

9.0 PROMOTION PROCESS FOR FACULTY MEMBERS

GENERAL INFORMATION

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.

QUALIFICATIONS FOR PROMOTION

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. Applicants shall have demonstrated a record of quality performance in relation to Teaching/Librarianship, Scholarship and Service. Future promise may be considered.

Full 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. Applicants shall have demonstrated a consistent record of mature levels of accomplishment in Teaching/Librarianship, Scholarship and Service. Future promise shall not be considered.

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.

9.1 PROCEDURES

The President through Employee Relations notifies the Faculty and Librarians of the number of promotions available.

At Ramapo College Librarians are considered faculty and the Library has the same standing as other Units. Therefore unless specific language referring to the Library and/or Librarians is used the term Faculty includes Librarians and the term Unit includes the Library. Within the Library the Convening Group, Unit Personnel Committee and Unit Council are one and the same.

A. APPLICANT

1. Applicant notifies ER, Dean, UPC and Convening Group of intention to apply for promotion **in the Spring semester prior to submitting the application (exact date TBD).**

2. Applicants shall provide the UPC with the list of desired External Peer letter writers the semester prior to the application submission deadline. The UPC will contact those on the list asking if they are willing to serve as a letter writer and stating that the letter will be due in November for (exact date TBD). Responses to the inquiry should be made within 2 weeks of receipt of the request. At that time CV's will be sent. Updated CV's and additional information may be sent at a later date if necessary and/or requested..
Should the applicant decide to not follow through with the application those letters may be saved for the following year.
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3. Applicant shall request a letter from the Convening Group to be sent to the UPC by the submission date set by ER.
4. All faculty members requesting promotion shall submit a complete application for promotion in accordance with established procedures.
5. The application must include all documentation per the Promotion Checklist ([insert link to checklist](#)) and be formatted in accordance with the digital submission guidelines provided by Employee Relations ([insert link to digital application guidelines](#)). Applicants may submit additional information which they consider appropriate.

B. CONVENING GROUP

6. Discusses application based on the Criteria with particular emphasis on the applicant's contributions to the convening group. Full time faculty members of the convening group shall take part in this discussion. Applicants for promotion may not be present for discussion.
7. A letter summarizing the discussion must be written by the Convener or another member of the group. The letter is then affirmed by a simple majority of the convening group members and a statement to that affirmation is included in the letter. The letter must be signed by the writer.
8. Convening Group sends letter to UPC by the submission date set by ER in advance of UPC's review of the application so that UPC will consider the letter in the evaluation.

C. UNIT PERSONNEL COMMITTEE (UPC) AND UNIT

9. The UPC solicits External Peer Recommendations from the list provided by the applicant using the form letter and including the applicant's CV and Narrative Statement.

10. The UPC shall conduct a preliminary review of the application for completeness using the checklist and inform the applicant of any missing information and/or non-compliance with proper presentation and formatting by the established calendar deadline.
11. UPC sets a final date for receipt of a completed application including anything missing and **the Convening Group letter**, giving the applicant sufficient time to make changes and allowing for sufficient time for final review by the UPC prior to consideration by the Unit.
12. **After the deadline**, incomplete applications as determined by the Unit Personnel Committee will not be forwarded.
13. The UPC evaluates each completed application against criteria (see section 5.0), and strongly recommends, recommends, or does not recommend the applicant for promotion.
14. The UPC will notify each applicant of the UPC decision in writing
15. All applications, including those “not recommended” (unless withdrawn by the applicant), are forwarded to the Unit by the UPC.
16. The UPC prepares a letter detailing its evaluation and recommendation for each applicant and sends the letter to the Dean for distribution to all faculty in the Unit at least 4 days prior to the Unit Council meeting when applications will be considered
17. The Applicant shall inform the UPC before or at the Unit Council meeting of any factual errors in the letter. The Applicant may not make any other suggestions for the letter to the UPC.
18. Unit members review the recommendations provided by the UPC in advance of the meeting in which applications are considered.
19. The UPC presents their recommendations to the Unit Council
20. The Unit Council discusses each application and its merit along the three criteria: Teaching, Scholarship and Service, All discussion of the Unit Council/LPC regarding personnel matters is confidential.
21. All applicants for Promotion to the same rank shall not be present during the discussion or participate in voting.
22. Faculty with a dual relationship to an applicant shall recuse themselves for the discussion of that applicant and voting.
23. The UPC may decide to make edits to the UPC letter regarding relevant information gathered during Unit Council deliberations.
24. The Unit Council/LPC votes **to endorse or not to endorse the UPC recommendation in the letter**.
25. The Dean and/or designee counts the votes for the UC

