Chair/Head: _____

	Print		Signature		
Academic Year (circle):	15-16	16-17	17-18	18-19	19-20

Date Sent to Dean/Supervisor: _____

Signature	Date	Approved
_____	_____	Y / P / N
Dean/Supervisor:		
_____	_____	Y / P / N
Add'l Admin:		
_____	_____	Y / P / N
Provost/designee:		
_____	_____	Y / P / N
President/designee:		

Y = Approved P = Approved pending modifications N = Not approved

For P or N decisions, the departmental committee should be provided with the reasons for non-approval, as well as suggested changes to the criteria within a reasonable time to ensure timely approval for first year candidates.

DIRECTIONS: Sign each line and print or stamp name below the line. This signature page must accompany the evaluative standards throughout the entire approval process, and serves as a record that all levels have contributed to the approval process. After all levels have approved the evaluative standards, this cover page and the criteria shall be duplicated, and a copy sent to the Senate office for archiving. The original criteria packet is returned to the Department/Office.

SUGGESTED TIMETABLE:	DATE
Departmental approval, sent to Dean/Supervisor:	September 25 (earlier if possible)
Dean provides feedback regarding criteria	October 9
Final administrative approval and forwarding to Senate, Department, and Dean	November 1

COURSES TAUGHT AND ADJUSTED WORKLOAD WORKSHEET

Please list the courses taught and other duties that assigned credit for each semester in the current review cycle only. For non-faculty candidates, please estimate the relative percentage of effort to each major job duty. Add or remove rows or tables as appropriate.

(EXAMPLE) Semester: Fall 2014

Course/Duty	Credits Assigned/ Percent effort	Notes:
PSY 10315 Physiological Psych	3	Included in packet review
BIO 01445 Special Topics	3	Included in packet review
PSY 10315 Physiological Psych	3	Online- not included
Research Adjusted Load	3	Project: Change in spatial memory in elderly birds

Semester:

Course/Duty	Credits Assigned/ Percent effort	Notes:

Semester:

Course/Duty	Credits Assigned/ Percent effort	Notes:

Semester:

Course/Duty	Credits Assigned/ Percent effort	Notes:

APPENDIX E

EXTERNAL REVIEWER CONFLICTS OF INTEREST

External reviewers for promotion should be free of potential or perceived conflicts of interest with the candidate being considered for Promotion. Some examples of conflicts of interest are listed as follows. This list is provided as a suggested set of guidelines- additional restrictions or considerations may be requested after consultation between a Department/Office and the Dean/Administration. This list was derived from the conflict of interest framework of the National Science Foundation.

- 1) Affiliation conflicts to avoid
 - a) Share current employment
 - b) Consultant or advisor to Rowan
 - c) Employed by Rowan in the previous 12 months
 - d) Active application for employment at Rowan
 - e) Holds an office, governing body, or committee at the institution
 - f) Received an award, honorarium, or gift from Rowan in the last 12 months
 - g) Has a financial relationship or interest with the candidate
- 2) Personal relationship conflicts to avoid
 - a) Spouse, child, sibling, parent, or other family relationship with the candidate
 - b) Business or Professional partnership
 - c) Past or present association as thesis advisor or student
 - d) Collaboration on a professional work in the last 48 months (includes grants, publications, reports, papers, creative works, or collaborations)
 - e) Co-editorship of a professional work in the last 24 months
- 3) Other Affiliations or relationships to avoid
 - a) Affiliation or relationship with spouse, parent, minor child, or other individual living in the candidate's immediate household, legal partnership, or legal guardianship.
 - b) Any other relationship, such as a close personal friendship, that might affect the judgement of the evaluator or be seen as doing so by a reasonable person familiar with the relationship

When Departments are vetting the list of potential external reviewers (three minimum) for consideration and selection by the Dean, they should verify to the best of their abilities that each candidate is free of the above conflicts of interest. If the Dean rejects an individual from the pool of potential external reviewers, the Dean should provide the rationale for rejection to the Department Committee/Chair and an alternative name should be provided.

