

Career Development Procedures

1. Purpose

1.1 This process is intended to enhance the natural dedication of individual faculty members and librarians to pursue a vigorous program of continuing professional development subsequent to receiving tenure at the College. It is structured to aid employees in the development of a positive program of professional growth and career development. So that faculty, librarians and professional staff are fully cognizant of the immediate and longer range institutional, school and department goals and areas of high programmatic need and growth potential, the administration will make these known.

1.2 Every five years, the individual tenured faculty member/librarian shall engage in an in-depth self-study to determine the manner in which he/she may best advance his/her own professional growth. Participation in this program will not only yield great personal reward but will also serve to satisfy the requirements of N.J.S.A. 18A:60-10. Additionally, participation will secure priority access to funds negotiated for this purpose, as well as any other institutional funds which may be made available. It is further recognized that a program of genuine career development for the improvement of instruction should be positive in nature and is best achieved in an atmosphere of trust and cooperation. The results of the evaluations for the career development program shall not be used as evidence in any punitive personnel actions.

2. Scope

2.1 The Ramapo College Career Development Program applies generally to tenured members of the faculty and to non-teaching professional staff (NTP) members who have been awarded multi-year appointment contracts.

2.2 Each year, one fifth (1/5th) of the tenured members of the faculty will undergo assessment review beginning with the most senior fifth in the first year and continuing in order of seniority for each succeeding year. The process will be repeated beginning in the sixth year of the Career Development Program.

2.3 Faculty members shall undergo assessment review after being tenured for five (5) years and shall be subject to review only once in each succeeding five (5) year period.

2.4 NTP's who have been granted a multi-year contract shall undergo assessment review when the President identifies career development needs and orders the assessment.

2.5 A follow-up review shall be made by the Career Development Committee (CDC) and the President/designee to assess identified areas for improvement or the effectiveness of the Career Development Program, provided that no faculty member/NTP shall

undergo more than one follow-up review to assess identified areas for improvement in each five (5) year period.

2.6 Any tenured faculty member who is scheduled to be assessed and who is on sabbatical leave or other approved leave from the College will be assessed when he/she returns to regular service.

2.7 Faculty and staff (tenured, multi-year contracted, probationary) who are not undergoing assessment and where no areas of improvement were identified may submit applications directly to the CDC for career development assistance.

2.8 All individuals who are awarded Career Development funds will submit a report within one semester after the completion of the program or activity they participate in. The report will assist the CDC in awarding future funds.

3. Composition of Committees

3.1 Unit Assessment Committee (AC)

The primary responsibilities of the Assessment Committees (AC) shall be the assessment of the individual's professional growth, contributions to the College, teaching effectiveness and the identification of any area(s) for improvement.

a. The AC shall consist of no less than three tenured faculty members/librarians not currently being assessed or applying for career development assistance except in the following situation: for Units without sufficient faculty to form an AC of three qualified members, there shall be a minimum of two people on the committee except if either the individual under review or the committee request a three person AC. In that case a third person with appropriate expertise shall be selected from anywhere in the College.

b. For the AC, the Unit must elect a panel of three members. If the individual being assessed and the AC agree that none of the elected panel are qualified professionally to evaluate the individual, the following procedure shall ensue. One member of the AC shall be replaced by another faculty chosen from anywhere in the College. The individual under review may suggest appropriate names. The AC shall select the replacement and decide which of its own members is to be replaced.

c. Only full-time faculty may vote for AC members.

d. Only tenured faculty members/librarians may serve on the AC.

e. The unit AC shall serve for one year.

3.2 Professional Staff Assessment Committee (PSAC)

- a. The PSAC shall consist of no less than three non-teaching professional staff members not currently being assessed or applying for career development assistance.
- b. Only NTP's who have been awarded a multi-year contract may serve on the PSAC.
- c. The PSAC shall serve for one year.
- d. For the PSAC, the full-time NTP's must elect a panel of three members. (For specific election procedures see Appendix 1.) If in the opinion of the PSAC or the individual none of the elected panel are qualified professionally to evaluate the individual, the following procedure shall apply:

One member of the PSAC shall be replaced by another NTP/faculty chosen from anywhere in the College. The individual under review may suggest appropriate names. The PSAC shall select the replacement and decide which of its own members is to be replaced.