26. The Dean notifies the Unit Council, the UPC and the applicants of the outcome (endorsed or not endorsed) of the Unit Council vote.
27. When the UC vote is to endorse the UPC's recommendation in the letter, the UPC shall add an addendum to the letter stating that. If the UPC's recommendation in the letter is not endorsed by the UC an addendum shall state that and indicate the criteria of concern **per the UC discussion**. In order to protect the confidentiality of the Unit deliberations this addendum will not give details of the discussion.
28. The UPC submits the final letter to the appropriate folder in the digital package for subsequent review by the Dean and All-College Promotions Committee.
29. If the UC does not endorse the UPC letter the applicant may request a meeting with the Dean and the Chair of the UPC for clarification of the Unit Council's concerns.

D. DEAN

30. The Dean conducts a thorough review of the application along established criteria from section 5.0, the UPC letters and the UC vote, and makes their own recommendation available to the applicant.
31. In such cases where the Dean does not concur with a recommendation received from the unit or UPC, the Dean shall notify the chairperson of the UPC, and the applicant in writing.
32. The Dean makes available their final recommendation to the applicant and the All-College Promotion Committee.

E. All College Promotions Committee

33. Each applicant for promotion shall have the right to appear before the All-College Promotions Committee to present new information not available at the time of submission of the application, to clarify information not readily apparent from their written statement, or to address the recommendation decisions of the UPC, UC and/or Dean prior to the Committee's deliberations.
34. The ACPC (All-College Promotions Committee) evaluates each submitted application against criteria (see section 5.0) and strongly recommends, recommends, or does not recommend the applicant for promotion.
35. The ACPC informs each applicant of its recommendation in writing.
36. Each applicant shall have the right to appeal the ACPC decision to "not recommend". The ACPC considers the appeal and makes a final recommendation.
37. All applicants who are not strongly recommended may appeal directly to the President for consideration for promotion.
38. The ACPC makes available its recommendations to the Provost.
39. The Provost reviews all documentation and makes their recommendations to the President.

40. The President or designee hears requested appeals by applicants not recommended or who have fallen below the number of available promotional slots.
41. Should the Provost and/or President disagree with any recommendation of the ACPC they shall confer with the Committee as to the reasons behind their recommendation.
42. The President makes final recommendations.
43. The President and Provost meet with the ACPC to review the yearly process.
44. The President makes final recommendations to the Board of Trustees for approval at a regularly scheduled meeting as per the Promotion Calendar.

9.2 MEMBERSHIP OF PERSONNEL COMMITTEES

A. UNIT PERSONNEL COMMITTEE (UPC)

1. Membership shall consist of 3-5 Unit members, as determined by the Unit prior to soliciting nominations. Committee members may not currently be under consideration for promotion.
2. All members shall be tenured faculty.
3. If the number of nominees for the Committee exceeds the number determined (refer to step 1) an election will be held.
4. The UPC shall follow all procedures as stated below. Questions shall be directed to the Employee Relations and or Unit AFT representative.
5. The Unit rep to the All College Promotion Committee may or may not be a member of the Unit Personnel Committee.

B. ALL-COLLEGE PROMOTIONS COMMITTEE (ACPC)

1. Overall structure

Membership shall consist of one tenured faculty member from each academic school, one tenured librarian, one non-voting union representative, one non-voting representative of the Office of Employee Relations, 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. Voting members

Voting Committee members serve for two 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.