Appendix F
Side Letters of Agreement
Recontracting and Tenure Processes

Cooper Medical School of Rowan University

Librarians, Cooper Medical School of Rowan University

Faculty, Cooper Medical School of Rowan University

Librarians at Cooper University Medical School of Rowan
Conversion of Cooper University Medical Library Staff to Rowan University Tenure Track
Librarians
September 22, 2012

Consistent with the discussions that occurred before the conversion of the Cooper University Medical Library to the CUMSR Medical School Library, the following is a summary of the issues related to the conversion of the Librarians to employees of Rowan University and member of the AFT 2373 bargaining unit.

Library Titles and Ranges

Karen T. Sieftring provided a description in her September 9, 2011 email to the administration drawn from the New Jersey Master Agreement, 2007-2011. It is not changed significantly in the new Master Agreement. Article XVII, Librarians, is provided below in its entirety from the New Jersey Master Agreement, 2011-2015:

ARTICLE XVII
LIBRARIANS

A. Initial Appointments

1. The initiation and coordination of search activities for prospective new appointees to the library shall be the responsibility of the Director or his or her designee, who shall keep the Personnel Committee informed of these activities. The Director may discuss with the Personnel Committee the professional criteria to be fulfilled by any candidates, and may request that the Personnel Committee interview candidates.
2. If the Committee is requested by the Director to interview candidates, the Committee and the Director shall cooperate in arrangements for personal interviews. No travel expenses will be authorized without the prior approval of the College/University official responsible for such matters in the normal course of College/University procedures.
3. If the Committee is requested to review the pool of candidates, the Committee shall transmit its recommendations to the Director who shall transmit the Committee's recommendations, along with the Director's own recommendation, to the appropriate Vice President and the President for ultimate recommendation to the Board of Trustees.

B. Promotions

1. Promotional procedures, including those set forth below, are not applicable to part-time employees, but such employees may be appointed/reappointed to a higher title.
2. Announcement by the President of the availability of a promotion to a Librarian II or Librarian I position shall activate the promotion and Personnel Committee process. The President shall indicate in his or her announcement whether the available promotion or promotions may be considered upon the basis of personal growth or whether the available promotion or promotions are to fill a particular need in the library.
3. Promotions, which may be considered on the basis of personal growth, if any, will be announced at the same time as the announcement of available faculty promotions is made. Available structural promotions will be announced as deemed necessary by the President.
4. Full-time Librarians whose qualifications meet or exceed the requirements for Librarian II or Librarian I may apply for announced growth promotions by November 1, and for announced structural promotions within the time specified in the announcement. The application may be accompanied by any substantiating documentation that the individual cares to submit. Nomination of a librarian for promotional consideration may be made by other than the individual.
5. The Personnel Committee's recommendations on any promotion or promotions shall be in rank order from the highest (number 1) to lowest. There shall be separate lists ranking candidates for each available structural promotion. There shall be one overall list ranking all candidates for any available growth promotions. The final recommendations of the Personnel Committee shall be made to the Director on or before February 1 for any available growth promotions and within thirty (30) days of the application closing date for structural promotions. The requirements that there be a ranking may be waived by local agreement.
6. Article VII of this Agreement shall apply to this Article under the same terms and limitations as such Article applies to faculty promotions. Article XIV.G shall also apply.
7. All promotions are subject to the affirmative recommendation of the President and the approval of the Board of Trustees.

C. Concurrent Academic Rank and Range Adjustment

The following are the rank equivalencies for the Assistant Director of the Library and full-time Librarians I, II and III:

State College/University Payroll Title	Concurrent Academic Rank
Assistant Director of the Library	Professor in the Library

Librarian I	Associate Professor in the Library
Librarian II	Assistant Professor in the Library
Librarian III	Instructor in the Library

There shall be a Range Adjustment Program at each College/University where full-time librarians are employed. Full-time librarians who meet or exceed the merit-based criteria established for the range adjustments are eligible to be considered for and may apply for a range adjustment within rank. The merit-based criteria will be established by the College/University and published for the understanding of the affected employees. The procedures for consideration will be negotiated between the College/University and the Local Union. The procedures for consideration utilized in the College/University shall be fairly and equitably applied to all applicants and nominees

Article VII of the Agreement shall apply to librarian range adjustments under the same terms and limitations as such Article applies to promotions.