3.3 Career Development Committee

- a. The Committee shall consist of:
 - 1) Four (4) elected tenured faculty/librarians;
 - 2) One (1) elected non-teaching professional;
 - 3) One (1) representative appointed by the administration;
 - 4) One (1) representative appointed by the union (ex-officio without vote);
 - 5) One (1) representative appointed by the administration (ex-officio without vote);
- b. A quorum will consist of four (4) voting members.
- c. The number of non-bargaining unit members shall not exceed 1/3.
- d. The bargaining unit members of the CDC who will be voting will be chosen in an election conducted by the Union which will assure that no more than (1) elected member of the CDC shall be elected from any given division, school, or other major academic/administrative unit of the College. The Union and the College shall agree to the election procedure. (For specific election procedures see Appendix 2.)
- e. Bargaining unit candidates to the CDC must be tenured faculty/librarians or NTP's who have been awarded a multi-year contract.

f. Those being assessed or applying for career development assistance may not serve on the CDC.

g. Elected members of unit ACs may not serve on the CDC.

h. Elected members of the CDC shall serve two-year terms except for the initial year when two members shall serve one-year terms. This will ensure continuity from year to year.

i. The chairperson of the CDC shall be a member of the bargaining unit and must be elected by the CDC.

4. Criteria and Documentation for Assessment Review of Tenured Faculty/Librarians

4.1 The criteria by which tenured members of the faculty will be assessed are:

a. An assessment of his/her contributions including contributions to the direction/mission of the unit, school and college over the last five years and his/her intentions for future contributions;

b. An assessment of his/her teaching effectiveness;

c. A statement of his/her own professional objectives and how they might best be achieved; and

d. An assessment of professional strengths and/or areas for improvement;

Note: 1. Changing institutional needs do not constitute personal professional deficiencies.

Note: 2. A personal professional deficiency shall be deemed to exist if, and only if, the individual's performance, taken as a whole, does not meet reasonable standards of acceptable performance.

Note: 3. Performance, not credentials will guide the assessment review process.

4.2 Assessment Documentation

The assessment review of faculty and librarians will be based on the following:

a. A self-assessment Statement:

A comprehensive statement which will provide an overview of the faculty member's/librarian's professional activities primarily during the five year period preceding the assessment and addressing the criteria in Section 4.1. The statement may include a proposal for a plan of career development.

b. Peer Assessment:

The faculty member/librarian being assessed shall provide colleague response to his/her professional performance. In the event that a faculty member's personnel file does not include at least two peer evaluations for the three (3) year period immediately preceding the assessment review, the AC, in consultation with the person being assessed, shall arrange for at least one (1) classroom visit by a faculty member who is in the same general field as the individual to observe one (1) full classroom period prior to the AC preparing its report and recommendations. This classroom observation shall be performed consistent with the manner prescribed below which may also be found on page IV-12, "Semi-Annual Peer Evaluation of Non tenured Faculty Members," Section IV, Faculty Personnel Policies and Procedures.

Semi-Annual Peer Evaluation of Non-tenured Faculty Members:

(1) Once during each academic semester, non-tenured members of the faculty shall be observed for one full classroom period.

(2) These classroom visitations shall take place during a scheduled class and time of mutual convenience and shall be completed no later than the close of the eighth week of that academic semester.

(3) The faculty member who is to be observed shall be given no less than forty-eight (48) hours prior notice of that observation in writing by his/her Dean. That faculty member may waive the forty eight (48) hour prior written notice procedure by notifying his/her Dean in writing.

(4) The appropriate unit personnel committee shall designate a panel of unit observers. This panel may include, but not be limited to, unit personnel committee members, colleagues in that particular unit, and colleagues from other units across the College.

(5) The Dean shall schedule the members of this panel to conduct classroom observations as necessary.

