

9.0 PROMOTION OF FACULTY MEMBERS

The basic procedures and timetable to be followed in promotions of the faculty of a New Jersey State College are outlined in Article XIV of the **CURRENT AGREEMENT** between the State of New Jersey and the Council of New Jersey State College Locals, NJSFT-AFT, AFL-CIO and the calendar for personnel actions prepared by the administration, in consultation with the local union, and issued at the beginning of each academic year.

9.1 PROMOTION PROCESS AT RAMAPO

1. Each unit personnel committee shall provide all faculty members with academic rank who are candidates for promotion with a checklist of required documentation so that an appropriate application for promotion may be submitted.
2. All faculty members requesting promotion shall submit an application for promotion to the appropriate unit personnel committee through the Dean.
3. This application shall be prepared according to the guidelines detailed in Section 9.5., "Application for Promotion".
4. The appropriate unit personnel committee shall carefully review all evidence and arrive at a decision based on the criteria for promotion. This decision should include a judgment of the individual as follows: strongly recommended, recommended, or not recommended. This judgment is a classification not a comparison. Reference to the plans of the unit and the College which have been reduced to writing and generally distributed are important and are to be included.
5. It is the policy of the College that a positive case for promotion must be established. The candidate must demonstrate a high standard of performance in relation to the criteria, which is consistent with the rank being sought. The unit shall provide documentation demonstrating such performance in teaching effectiveness, scholarly achievement, contributions to College and/or community, and fulfillment of professional responsibilities.
6. Each applicant for promotion shall have the right to appear before the appropriate unit personnel committee prior to the Committee's deliberations.
7. Each applicant will be notified in writing of the unit committee's decision. Each applicant shall have the right to appeal a negative decision of the appropriate unit personnel committee to that committee.

In all cases the applicant will be given at least forty-eight (48) hours prior written notice of any scheduled appeals hearing. The applicant may waive the forty-eight (48) hour prior written notice procedure by notifying the chairperson of the unit personnel committee or the Dean in writing. The hearing shall be held prior to a recommendation being submitted by the unit personnel committee to the unit council. A written summary report of the representations made at this hearing, signed by the chairperson of the unit personnel committee shall be incorporated in the final recommendation of the unit personnel committee. A copy of that report shall be sent to the applicant.

8. The unit personnel committee shall forward its recommendations, applications and supporting documentation to the unit council for action.

9. Each applicant for promotion may request and receive a hearing before the unit council prior to the unit council's consideration of his/her application and attendant recommendations for promotion. In all cases forty-eight (48) hours prior written notice of an appeals hearing shall be given. The applicant may waive the forty-eight (48) hour prior written notice procedure by notifying his/her Dean in writing.
10. After consideration of the unit personnel committees' report the unit council shall vote to strongly recommend, to recommend, or not to recommend each candidate for promotion individually.
11. The unit council shall forward its recommendations and all documents to the Dean for his/her review and recommendation. The Dean shall inform each applicant in writing of the unit council's final recommendation.
12. In such cases where the Dean does not concur with any recommendation received from the unit council, the Dean shall notify the chairperson of the unit personnel committee, the appropriate faculty officer of the unit council, and the applicant in writing.
13. The applicant may request and receive a conference with the Dean at which he/she may appear individually or, at the applicant's request, with the chairperson of the unit personnel committee and/or the appropriate faculty officer of the unit council.

In all cases, the applicant shall have at least forty-eight (48) hours' prior written notice of the scheduled conference. The applicant may waive the forty-eight (48) hour prior written notice procedure by notifying the Dean in writing. The conference shall be held prior to a recommendation being submitted by the Dean to the All-College Promotions Committee.

14. Upon notification and following the conference with the applicant, the unit council may at a special or regularly scheduled meeting discuss the Dean's recommendation and may prepare a written response for inclusion in the candidate's application.
15. The Dean shall forward all positive personnel committee and unit council recommendations, the Dean recommendations, and all documents to the All-College Promotions Committee.
16. Faculty members who have not been recommended for promotion by their unit and who wish to appeal to the All-College Promotions Committee shall forward unit council recommendation, unit personnel committee recommendation, Dean's recommendation, their application and supporting documentation to the All-College Promotions Committee.
17. The All-College Promotions Committee shall have the right to consult with the appropriate unit personnel committee, the Dean, or any other faculty member requesting promotion.
18. The All-College Promotions Committee shall treat each recommendation, which comes to it as a new case, subject to thorough review and new judgment at its level. In such cases where the preliminary recommendation of the All-College Promotions Committee is not in concurrence with a recommendation received from the unit, the committee shall consult with the appropriate Dean and the unit committee prior to passing on its final recommendation to the Provost.