3. Non-Voting Members

A. Employee Relations Representative

1. The non-voting ER representative shall be appointed by the President.

2. ER develops a calendar for the promotion process in consultation with the AFT and makes this calendar available to faculty and librarians
3. ER, on behalf of the President, notifies faculty and librarians of the number of promotions available
4. ER sets up and manages a digital storage system that will house each application and access to each.
5. ER provides access to digital binders to Applicant, Convening Group, UPC, Unit and Campus Community on a pre-determined schedule
6. ER will close applicants access to their folder once all materials are made available to the All College Committee. At this time ER will add any supplemental material provided by the applicant to applicants folder
7. ER arranges for the organizational meeting of the All College Committee and presents guidelines for each step in the promotion process.
8. The ER representative shall provide all members of the Committee with a copy of the promotion procedures including Faculty Handbook
9. ER representative shall report to the Committee Chair whether all Committee members affirmed in writing that they have examined all promotion packages
10. ER representative attends all ACC meetings and provides administrative support to the Committee.
11. The ER Representative shall provide the Committee with the due date for its final report.
12. The ER representative's role shall be limited to review of Committee and College policies and procedures to monitor adherence to the Faculty Handbook. The ER representative shall not take part in Committee deliberative discussions. The ER representative may only advise the Committee on procedural matters.
13. If the ER representative perceives a possible violation of the contract, they should ask the Chair of the Committee to temporarily suspend the proceedings. They should then make clear to the Committee their objections.
14. The ER representative shall also assist the Committee Chair, Vice-Chair, and Secretary with scheduling and Committee correspondence. All communications sent from the ER representative's office regarding Committee business, including notices of meetings and 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 ER representative. These files are confidential and are for Committee use only.

15. ER representative informs each applicant for promotion of their right to appear before the All College Committee.

B. Union (AFT) Representative

1. The non-voting AFT Union representative shall be appointed by the AFT.
2. Their role will be to monitor proceedings to ensure a fair process and adherence to the contract.
3. If the AFT representative perceives a possible violation of the contract, they should ask the Chair of the Committee to temporarily suspend the proceedings. They should then make clear to the Committee their objections.
4. 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.

C. Affirmative Action Representative

1. The non-voting Affirmative Action representative shall be appointed by The Office of Equity, Diversity, Inclusion and Compliance
2. The Affirmative Action representative role shall be limited to ensuring compliance with all EEOC and Affirmative Action laws, College policies and procedures with respect to Affirmative Action concerns.
3. If the Affirmative Action representative perceives a possible violation in this area, they should ask the Chair of the Committee to temporarily suspend the proceedings.
4. The Affirmative Action Rep, the AFT rep, the ER rep and the Chair shall have a meeting to discuss the nature of the objection to determine if further action needs to be taken.
5. If an objection is agreed on they should then explain to the full Committee the nature of the objection.
6. If the Affirmative Action representative and the Committee disagree as to the perceived infraction, the Affirmative Action representative must file their objections with the President or their designee within three days of the Committee meeting.
7. The Committee will await the President's decision and proceed accordingly.

4. ORGANIZATIONAL MEETING

Employee Relations schedules an initial organizational meeting of the All College Promotions Committee. Employee Relations invites the President and the Provost who will charge the Committee and their own role in the process. The Committee shall then review Promotion procedures and

guidelines, elect a Chair, a Vice-Chair and a Recording Secretary and determine the Committee's schedule.

A. Election of Chair, Vice-Chair and Recording Secretary

1. At the Organizational Meeting the Committee, by majority vote, shall elect or reappoint a Chair and Vice-Chair from the voting members. The Chair shall have at least one year of prior service on the Promotion Committee.
2. At the organizational meeting the Committee, by majority vote, shall elect a Recording Secretary from the voting members. The secretary shall take and keep minutes that include attendance and actions items only.