(6) Each observer shall submit a written and signed classroom observation report to the Dean within three weeks of that observation. The observed faculty member shall receive a copy of the signed classroom observation report and may respond to it in writing if he/she so desires.

(7) The observed faculty member shall initial the classroom observation report indicating that he/she has read it and has had an opportunity to respond to it. The Dean shall forward the initialed observation report and any response to the instructor's personnel file.

(8) The questions covered in the appropriate unit student opinion form shall serve as the basis for that unit's faculty observation evaluation.

(9) Faculty members are encouraged to supplement their files with additional peer evaluations in accordance with the above-stated procedures.

c. Assessment of Teaching Effectiveness:

Assessment of teaching effectiveness will include summaries of student evaluations gathered according to existing procedure. Existing summaries may be used. If summaries are not available and/or additional information is needed, the AC may examine the student evaluations and provide a summary.

d. Student Input:

Assessment of teaching effectiveness may also include student input obtained by means of a formal process. The AC shall have access to such data. All student data shall be collected in a regular and systematic fashion and in writing consistent with existing college policy and procedures.

5. AC Assessment Procedures

5.1 Evidence

Assessments shall be based on the evidence of an individual's professional performance primarily during the five year period preceding the assessment.

5.2 Committee deliberations shall be consistent with the criteria enumerated in Section 4.1.

5.3 Prior to preparing its assessment report, the AC shall examine the personnel file, meet with the individual under review to discuss assessment, including documentation submitted, and solicit additional evidence, information and material as may be relevant and necessary.

5.4 The AC shall prepare a comprehensive report on each individual under review including:

a. A review of the individual's professional growth, professional performance and contributions, including contributions to the department and college, primarily during the preceding five (5) years, and the individual's intentions for future professional growth and contributions.

b. An identification of the individual's strengths and teaching effectiveness.

c. A specific and detailed identification of the areas for improvement, if any. If no areas for improvement exist, the report shall explicitly so state.

d. The assessment report may also include a recommended plan of Career Development, tailored to the individual's needs, utilizing the resources available at the College under the Career Development program. Such recommendations for career development are not to be construed as indicating deficiencies. In the event that the AC prepares such recommendation(s), it shall consult beforehand with the individual.

5.5 It is the responsibility of the AC to insure that all information relating to the assessment review of the faculty member is assembled and in proper form for forwarding to subsequent levels of the assessment review process.

5.6 The AC shall prepare a final report summarizing its findings including recommendations for resources needed for career development and to address any areas for improvement. This report shall be submitted to the individual being assessed. Within five (5) calendar days after the transmission of the report, the individual who is the subject of the report may present a written request to the AC to reconsider its recommendations. In the request, the individual shall state the specific reasons why he or she feels that the recommendation is inappropriate. If the AC grants the individual's request for reconsideration, it will expedite the reconsideration process so as to allow for the overall completion of the assessment process in a timely fashion.

5.7 After reconsideration review, the AC shall forward all documents to the President/designee for review and recommendation.

5.8 The individual may forward to the President/designee a written response to the AC report. Any response shall be attached to the report.

6. PSAC Assessment Procedures

6.1 In the event that a member of the professional staff has been granted a multi-year appointment contract, and for whom the President/designee has identified areas in which career development is appropriate, the President/designee shall send a written report specifically describing them to the PSAC, which will then undertake the review described below.

6.2 The PSAC shall review the report and meet with the NTP to discuss his/her career development needs and to solicit such additional information and/or material as is necessary.

6.3 The primary responsibility of the PSAC shall be the review of career development needs of members of the professional staff who have been granted multi-year appointment contracts, and for whom the President/designee has identified areas in which career development is appropriate. The PSAC will first submit its written recommendation to the employee. Within (5) calendar days after the transmission of the report, the individual who is the subject of the report may present a written request to

the PSAC to reconsider its recommendation. In the request the individual shall state the specific reasons why he or she feels the recommendation is inappropriate.