19. Each applicant for promotion shall have the right to appear before the All-College Promotions Committee prior to the Committee's deliberations.
20. Prior to any voting or ranking decision by the All-College Promotions Committee, an affirmative action discussion shall take place with respect to candidates who are members of protected classes.
21. Each applicant for promotion who is not being recommended for promotion at the All-College Promotions Committee level shall receive written notification of his/her right to appeal.
22. Upon the request of the applicant for a hearing, the appeal shall be heard at a meeting of the All-College Promotions Committee and in all cases the applicant shall have at least forty-eight (48) hours prior written notice of the scheduled hearing. The applicant may waive the forty-eight (48) hour prior written notice procedure by notifying the chairperson of the All-College Promotions Committee in writing.
23. The All-College Promotions Committee shall forward all documents for each applicant for promotion to the Provost for referral and recommendation to the President.
24. The All-College Promotions Committee shall inform each candidate in writing of its recommendation.
25. The Provost shall forward his/her recommendations, and all documents, to the President for referral and recommendation to the appropriate Committee of the Board of Trustees. The Provost may consult with the All-College Promotion Committee prior to forwarding his/her recommendation to the President.
26. In considering these recommendations, the President should take into account affirmative action considerations and also address issues of seniority and programmatic need.
27. The President/Provost shall meet with the All-College Promotions Committee concerning the committee's recommendations.
28. The President shall forward his/her nominations together with supporting documentation forwarded to him/her by the Provost to the appropriate Committee of the Board of Trustees.
29. The Committee of the Board of Trustees shall meet with the President, the Provost, and the chairperson of the All-College Promotions Committee to discuss the applications for promotions.
30. Promotion will be granted by the Board of Trustees, which retains its legal right to accept or reject a recommendation.
31. The President shall notify in writing all applicants for promotion of the Board of Trustee's final decision.

(Rev. 12/4/2002)

9.2 ALL-COLLEGE PROMOTION COMMITTEE PROCEDURES

I. Membership & Attendance

Committee Membership

1. The Committee shall consist of one tenured faculty member from each academic school and division, one tenured librarian, one non-voting union representative, one non-voting ex-officio representative of the administration appointed by the President, and one non-voting affirmative action representative appointed by the President (6 voting, 3 non-voting members). Committee membership shall comport with all College Policies including #429, Nepotism, and #458, The Code of Professional Responsibility.
2. The Committee, meeting as a whole, shall ascertain if all Committee members have been properly elected to serve in accordance with procedures listed in the faculty handbook.
3. The Committee, meeting as a whole, shall ascertain the year of service of each Committee member prior to any deliberative sessions, to determine if any member is serving beyond her/his term. All voting Committee members shall be tenured prior to their first year of service. Committee members shall serve no more than two consecutive years without the possibility of repeating until they have been off the Committee for two years. Service on the Committee for even a short period (e.g. when someone is selected to complete the term of another member) constitutes a year term.

Election of Officers

The Committee, by majority vote, shall elect or reappoint a Chair and Vice-Chair. The Chair shall have at least one year of prior service on the Promotion Committee. It is recommended that the Chair be a senior member of the faculty or librarians.

Recording Secretary

The Committee by majority vote shall elect one of its voting members to be its Recording Secretary. The secretary shall record the Committee procedures, all procedural questions discussed, and all actions taken. Minutes must be kept listing the committee's procedures, all procedural questions discussed, and all actions taken. A set of such minutes shall be appended to the All-College Tenure Committees' final recommendations and provided to the applicant.

Ex-officio Administration Representative

1. The ex-officio administration representative shall be a non-voting participant and appointed by the President. This member shall provide all members of the Committee with a copy of the promotion procedures including Faculty Handbook

(Faculty Personnel Policies and Procedures) prior to or at the first meeting of the Committee and shall provide the Committee with the due date for its final report. The administrative representative shall place candidate files in the library and keep copies of candidate personnel files in her/his office for review by Committee members. The administrative representative shall report to the Chair prior to Committee deliberations (see below) as to whether all members

of the Committee have affirmed in writing that they examined all pertinent promotion packages and personnel files. The administrative representative shall bring candidate promotion files to the Committee's deliberative meetings.

