

## **9.0 PROMOTION PROCESS FOR TENURE TRACK FACULTY MEMBERS**

### **GENERAL INFORMATION**

The basic procedures and timeline to be followed related to promotions for full-time faculty at a New Jersey State College are outlined in Article XIV of the **CURRENT CONTRACT** 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 College's administration, in consultation with the local union, and made available 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/academic discipline and have at least five years of professional experience in higher education. Applicants shall have demonstrated a record of quality performance and professional responsibility 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/academic discipline and have at least eight (8) years of professional experience in higher education. Applicants shall have demonstrated a consistent record of mature levels of accomplishment and professional responsibility in Teaching/Librarianship, Scholarship, and Service. Future promise shall not be considered.

The State recognizes that promotion applicants may present qualifications as to education and experience that their peers will recommend to the BOT for approval to be the equivalent of the above qualifications although not exactly corresponding to the written requirement.

## **9.1 PROCEDURES**

The President, through ER, notifies the faculty and librarians of the number of promotions available for tenure track faculty and the number of promotions available for librarians in the given academic year.

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 (UPC), and Unit Council are one and the same.

## **APPLICANTS FOR PROMOTION ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. Faculty members seeking promotion shall inform ER, the Dean, their Convening Group, and their UPC of their intention to apply for promotion *in the spring semester prior to submitting the application* (exact date to be determined).
2. Applicants shall provide the UPC with a list of desired external peer reviewers the semester prior to the application submission deadline. The UPC will contact those on the list to ask if they are willing to conduct a review of the applicant's Scholarship and write a letter. The letter must be submitted by November. (Note: The exact date in November is to be determined each year.) Responses to the inquiry should be made within two (2) weeks of receipt of the request, at which time the applicant's CV will be sent. Updated CVs and additional information may be sent at a later date if necessary and/or requested by the peer reviewer. Should the applicant decide to not apply for promotion in that year, the received peer letters may be saved and used in the next (following) year.
3. The applicant shall ask their primary Convening Group to send a letter to the UPC by the deadline established by ER.
4. All faculty members applying for a Promotion must submit a complete application in accordance with established procedures.
5. Applications must include all components/documentation per the (click on the links) [Promotion Checklist](#) and be formatted in accordance with the [digital submission guidelines](#) provided by ER.
6. Applicants may submit additional information, which they consider appropriate.

#### **CONVENING GROUP ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. All full-time (non-temporary) faculty members belonging to the applicant's primary Convening Group must discuss the application based on the criteria with particular emphasis on the applicant's contributions to the Convening Group. Applicants for promotion may not be present for discussion.
2. A letter summarizing the discussion must be written by the Convener or another member of the group. This 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.
3. The Convening Group sends the endorsed letter to UPC by the submission date set by ER in advance of UPC's review of the application so that the letter is considered during the UPC's evaluation of the submitted application.

#### **UNIT PERSONNEL COMMITTEE AND UNIT ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. 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.

2. 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 calendar deadline established by ER.
3. The UPC will establish a deadline for a corrected/amended application submission, which should include any identified missing information and the Convening Group letter, giving the applicant sufficient time to make changes and allowing sufficient time for final review by the UPC prior to consideration by the Unit, which must be conducted by the deadline established by ER.
4. After the deadline, incomplete applications as determined by the UPC will be disqualified and, therefore, not be forwarded.
5. The UPC evaluates each completed application against the Promotion criteria (see section 5.0) and either "strongly recommends," "recommends," or "does not recommend" the applicant for Promotion.
6. The UPC will notify each applicant of their decision in writing.
7. All applications, including those "not recommended" (unless withdrawn by the applicant), are forwarded to the Unit Council by the UPC.
8. The UPC prepares a letter detailing its evaluation and recommendation for each applicant and sends the letter to the Dean for distribution to all full-time faculty in the Unit at least four (4) days prior to the Unit Council meeting at which Promotion applications will be considered.
9. 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.
10. Unit members review the recommendations provided by the UPC or LPC in advance of the meeting in which Promotion applications are considered.
11. The UPC presents their recommendations to the Unit Council.
12. The Unit Council discusses each application and its merit along the three criteria of Teaching, Scholarship, and Service.
  - a. All discussions by the Unit Council regarding personnel matters is confidential.
  - b. All applicants for Promotion to the same rank shall not be present during the discussion or participate in voting.