6.4 If the PSAC grants the individual's request for reconsideration, it will expedite the reconsideration process so as to allow for the overall completion of the assessment process in a timely fashion. The PSAC shall transmit a written recommendation including all supporting documentation to the Career Development Committee, with a copy to the President/designee and to the employee, as to the specific career development needs of each member of the professional staff who has been the subject of a review. Individuals may request and shall receive a conference with the PSAC during the reconsideration process.

6.5 If, as a result of the re-consideration process, the PSAC revises the original report, a revised report will be forwarded to the CDC, the President/designee, and the staff member who may respond in writing.

6.6 The individual may forward to the President/designee a written response to the AC report. Any response shall be attached to the report.

7. Initial President/Designee Review

7.1 The President/designee will review all documents forwarded by the ACs/PSAC.

7.2 If the President/designee agrees with the submitted recommendation(s), he/she shall so indicate in writing to the CDC. A copy of these comments will be sent to the individual and to the chairperson of the AC/PSAC.

7.3 In the event that the President/designee disagrees with any aspect of the recommendation(s), he/she shall confer with the individual and the AC/PSAC. In such cases, the individual and the AC/PSAC shall have at least forty-eight (48) hours prior written notice of the scheduled conference. The individual and/or AC/PSAC may waive the forty-eight (48) hour prior notice procedure by notifying the President/designee in writing. The President/designee shall then prepare a written statement setting forth the relevant areas of disagreement and specific grounds for the disagreement.

7.4 The Union shall receive a copy of the CDC's report and all relevant materials.

8. CDC Procedures

8.1 The CDC shall receive and consider the reports of the AC, the PSAC and the statements of the President/designee concerning all employees being assessed and shall prepare recommendations.

8.2 The CDC shall also consider the applications of employees not undergoing assessment but who elected to apply for Career Development assistance. These requests will be considered by the CDC after the review and recommendations are completed for tenured/multi-year individuals being assessed. (Such applications shall contain any material and information the employee deems relevant in support of the application.)

8.3 The President shall provide the CDC with estimates of the funds available for Career Development assistance.

8.4 In the course of preparing its report, the CDC shall:

a. Whenever necessary, consult with ACs, the PSAC, individual candidates and applicants; and

b. recommend an appropriate form of career assistance (see Section 12.4, *Forms of Career Assistance*).

8.5 The CDC will notify each candidate/applicant reviewed of its recommendations in writing. Individuals may respond in writing to the CDC's recommendations. Responses will be forwarded to the President/designee.

8.6 A report to the President/designee shall be prepared and forwarded containing the CDC's recommendations for the year concerning the allocation of CD funds. This shall include specific recommendations for each individual being assessed or applying for assistance and the reasons for each recommendation. The report shall contain copies of all materials on which the report is based, including letters sent to individual candidates.

8.7 The Union shall receive a copy of the CDC's report and all relevant materials.

9. Final Presidential/Designee Review

9.1 The President/designee shall review all documents received from the CDC and may accept, reject or modify each of its recommendations.

9.2 In the event the President/designee modifies or rejects any of the CDC's recommendations, the President shall set forth in writing relevant reasons specific to the individual actions and transmit these reasons to the CDC, the affected individual and, where relevant, to the Board of Trustees.

9.3 Where the implementation of the President's recommendations requires Board action, the President shall present them to the Board of Trustees.

10. General Information

10.1 Committees and/or the President/designee have the right to request additional information when necessary.

10.2 Copies of all documents received by Committees and/or the President/designee will be forwarded to the individual being considered, who may respond in writing. Responses will be made part of the record.

10.3 The CDC and/or the President/designee have the right to consult with any AC and/or individuals.

10.4 All materials generated in the career development assessment process shall be placed in the individual's file.

11. Fair and Equitable Application of Procedures

11.1 The procedures for the assignment of career development resources shall be fairly and equitably applied to all Unit members.

11.2 Violations are grievable under Article VII, B, 1 of the State Master Agreement (1995-99).

11.3 If an arbitrator determines that a violation has occurred, the matter may be:

a. remanded to the appropriate level for reconsideration, or

b. set aside and a request made that the assessment process be done *de novo*. In such a case, the affected individual will be considered with the next group of faculty/librarians up for assessment review. The records concerning the original assessment will not be included in the individual's personnel file.