2. The administrative representative's role shall be limited to review of Committee and College policies and procedures. The administrative representative shall not take part in Committee deliberative discussions. He or she may only advise the Committee on procedural matters.
3. The administrative representative shall also assist the Committee Chair, Vice-Chair, and Recording Secretary with room scheduling and Committee correspondence. All communications sent from the administrative representative's office regarding Committee business, including notices of meetings and room scheduling, shall be sent in the name of the Committee Chair and shall be reviewed and approved by the Chair or Vice-Chair prior to forwarding. The Committee Chair shall place all records of Committee deliberations and votes for storage in the care of the administrative representative. These files are confidential and are for Committee use only.

Union Representative

The Union representative shall be a non-voting participant of the Committee and her/his role will be to monitor the process to see that both the spirit and the letter of the contract be respected. If the AFT representative perceives a possible violation of the contract, s/he should ask the Chair of the Committee to temporarily suspend the proceedings. S/he should then make clear to the Committee her/his objections. If mutual agreement cannot be reached because the Committee and the AFT representative disagree as to the perceived infraction, the AFT representative must file a grievance on behalf of the local within three days of the alleged violation.

Affirmative Action Representative

The Affirmative Action representative shall be a non-voting participant of the Committee and her/his role shall be limited to ensuring compliance with all EEOC and Affirmative Action laws, College policies and procedures. If the Affirmative Action representative perceives a possible violation of EEOC and Affirmative Action laws, College policies and procedures, s/he should ask the Chair of the Committee to temporarily suspend the proceedings. S/he should then make clear to the Committee her/his objections. If mutual agreement cannot be reached because the Committee and the Affirmative Action representative disagree as to the perceived infraction, the Affirmative Action representative must file her/his objections with the President or her/his designee within three days of the alleged violation.

Attendance & Duties

1. Committee members are advised that members must attend all meetings, unless the Committee excuses them. However, if a Committee member cannot attend a meeting in which a candidate's application is considered and that meeting is not rescheduled by the Committee, the Dean of her/his School shall be so informed by the Committee Chair, and that committee member must be replaced. The unit shall immediately elect a new unit representative for the remainder of the deliberations for that promotions cycle. Meetings of the Committee take precedence over all other responsibilities.

2. It shall be the responsibility of each voting Committee member to review and carefully consider each candidate's application and supporting documentation (see Section 9.5) including the candidate's personnel file prior to deliberations. The Committee may replace any voting Committee member who fails to do so. Specifically, the Committee Chair must inform the Dean of her/his unit, and the unit shall immediately elect a new unit representative for the remainder of the deliberations for that promotions cycle.
3. An applicant's file shall not be considered unless all voting members are present and have read the candidate's application and supporting documentation, including the candidate's personnel file. Specifically, if a voting member is absent when an application is being considered, the meeting must be rescheduled at the earliest possible date. If any voting member fails to read a candidate's application and supporting documentation including the candidate's personnel file, that application cannot be considered by the Committee until the defect is cured as provided in 1 and 2 of this subsection. All rescheduled meetings should take place at the earliest possible date.
4. A quorum is had when one more than fifty-percent of the voting members are present.
5. On procedural questions, a simple majority of the quorum is sufficient to carry the vote.

II. Communication with Promotion Committee

1. Any contact with Promotion Committee members regarding promotion candidates during the course of promotion review is prohibited, except as may be otherwise authorized by the Faculty Handbook.
2. All information received by the All-College Promotion Committee and required by the process relating to the evaluation of the candidates shall be in writing and signed. Such communications shall be forwarded to the candidate and her/his personnel file. An opportunity to respond shall be provided for the candidate to respond if s/he so desires.
3. No anonymous communications shall be received by the All-College Promotion Committee except student opinion surveys on the proper forms.
4. All-College Promotion Committee members are obligated to disclose to the membership and to the Chair any unauthorized contact made or attempted to be made during the course of the review regarding promotion candidates.
5. Any discussion, authorized by the process, taking place outside the committee shall be related to the record of existing information concerning the evaluation of the candidate. Should new information arise from these discussions, however, the All-College Tenure Committee, through its chair, shall immediately notify the candidate in writing.