- c. Faculty with a dual relationship to an applicant shall recuse themselves for the discussion of that applicant and voting.
13. The UPC may decide to make edits to the UPC letter regarding relevant information gathered during Unit Council deliberations.
14. The Unit Council votes to endorse or not to endorse the UPC recommendation in the letter.
15. The Dean and/or designee counts the votes on behalf of the Unit Council.
16. The Dean notifies the Unit Council, the UPC and the applicants of the outcome of the Unit Council vote (i.e., whether the UPC recommendation is endorsed or not endorsed).
17. When the Unit Council vote is to endorse the UPC's recommendation, the UPC shall add an addendum to the letter stating that endorsement. In the case of non-endorsement of the UPC recommendation, an addendum shall state that and indicate the criteria of concern per the Unit Council discussion. In order to protect the confidentiality of the Unit Council deliberations, this addendum will not include details of the discussion.
18. The UPC submits their final letter to the appropriate folder in the digital package for subsequent review by the Dean and All-College Promotions Committee.
19. If the Unit Council 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.

#### **DEAN ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. The Dean conducts a thorough review of the application along established criteria from section 5.0, the UPC letter, and the Unit Council vote, and makes their own recommendation available to the applicant.
2. In such cases where the Dean does not concur with a recommendation received from the unit or made by the UPC, the Dean shall notify the chairperson of the UPC and the applicant in writing by the deadline established by ER.
3. The Dean makes their final recommendation available to the applicant and the All-College Promotions Committee.

#### **ALL-COLLEGE PROMOTIONS COMMITTEE (ACPC), PROVOST, AND PRESIDENT ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. Prior to the ACPC's deliberations, each applicant for Promotion shall have the right to appear before the ACPC to present new information that was 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, Unit Council, and/or Dean.

2. The ACPC evaluates each submitted application against Criteria (see section 5.0) and either “strongly recommends,” “recommends,” or “does not recommend” the applicant for Promotion.
3. The ACPC informs each applicant of its recommendation in writing.
4. Each applicant shall have the right to appeal the ACPC decision to “not recommend.” The ACPC considers the appeal and makes a final recommendation.
5. All applicants who are not “strongly recommended” may appeal directly to the President for consideration for Promotion.
6. The ACPC makes available its recommendations to the Provost.
7. The Provost reviews all documentation included in each applicant’s Promotion package and makes their recommendations to the President.
8. The President or designee hears appeals requested by applicants who are “not recommended” or who have fallen below the number of available promotional slots.
9. Should the Provost and/or President disagree with any recommendation of the ACPC, they shall confer with the ACPC as to the reasons behind their recommendation.
10. The President and Provost meet with the ACPC to review the yearly process.
11. The President makes final recommendations to the BOT for approval at a regularly scheduled meeting by the deadline established by ER.

## **9.2 MEMBERSHIP OF PERSONNEL COMMITTEES**

### **UNIT PERSONNEL COMMITTEE**

1. The UPC membership shall consist of three (3) to five (5) Unit members, as determined by the Unit prior to soliciting nominations. UPC members may not currently be under consideration for Promotion.
2. All members shall be tenured faculty.
3. If the number of nominees for the UPC exceeds the number determined by the Unit (refer to step 1), an election will be held.
4. The UPC shall follow all procedures as stated below. Questions shall be directed to ER

and/or AFT Unit representative.

## **ALL-COLLEGE PROMOTIONS COMMITTEE (ACPC)**

### **Overall Structure**

The ACPC membership shall consist of one (1) tenured faculty member representative from each academic School, one (1) tenured Librarian, one (1) non-voting union (AFT) representative, one (1) non-voting representative of ER, and one (1) non-voting Affirmative Action representative appointed by the President (i.e., there are six (6) voting and three (3) non-voting members on the ACPC). ACPC members shall comport themselves in accordance with All-College Policies including but not limited to (click the links) [#429 Nepotism](#), and [#458 The Code of Professional Responsibility](#).

The ACPC Unit representative may or may not be a member of the UPC.

### **Voting Members**

Voting ACPC members serve for no more than two (2) consecutive years without the possibility of repeating their service until they have been off the Committee for at least two (2) years. Service on the ACPC for even a short period (e.g., when someone is selected to complete the term of another member) constitutes a one (1)-year term.

### **Non-Voting Members**

#### **1. Employee Relations (ER) Representative**

- a. On the ACPC there will be a non-voting ER representative.
- b. The ER representative develops, in consultation with the AFT, a calendar for the promotion process and makes this calendar available to faculty and librarians.
- c. The ER representative, on behalf of the President, notifies faculty and librarians of the number of promotions available in the given year.
- d. The ER representative sets up and manages the digital storage system/platform into which each application will be uploaded/submitted.
- e. The ER representative provides access to the appropriate digital binders to each applicant, Convening Group, UPC, Unit Council members, and Dean and the Provost and President, as well as members of the campus community, as per the deadlines established by ER.
- f. The ER representative will discontinue applicants' access to their folders once all materials are made available to the ACPC. At this time, the ER representative will add any supplemental material provided by the applicant to their folder.