12. General Career Development Assistance Program

12.1 The Career Development Assistance Program may include, but is not necessarily limited to, the forms of career assistance listed below in Section 12.4. There is no requirement that all of the elements listed be utilized in a particular way.

12.2 Funds for professional development may be available from the Federal government or from various private foundations. The CDC may make recommendations to the President as to how the College may seek out such programs and create proposals for submission to the appropriate agency(ies).

12.3 Nothing in this agreement shall be construed as preventing the College from supplementing the specific funds available where, in the judgment of the College, such supplementation would be appropriate.

12.4 *Forms of Career Assistance*

a. Tuition reimbursement, i.e., when a career development leave is approved for the purpose of engaging in a specific educational activity, tuition expenses shall be reimbursed at full cost.

b. Expenses for travel to professional meetings, conferences, short courses and seminars.

c. Career Development Leaves (CDL) may be granted for up to two consecutive academic years. CDL's not exceeding one-half year shall be at the rate of three-quarter's salary. CDL's exceeding one-half year shall be at the rate of one-half of the employee's salary or at the rate of the employee's salary less \$7,752), whichever is greater. No employee shall receive a rate of less than \$12,594 per annum.

d. Released time for research, study and participation in other aspects of the Career Development Program.

e. Financial support for equipment, travel or other items necessary for the successful completion of a research project.

f. Seminars, colloquia or other internal programs relating to the improvement of professional techniques and methodology of other professional employees.

g. Other forms of assistance or programs where circumstances warrant them.

APPENDIX 1

Procedure for electing the PSAC

a. All NTP's will be mailed a list of eligible NTP's (only those with multi-year contracts).

b. NTP's will be asked to vote for three individuals to serve on the committee.

c. The three individuals with the greatest number of votes will be asked to serve on the committee for a one year term. If an individual refuses this appointment, the next individual with the greatest number of votes will be asked to accept the appointment.

APPENDIX 2

Procedure for electing the CDC

a. Nomination process for faculty

Each academic unit will name one person to run for election.

Exceptions may be made for those units with insufficient numbers of tenured faculty to vote for an AC and nominate a CDC candidate.

b. Nomination process for NTP's

1) All NTP's will be provided with a list of eligible NTP's in advance of a scheduled election meeting.

2) All NTP's will be invited to a meeting to nominate two members to serve on the CDC. These individuals must accept the nomination before a vote takes place. If more than two individuals are nominated, there will be a run-off election to select the two (2) nominees with the greatest number of votes.

3) These two (2) candidates will then take part in the run-off election to determine which one (1) of the two (2) will serve on the CDC.

c. Election process

The Union will conduct the election by means of a ballot sent to all members of the bargaining unit. The four (4) faculty/librarians and the one (1) NTP receiving the highest number of votes shall constitute the CDC.

CRITERIA FOR CAREER DEVELOPMENT REVIEW

The following shall constitute the criteria in priority order for determining allocation of Career Development Funds:

1. Where the CD Committee concurs that employees who were assessed have identified areas for improvement.

2. Where candidates for Career Development Review submit applications which are consistent with the expressed direction/mission and needs of the College and/or to improve instruction.

3. Where candidates for Career Development Review initiate a plan to reorient themselves to teach or work in an area vital to the College and new to themselves.

Candidates in the above categories will be reviewed without reference to the funding criteria listed below:

4. All candidates for Career Development Review not included in the first two categories.
5. Those faculty and staff not candidates for Career Development Review who have applied directly to the Career Development Committee for funding.

Other Guidelines:

1. Funds for participation in approved courses for academic credit will be at the rate currently established in the contract.
2. Efforts will be made to fully fund participation in other approved programs of study and workshops.
3. Funding for participation in conference programs will ordinarily be limited to one conference per faculty member per year.
4. Release time for new course development will ordinarily be limited to a maximum of four credit hours per semester.