III. Determination of Committee's Schedule

The Committee shall be informed by the administrative representative of the due date of its final report. It shall then arrange dates to: 1) review procedures; 2) meet with the President and Provost; 3) review applications on file in library and review of personnel files; 4) inform each applicant for promotion of her/his right to appear before the Committee and make a presentation of new information in support of

her/his candidacy; 5) consider applications for promotion and vote whether to recommend or not recommend; 6) consider appeals; rank recommended applicants for promotion.

IV. Meeting with President/Provost

Prior to consideration of candidate applications, the Committee Chair shall invite the President and the Provost to address the Committee and explain the College's present and future promotion prospects, their role, the Committee's role, and the College's mission.

V. Criteria for Promotion to Associate Professor

1. Qualifications for Rank of Associate Professor

Associate Professors shall have an earned doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and five years of professional experience. The State recognizes that individuals may present qualifications as to education and experience that their peers will recommend to the Board of Trustees for approval to be the equivalent of the above qualifications although not corresponding to the letter.

2. Judgmental Criteria

- a. Candidates shall have demonstrated a consistent record of quality performance in relation to the four criteria. Future promise may be considered. Preference will be given to those candidates who have a consistent record of outstanding achievement and a sustained and consistent record of teaching effectiveness and contribution to College and community over a substantial period.
- b. Achievement shall be measured by documentation. This documentation must include a letter of evaluation of all four criteria from the convener or a senior member of the candidate's primary convening group in consultation with the convening group (the library personnel committee is the convening body for librarians). It is the candidate's responsibility to ensure that written documentation exists for all claims of accomplishment. For example, a copy of publications, a record of an exhibit or evidence of consultation work should be included in the candidate's application together with documentation of quality by an outside source (e.g. book review, critic review, letters of recommendation by recognized authorities). Candidates should also clearly indicate the nature of their contribution to multi-authored claims of accomplishment (publications, grant applications, consultative work, exhibits etc.). Hearsay and undocumented claims of achievement will not be accepted.

3. Evaluation of Teaching

- a. The Ramapo College policy regarding promotion and its attendant procedures has as its primary goal the recognition and reward of those members of its teaching faculty who have been identified as outstanding teachers consistent with the academic rank being sought and who have demonstrated a continuous record of effective teaching. Effective Teaching shall be evaluated in accordance with Section 5.1 of the Faculty Handbook.
- b. If a file does not contain adequate materials for evaluation, the Committee shall have the right to request additional information when necessary. The

unit representative shall notify the candidate that s/he needs to provide this further documentation by the next scheduled meeting of the Committee.

Evaluation of Scholarly Achievement

1. Candidates should document a consistent record of quality achievement and evidence of an active scholarly life.
2. Scholarly achievement shall be evaluated in accordance with Section 5.2 of the Faculty Handbook.

Evaluation of Contribution to College and Community

1. Contributions to College include participation in Committee work on the school, division, or campus level or working involvement in the governance structure. It can also entail serving in an advisory capacity to College organizations, engaging in special projects, contributing to the development of campus resources or to one's discipline by participation in appropriate organizations. In addition, the obtaining of grants for College programs is a contribution to the College.
2. Contribution to community refers to developing College programs that respond to genuine community need or promoting substantial community participation in College programs. It also entails participation by faculty members in community service and governmental organizations or service in consulting capacities in such organizations when this is relevant to the applicant's work at the College, including effective contribution to professional organizations.
3. Applicants who once held administrative positions and who wish to submit contributions to the College and Community made during their term of administrative office must provide descriptions of their contractual responsibilities. Only those contributions to College and Community that were not a part of their job responsibilities can be considered for promotion (such as volunteering for a variety of College and Community committees, workshops, forums, and other group activities apart from the assigned administrative committee responsibilities). [See 2/4/93 letter from S. Raciti to the 1992/1993 All-College Promotion Committee].

Information in the Public Realm

Committee members may also evaluate published materials in the public realm, such as critical reviews, that are not included in the candidate's application. The Committee shall inform the candidate of its review of these materials and provide an opportunity for the candidate to respond.

VI. Criteria for Promotion to Full Professor

A. Qualifications for Rank of Professor

Professors shall have an earned doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and eight years of professional experience. The state recognizes that individuals may present qualifications as to education and experience that their peers will

recommend to the Board of Trustees for approval to be the equivalent of the above qualifications although not corresponding to the letter.