B. Determination of Committee's Schedule

1. The Committee shall be informed by the ER representative of the due date of its final report.
2. Based on this due date the Committee will set meeting dates to hear presentations by the applicants, if requested, to evaluate the promotion applications and to vote. Dates shall also be set to consider appeals and to make a final recommendation to the Provost and President.

C. ATTENDANCE AT MEETINGS

1. Meetings of the Committee take precedence over all other **College service** responsibilities.
2. Committee members must attend all meetings in which presentations, voting and deliberations occur.
3. If a Committee member cannot attend a meeting in which a Applicant's application is considered and that meeting is not rescheduled by the Committee, the Dean of their 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.
4. All rescheduled meetings should take place at the earliest possible date.

5. COMMUNICATION WITH PROMOTIONS COMMITTEE

- A. In accordance with College policies and the AFT contract, if voted by the Committee, All College Committee members may communicate with applicants, Unit Personnel Committees and Deans as deemed necessary for the process.
- B. Any discussion, authorized by the process, taking place outside the committee shall be related to the evaluation of the Applicant. Should new

information arise from these discussions the All-College Promotions Committee, through its chair, shall immediately notify the Applicant in writing.

- C. All information received by the All College Promotion Committee and required by the process relating to the evaluation of the Applicants shall be in writing and signed. Such communications shall be forwarded to the Applicant and their personnel file. An opportunity shall be provided for the Applicant to respond if their so desire.
- D. No anonymous or unsolicited communications shall be received by the All-College Promotion Committee except student opinion surveys-
- E. All letters and observations submitted to the All College Committee (including the applicant's written summary letter and self-evaluation of effective teaching) must be signed. Refer to checklist (and letter recommendation guideline section) for details of documentation.

6. ALL COLLEGE PROMOTIONS COMMITTEE EVALUATIVE PROCESS

A. Application Review

1. The Committee shall apply uniform standards to all Applicants.
2. The All-College Promotions Committee shall treat each **application** as a new case, subject to thorough review and new judgment at its level. Previous evaluations and recommendations are not considered as part of the applicants record.
3. ACPC sets a meeting schedule allowing for presentations by applicants, if requested, evaluation of all applications, voting and appeals.
4. ACPC determines the order for applications to be evaluated and voted upon.
5. ACPC determines first and second readers for each application. The first reader shall be from the same Unit as the applicant (Unit Rep to the Committee). The second reader shall be from a different Unit. Depending on the Unit distribution of applications an attempt will be made to distribute second reader duties so as to not over-burden any one member.
6. In the event that the ACPC rep did not serve on the UPC in order to be familiar with the Applicant's field of expertise, the unit representative (first reader) shall complete a thorough review of the application and address clarification questions to the UPC or applicant as appropriate. Each voting Committee member reviews and carefully considers each Applicant's application and supporting documentation ((add link to action 5.0) prior to deliberations. The Committee shall replace any voting Committee member who fails to do so. Specifically, the Committee Chair must inform the Dean of their unit, and the unit shall immediately elect a new unit representative for the remainder of the deliberations for that promotion cycle.

7. Applicants may request in writing the opportunity to present new information or to clarify information not readily apparent from their written statements. This presentation occurs prior to presentation of the application by the first and second readers, Applicant presentations shall be limited to ten minutes. Committee members may ask questions of each Applicant. Time limit for discussion with the Applicants shall be at the discretion of the Committee.
8. The first reader presents a full summary of the application. The primary role of the unit representative is to present Applicant packages, and not to advocate for the Applicants.
9. The second reader may emphasize important points and present anything they feel has not been made apparent by the first reader.
10. First and Second Readers have up to 10 minutes to make their presentations.
11. Immediately after the first and second readers present the application, voting members may then discuss each application for up to 20 minutes.
12. After each Applicant application has been discussed the Committee shall decide if it needs additional information. If additional information is requested, the Committee shall table its vote on the Applicant. (The Committee shall proceed to evaluate other applicants.)
13. The unit representative shall be instructed to seek that information which may include:
 - i. further documentation regarding each of the three criteria.
 - ii. Any consultation with the appropriate unit personnel committee and/or the unit Dean, shall be based on the record of existing information concerning the evaluation of the Applicant.
 - iii. Should new information arise from these discussions, the Committee chair shall immediately inform the Applicant in writing.
14. The unit representative shall notify the Applicant that additional material is being requested and that the applicant will need to provide this further documentation (time frame set at the discretion of the Committee).
15. When the Committee requests material from sources other than the applicant the Committee shall notify the applicant that such additional material is being requested, and provide a copy of such information when received to the Applicant.
16. The Applicant shall be provided the opportunity to respond to any additional written information relating to their evaluation.