For Purpose of the Librarian range adjustments the following ranges shall be utilized:

	<u>10 Month</u>	<u>12 Month</u>
Assistant Director in the Library	28, 30, 32 and 33	31, 33 and 35
Librarian I	26, 28 and 29	29, 31 and 32
Librarian II	22, 24 and 25	26, 27 and 28
Librarian III	19, 20 and 21	22 and 23

D. Library Personnel Committee

- Each College/University shall establish a Library Personnel Committee consisting of full-time librarians included in the negotiations unit, elected by such librarians. As a matter of local agreement between each Local UNION and each College/University, such Personnel Committee may include the Director of the Library or his or her designee as a non-voting member of such Personnel Committee.
- The Personnel Committee shall evaluate full-time librarians within the negotiating unit for reappointment or promotion within the negotiating unit and such recommendations shall be made to the Director of the Library, who will in turn submit the recommendations of the Committee and the Director's own independent evaluations and recommendations, if any, to the appropriate Vice President and the President for ultimate recommendation to the Board of Trustees.

E. Staff Meetings

- There shall be, at minimum, quarterly staff meetings of librarians in the negotiating unit and other professionals assigned to the library with the Director of the Library to inform, consult and advise on matters of concern to the library. Such unit members may suggest items for inclusion on the agenda of such meetings. Such matters of concern may include discussion of the general structure of the library.

F. Change in Status, Librarians

- Full-time librarians may make written application to the President of the College/University, or his or her designee, for a one-year change in status from twelve-month employment to ten-month employment.
- Such application shall be made by May 1 of the fiscal year prior to the year in which the change is requested. The President may approve the change in status, at his or her discretion, based upon the needs and work pattern of the library, and such approval shall not be unreasonably withheld. 28
- In the event the change in status is approved, the employee shall be off the payroll from July 1 to August 31 of the fiscal year following the request. The employee will return to the payroll upon reporting on September 1.
- Accrued vacation time or sick leave may not be utilized during the period when the employee is off the payroll.

G. The scheduled hours for librarians shall not involve split work periods, other than those provided for meals, except as may be required by unanticipated needs or for periods of special activity.

H. Employees who are released from their regular duties to attend work-associated meetings and conferences, or who participate in union activities as provided in Article X.F, or who participate in professional improvement programs which include but are not limited to activities such as courses and seminars, shall not be required to make up the time missed. Such employees remain responsible for performing all work assignments.

I. With the approval of the appropriate supervisor, qualified full-time librarians may be permitted to teach courses on an overload basis if such teaching does not interfere with the primary responsibility of the individual and if it does not violate the provisions of Article XI.C. Such permission shall not be arbitrarily or capriciously withheld. At the option of the College/University and with the approval of the supervisor, qualified part-time librarians may be permitted to teach courses on an overload basis if such teaching does not interfere with the primary responsibility of the individual and if it does not violate the provisions of Article XI.N.

Tenure and Probationary Librarians

Librarians with more than 5 years of service at the Cooper University Medical Library will have their years of service recognized in full and be recognized as having Tenure at the institution formally created on July 1, 2012,

and described in this document as the Medical School Library at the Cooper Medical School at Rowan University (MSR Library).

Staff with less than 5 years of service will be identified as Probationary Faculty and will be required to go through the Rowan University Tenure and recontracting process currently in existence at Rowan University. Currently, the only identified staff requiring recontracting is Marita Malone, Librarian III, and any librarians hired after July 1, 2012.

The credentials of the librarians at MSR Library will be recognized and used for identifying the appropriate titles according to the Master Agreement. Those lacking the appropriate credentials for the titles identified in the Master Agreement will become members of the CWA Branch at Rowan and granted titles appropriate to their credentials. Those titles and ranks were also determined prior to the creation of MSR Library and are attached.

Recontracting Process

The criteria and processes for recontracting are articulated in the local Memorandum of Agreement for Tenure and Recontracting for the period covering 2014-2015. For the MSR Librarians, the Departmental committee will consist of members from both the Rowan University Library Services and the MSR Library. It is expected that a joint committee will be used in the years following the creation of MSR Library to review all probationary librarians from both facilities.

**Faculty at Cooper Medical School of Rowan University (CMSRU)
Recontracting and Tenure Processes at CMSRU**

THIS IS BEING RENEGOTIATED AT PRESENT