B. Judgmental Criteria

1. Candidates shall have demonstrated a consistent record of mature levels of accomplishment in satisfying the four criteria. Future promise shall not be considered. Preference will be given to those candidates who have a consistent record of outstanding or extraordinary achievement, with particular emphasis on the last five years.
2. Achievement shall be measured by documentation. It is the candidate's responsibility to ensure that written documentation exists for all claims of accomplishment. This documentation must include a letter of evaluation of all four criteria from the convener or a senior member of the candidate's primary convening group in consultation with the convening group, (the library personnel committee is the convening body for librarians). For example, a copy of publications, a record of an exhibit or evidence of consultation work should be included in the candidate's application together with documentation of quality by an outside source (book review, critic review, and letters of recommendation by recognized authorities). Candidates should also clearly indicate the nature of their contribution to multi-authored claims of accomplishment (publications, grant applications, consultative work, exhibits, etc.). Hearsay and undocumented claims of achievement will not be accepted.

C. Evaluation of Teaching

1. The Ramapo College policy regarding promotion and its attendant procedures has as its primary goal the recognition and reward of those members of its teaching faculty who have been identified as outstanding teachers consistent with the academic rank being sought and who have demonstrated a continuous record of effective teaching. Effective Teaching should be evaluated in accordance with Section 5.1 for the Faculty Handbook.
2. If a file does not contain adequate materials for evaluation, the Committee shall have the right to request additional information when necessary. The unit representative shall notify the candidate that s/he needs to provide this further documentation by the next scheduled meeting of the Committee.

D. Evaluation of Scholarly/Professional Achievement

1. Candidates should document a consistent record of mature achievement and evidence of an active scholarly life.
2. Scholarly achievement shall be evaluated in accordance with Section 5.2 of the Faculty Handbook.

E. Evaluation of Contribution to College and Community

1. Contributions to College include participation in committee work on the school, division, or campus level or working involvement in the governance structure. It can also entail serving in an advisory capacity to College organizations, engaging in special projects, contributing to the development of campus resources or to one's discipline by participation in appropriate organizations. In addition, the obtaining of grants for College programs is a contribution to the College.

2. Contribution to community refers to developing College programs that respond to genuine community need or promoting substantial community participation in College programs. It also entails participation by faculty members in community service and governmental organizations or service in consulting capacities in such organizations when this is relevant to the applicant's work at the College, including effective contribution to professional organizations.
3. Applicants who once held administrative positions and who wish to submit contributions to the College and Community made during their term of administrative office must provide descriptions of their contractual responsibilities. Only those contributions to College and Community that were not a part of their job responsibilities can be considered for promotion (such as volunteering for a variety of College and Community Committees, workshops, forums, and other group activities apart from the assigned administrative committee responsibilities). [See 2/4/93 letter from S. Raciti to the 1992/1993 All-College Promotion Committee].

F. Information in the Public Realm

Committee members may also evaluate published materials in the public realm, such as critical reviews, that are not included in the candidate's application. The Committee shall inform the candidate of its review of these materials and provide an opportunity for the candidate to respond.

VII. Procedures for Evaluation of Candidates

- A. It is the promotion applicant's responsibility to ensure completeness of the promotion package. The Dean of each unit shall determine whether a candidate's application for promotion conforms to published guidelines before forwarding her/his recommendation to the All-College Promotion Committee through the Office of Employee Relations.
- B. Review of Schedule
 1. The administrative representative shall report to the Committee Chair whether all Committee members affirmed in writing that they have examined all promotion packages and personnel files.
 2. The Committee shall determine the order of review of applications.
- C. Candidates Oral Presentation

Candidates may request in writing the opportunity to present new information or clarify information not readily apparent from their written statements. Candidate presentations shall be limited to ten minutes. Committee members shall review applications prior to a candidate presentation. Committee members may ask questions of each candidate. Time limit for discussion with the candidates shall be at the discretion of the Committee.
- D. Evaluation Procedure
 1. The Committee shall apply uniform standards, as much as possible, to all candidates keeping in mind the different philosophy of each unit.
 2. In order to be familiar with the candidate's field of expertise, the unit representative shall have discussed the application with the applicant prior to Committee deliberations. The primary role of the unit representative is to present candidate packages, and not to advocate for the candidates.