B. VOTING

1. All Votes are confidential

2. Prior to a vote to recommend or not recommend, the Affirmative Action representative shall address the Committee.
3. Committee members' votes shall be privileged and no tallies shall be disclosed outside of the Committee.
4. Voting shall be by secret ballot. Ratings (1-5 with 5 being the highest) shall be given separately on the three categories of teaching, scholarly achievement, and Service.
5. Total scores are arrived at by the following formula: Effective teaching will be 40% of the total vote, scholarship/professional achievement will be 30% of the total vote and Service will be 30% of the total vote.
6. Applicants who meet the minimum standards (averaging 2 or higher) in all three categories will be recommended for Promotion.
7. Those applicants who fail to meet the minimum standards (averaging below 2) in any one of the three categories will not be recommended for Promotion.
 - i. Any applicant "not recommended" for promotion will be notified in writing by the Committee.
 - ii. Within 48 hours of notification of the ACPC's decision the Applicant may choose to request an appeal and shall notify the Committee through ER in writing.
 - iii. 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 Committee through ER in writing.
 - iv. The applicant shall have fifteen minutes to present an oral argument. New material may not be presented at this time.
 - v. The Committee shall discuss the applicant's appeal in closed session.
 - vi. A new vote on the applicant shall then take place. Voting shall be by secret ballot following the established voting procedures. There shall be no further appeals at this level.
8. Final rankings of recommended applicants will be determined when either all applicants are recommended or all appeals have been completed.

C. COMMITTEE'S RANKING PROCEDURE

1. After all appeals are heard and new votes taken Applicants recommended for promotion shall be ranked Recommended or Strongly Recommended.
2. Following the tally, the list of voting totals from highest to lowest is presented to the Committee. The Committee shall discuss the range

of votes with respect to the allotted number of slots at each level of promotion and determine how many shall be strongly recommended.

3. Applicants will be strongly recommended based on their rank and the number of slots available. Additional Applicants beyond the number of slots available may be forwarded as strongly recommended alternates. Names are then attached to the rankings on the list.
4. Final recommendations (not numerical rankings) will be communicated to applicants, Deans, and the Provost.
5. No numerical rankings may be shared outside the Committee.

D. MEETING WITH THE PRESIDENT AND 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.

E. COMMUNITY ACCESS TO PROMOTION PACKAGES

- A. Digital Promotion packages shall will be accessible to Ramapo College faculty and librarians for three weeks after the Provost makes their recommendation.
- B. Access is requested through the Office of Employee Relations and will be given for 24 hour period

F. Appeal of the President's Decision

1. All Applicants not recommended and Applicants who fall below the number of available positions approved by the President within each rank may appeal in writing to the President or their 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 their designee shall arrange to meet with the Applicant to discuss the appeal.
2. The conference with the President, which shall be held prior to the President's recommendation being submitted to the appropriate Committee of the Board of Trustees.

[G. Consideration of Professional Responsibility](#)

1. The All College Promotion Committee is not privy to information concerning an applicant's professional conduct and therefore cannot consider it as part of the criteria for promotion.

2. It is the Administration's purview to determine whether Professional Responsibility has been met.

Commented [1]: Added in response to feedback

DRAFT