Included in this presentation shall be a discussion of the unit's personnel policies and procedures and certification that the process is consistent with all-college policies and procedures and has been duly completed. Presentation shall be for approximately ten minutes. The Chair shall select another voting member as second reader. The second reader shall present an objective analysis of the applicant's satisfaction of the criteria for promotion. Open discussion shall follow for approximately twenty minutes or at the discretion of the Committee.

After each candidate application has been discussed the Committee shall decide if it needs additional information. The unit representative shall be instructed to seek that information. This may include, but need not be limited to, further documentation of information in: the public realm, teaching effectiveness and student achievement, scholarly achievement, contributions to the College and community, and professional responsibility. The unit representative shall notify the candidate that s/he needs to provide this further documentation (time frame set at the discretion of Chair). In addition, the unit representative may also obtain information in the public realm (time frame set at the discretion of Chair), shall notify the candidate that such additional material is being requested, and provide a copy of such information when received to the candidate. Candidates may respond in writing if they so desire. The candidate shall also be provided the opportunity to respond to receipt by the Committee of any additional written information relating to her/his evaluation.

3. If additional information is requested, the Committee shall table its vote on the candidate until receipt of the information and any response from the candidate. The Chair shall establish a deadline for the submittal of additional information. The evaluation of applications from other candidates may proceed.
4. In the event that the Committee consults with the appropriate unit personnel committee and/or the unit Dean, it shall be the responsibility of the unit representative to ensure that such discussion shall be based on the record of existing information concerning the evaluation of the candidate. Should new information arise from these discussions, the Committee chair shall immediately inform the candidate in writing. The candidate may respond in writing if s/he desires.
5. The Committee shall only consider written and signed communications except for student opinion surveys submitted on proper forms and oral presentation by the candidate.
6. Prior to a vote to recommend or not recommend, a specific affirmative action discussion shall take place with respect to each candidate who is a member of a protected class.
7. Voting shall be by secret ballot. Votes should be taken separately on the three categories of teaching, scholarly achievement, and contribution to College and community. Each voting member of the Committee shall vote one to five, with five being the highest. Those applicants who fail to meet the minimum standards (averaging below 2) in any of the three categories will not be recommended for Promotion. Applicants who meet the minimum standards (averaging 2 or higher) in all three categories will be recommended for Promotion.

8. Committee members' votes shall be privileged.

1. In cases where the preliminary recommendation of the Committee is not in concurrence with the recommendation received from the unit personnel Committee, the Committee shall inform the candidate, appropriate dean and the appropriate unit personnel committee prior to passing on its final recommendation to the Provost.
2. No mention of voting tallies shall be submitted in recommendations to the Provost.

E. Procedures for Appeal of a Vote "Not To Recommend"

1. Each applicant who is not recommended for promotion shall receive written notification of her/his right to appeal. Upon request of the applicant for a hearing, the appeal shall be heard at a meeting of the Committee, and the applicant shall have at least forty-eight hours prior written notice of the scheduled hearing. The applicant may waive the forty-eight hour prior written notice procedure by notifying the Chair of the Committee in writing.
2. The applicant shall have fifteen minutes to present oral argument. Additional written information may also be provided to the Committee. The Committee shall determine whether it will allow others to speak on behalf of the applicant. If so allowed, a time limit for oral presentations shall be set. Committee members may ask questions of the applicant or anyone who speaks on behalf of the applicant. The Chair shall allow ample time for questions. Following the applicant's presentation, the Committee shall decide if it needs additional information. The unit representative shall be instructed to seek that information, which may include but need not be limited to further documentation of information in: the public domain, realm, teaching effectiveness and student achievement, of scholarly achievement, further documentation of contributions to the college and community, and professional responsibility. The unit representative shall notify the candidate that s/he needs to provide this further documentation by the next scheduled meeting of the Committee. In addition, the unit representative may also obtain information in the public realm (by the next scheduled meeting of the Committee) and shall notify the candidate that such additional material is being requested and that a copy of such information when received will be provided to the candidate. Candidates may respond in writing if they so desire. The candidate shall also be provided the opportunity to respond to receipt by the Committee of any additional information relating to her/his evaluation.
3. The Committee shall review all new materials and discuss in closed session the applicant's appeal. A new vote shall then take place. Voting shall be by secret ballot. The decision shall be rendered by majority vote. There shall be no further appeal of this decision at this level.

F. Committee's Ranking Procedure

1. Candidates recommended for promotion shall be ranked Recommended or Strongly Recommended. This ranking will be based upon the vote taken separately on the three categories of teaching, scholarly achievement, and contribution to College and community. Effective teaching will be evaluated at 40% of the total vote,

scholarship/professional achievement and contribution to college and community will each be evaluated at 30%. No ranking shall occur until all appeals have been processed.

2. Following the tally, Committee members shall determine the numerical dividing line between the two categories of rank: Recommended and Strongly Recommended. The decision shall be rendered by majority vote. At its discretion, the Committee will strongly recommend for promotion, as many candidates as there are positions available. It is suggested that the Committee also designate one strongly recommended alternate. If another Promotion becomes available, the designated alternate would be the Committee's choice for that position.
3. Voting tallies are confidential.
4. The Committee Chair shall forward the Committee's recommendations and all documents for each applicant for promotion to the PROVOST for referral and recommendation to the President after all appeals are heard.
5. Candidates shall be informed of their ranking at the time the Committee recommendations are forwarded to the Office of the PROVOST.
6. There shall be no further appeal of this decision at this level.

G. Appeals to the President or her/his Designee

All candidates not strongly recommended and candidates who fell below the number of available positions approved by the President within each rank may appeal in writing to the President or her/his designee. Such appeal must be made no later than one calendar week following receipt of notification from the All-College Promotions Committee Chair. No later than one calendar week after receipt of this appeal, the President or her/his designee shall arrange to meet with the candidate to discuss the appeal.

H. Meeting with President/Provost

After the Provost submits recommendations to the President, the Committee will meet with the President and the Provost to review the recommendations and the procedures.

I. Community Access to Promotion Packages

Promotion packages shall remain on file in the Office of Employee Relations for three weeks after the PROVOST makes her or his recommendation. During this time, the packages will be accessible to Ramapo College faculty or librarians during normal business hours.

9.3 UNIT PERSONNEL COMMITTEE

1. The unit personnel committee shall be elected by the unit council according to the procedures adopted by that unit. Unit personnel policies and practices shall be consistent with all-college personnel policies and practices.
2. Membership of the unit personnel committee shall have faculty representation.
3. The unit personnel committee shall review the complete record of the candidate.

4. It is the responsibility of the unit personnel committee to insure that all information relating to the promotion of the applicant is assembled and in proper form for forwarding to subsequent levels of the promotion process.

I. Recommendations and Written Communications

1. Any and all information received at any point in the promotion process relating to the evaluation of the candidate shall be in writing and signed. Such communications shall be forwarded to the candidate and his/her personnel file. An opportunity shall be provided for the candidate to respond if he/she so desires.
2. Recommendations at each level of the promotion process prior to the review by the appropriate Committee of the Board of Trustees shall be in writing and signed. The recommendation shall include reasons in support thereof unless such reasons have already been provided.
3. No anonymous communications shall be received at any level of the promotion process except for student opinion surveys on the proper forms.

9.4 LIMITATIONS FOR PROMOTION TO PROFESSIONAL CLASSIFICATION

1. Full professors and associate professors will not exceed 75% of faculty.
2. The percentage of full professors and distinguished service professors will not exceed 37.5% of faculty. [(Formerly N.J.A.C. 9:6-3.8.)(4)]

9.5 APPLICATION FOR PROMOTION

I. Written Summary

Candidate describes how she/he has satisfied the four criteria. This summary must be 3-5 pages. Font size must be 10 pt. at a minimum. This is a strict size limitation. Applications not meeting the size requirement will not be accepted. Applications may include expanded discussions in the appendices.

II. Vita

Vita Outline

I. Name

Rank
School
Convening Group(s)

II. Educational Background

Degree Institution Date Awarded

III. Professional Work Experience Outside Ramapo College

Title Agency Dates

IV. Ramapo College – Record of Actions

Initial Appointment:	Date	Rank
Promotion(s):	Date	Rank
Tenure:	Date granted or date consideration is due	

V. Candidate's Profile

- A. Courses taught (within past five years, including frequency and level).
- B. Scholarship
 - 1. Publication/ Exhibits/ Performance (full bibliographical information required).
 - 2. Conference Presentations (dates and organizational auspices).
 - 3. Work in Progress (indication of stage of project & relation to discipline/unit).
- C. Contribution to College (level, dates, position, etc.)
- D. Contribution to Community
- E. Grants (dates, organizational sponsorship, amount, etc.)
- F. Special Recognition/ Awards (dates, etc.)

III. Appendices Required

- 1. Course materials such as syllabi, bibliographies, exams, and examples of student achievement (papers, projects, research) within the past five years.
- 2. Student Opinion Survey Summaries within the past five years.
- 3. Peer evaluation(s) of Effective Teaching (peers must be in same discipline or convening group).
- 4. Peer recommendations for promotion from colleagues at Ramapo College. All should be within the past five years.
- 5. Peer recommendations for promotion from colleagues outside of Ramapo College. All should be within the past five years. The Unit Personnel Committee, not the candidate, shall solicit letters based on a list supplied by the candidate.
- 6. Indication of candidate's field(s) of expertise and identification of her/his primary convening group(s).
- 7. Copies of publications, papers presented, exhibit or performance reviews.
- 8. Evidence of contribution to college (position, dates, indication of whether appointed or elected). The nature and value of a candidate's contribution needs to be explained and supported by documentation from colleagues.
- 9. Evidence of contribution to community.
- 10. Other materials considered appropriate by the candidate.

IV. Documents Provided by the Convening Group, Unit, Dean, and Provost

- 1. The senior member or the convener of a candidate's primary convening group in consultation with the convening group shall provide an evaluation and recommendation on promotion. Ranking is required. Candidates who present evidence of achievement in areas other than that of their primary convening group shall also obtain a similar evaluation and recommendation from the convener, or a senior member, of the convening group(s) associated with these areas.
- 2. The Unit Personnel Committee's evaluation and recommendation on promotion is required. Ranking is required.

3. The Unit Council's recommendation on promotion. Ranking is required.
4. The Dean's evaluation and recommendation on ranking is required.
5. The Provost' evaluation and recommendation on promotion is required.

9.6 NON-TRADITIONAL SCHOLARSHIP AND PROMOTION OF ADMINISTRATORS

Non-Traditional Scholarship

The Faculty Handbook indicates a range of scholarly activities that go beyond the traditional "publish or perish" mentality found in many institutions. The following are additional guidelines for assessment of non-traditional scholarship:

1. All scholarly activity as defined by the Faculty Handbook is given the same consideration.
2. Outside letters indicating the quality of "non-traditional" scholarship should be considered when the results of the scholarship are not available. (See Section 5.2)
3. When evidence of certain types of scholarship are not available in written form, examples of the type or nature of scholarship should be submitted to aid the Committee in its deliberations.
4. A statement by the candidate explaining the nature of the non-traditional scholarship as well as the rationale for submitting said work, as scholarship should be part of the candidate's promotion package.

Promotion of Administrators

It is recognized that full-time administrators holding faculty rank may pursue promotion in the faculty rank. Administrators applying for promotion in faculty rank must submit evidence of acceptable performance within the criteria as described in the Faculty Handbook (Criteria for Appointment, Reappointment, Promotion, and Reappointment with Tenure).

The Handbook, at no time, indicates quantity as a factor, but rather, quality as the measure of performance. The following are guidelines for the consideration of administrators with faculty rank:

1. Teaching Effectiveness: Ramapo College has a long history of supporting teaching interests of any and all of its administrators. Administrators applying for Promotion should submit evidence of teaching effectiveness. Opportunities are available in the evenings or during the summer.
2. Contributions to College and Community: It is understood that administrators participate in numerous committees as part of their responsibilities. However, there is ample opportunity for anyone to volunteer for a variety of College and community committees, workshops, forums, and other group activities apart from the assigned administrative committee responsibilities. Administrators are asked to offer evidence of this type of contribution.
3. Scholarship: The value of "non-traditional scholarship" is recognized. Research and other forms of scholarship that administrators are asked to create as part of their duties can be recognized. The burden of proof lies within the individual to indicate how his/her work as an administrator can be included as scholarship.

Additionally, it is recommended that research and other forms of scholarship beyond the prescribed or expected duties of the administrator be pursued and presented as evidence of meeting the criteria for scholarship as indicated in the Faculty Handbook and discussed above in the section titled "Non-Traditional Scholarship."

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