- g. The ER representative convenes an initial organizational meeting of the ACPC and presents guidelines/clarification for each step in the promotion process.
- h. The ER representative shall provide all members of the ACPC with a copy of the promotion procedures including appropriate sections of the Faculty Handbook.
- i. The ER representative shall report to the ACPC Chair whether all Committee members affirmed in writing that they have examined all promotion packages.
- j. The ER representative attends all ACPC meetings and provides administrative support to the Committee.
- k. The ER representative shall provide the ACPC with the deadline for completing its work and submitting its final recommendations.
- l. The role of the ER representative shall be limited to review of ACPC and College policies and procedures to monitor adherence to the Faculty Handbook and contract. The ER representative shall not take part in Committee deliberative discussions and may only advise the Committee on procedural matters.
- m. If the ER representative perceives a possible violation of the contract, they should ask the chair of the ACPC to temporarily suspend the proceedings and make clear to the Committee their objections.
- n. The ER representative shall also assist the ACPC Chair, Vice-Chair, and Secretary with scheduling and Committee correspondence. All communications sent from the ER representative regarding Committee business, including notices of meetings and scheduling, shall be sent in the name of the ACPC Chair and shall be reviewed and approved by the Chair or Vice-Chair prior to distribution. The ACPC 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.
- o. The ER representative informs each applicant for Promotion of their right to appear before the ACPC.

## **2. Union (AFT) Representative**

- a. The non-voting Union (AFT) representative shall be appointed by the AFT.
- b. The role of the AFT representative will be to monitor proceedings to ensure a fair process and adherence to the contract.
- c. If the AFT representative perceives a possible violation of the contract, they should ask the chair of the ACPC to temporarily suspend the proceedings and make clear to the Committee their objections.

- d. If mutual agreement cannot be reached because the ACPC and the AFT representative disagree as to the perceived infraction(s), the AFT representative must file a grievance through the AFT President on behalf of the local within three (3) days of the alleged violation occurring.

### **3. Affirmative Action Representative**

- a. The non-voting Affirmative Action representative shall be appointed by the Office of Equity, Diversity, Inclusion and Compliance (EDIC).
- b. The role of the Affirmative Action representative shall be limited to ensuring compliance with all Equal Employment Opportunity Commission (EEOC) and Affirmative Action laws and related College policies and procedures with respect to Affirmative Action concerns.
- c. 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. The Affirmative Action representative, the AFT representative, the ER representative and the ACPC Chair shall meet to discuss the nature of the objection(s) to determine if further action needs to be taken. If all four of these individuals agree about the objection raised by the Affirmative Action representative, they should then explain to the full ACPC the nature of the objection. If all four of these individuals do not agree about the objection raised by the Affirmative Action representative, the Affirmative Action representative must consult with the President or the President's designee within three (3) days of the alleged violation occurring. The Committee ACPC must await the President's or President designee's decision and proceed accordingly. If an objection is agreed upon, they should then explain to the full Committee the nature of the objection. 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 (3) days of the Committee meeting.
- d. The Committee will await the President's decision and proceed accordingly.

### **Organization of the ACPC**

The ER schedules an initial organizational meeting of the ACPC. The ER invites the President and the Provost who will charge the Committee and their own roles in the process. The ACPC shall then review Promotion procedures and guidelines, elect a Chair, a Vice-Chair, and a Secretary, and determine the meeting schedule of the ACPC.

### **Election of Chair, Vice-Chair, and Secretary**



1. At the initial organizational meeting, the ACPC shall, by majority vote, elect or reappoint a Chair and Vice-Chair from the voting members. The Chair shall have at least one (1) year of prior service on the ACPC.
2. At the initial organizational meeting, the ACPC shall, by majority vote, elect a Secretary from the voting members. The Secretary shall record and maintain minutes, which include meeting attendance and actions items only.

### **Determination of the ACPC's Meeting and Work Schedule**

1. The ACPC shall be informed by the ER representative of the due date of its final recommendations.
2. Based on this due date, the ACPC will schedule meetings to hear presentations by the applicants, if requested, to evaluate the Promotion applications, and to vote. Dates shall also be scheduled to hear appeals, should any be requested, and to make a final recommendation to the Provost.

### **Attendance at Meetings**

1. Meetings of the ACPC shall take precedence over all other College service responsibilities.
2. ACPC members must attend all meetings in which presentations, voting, and deliberations occur.
3. If an ACPC member cannot attend a meeting in which an applicant's application package is considered and that meeting cannot be rescheduled, the Dean of the ACPC member's School shall be informed by the chair of the ACPC and that ACPC 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 ACPC meetings should take place at the earliest possible date and must ensure all deadlines established by ER will be met.

### **Communications with the ACPC**

1. In accordance with College policies and the AFT contract and if agreed upon by the Committee, ACPC members may communicate with applicants, UPC, and Deans, as deemed necessary for the process.
2. Any discussion that is authorized by the process and that takes place outside the ACPC shall be confined to the evaluation of the applicant. Should new information arise from any of these discussions, the ACPC shall, through its chair, immediately notify the applicant in writing.

3. All information received by the ACPC 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 be added to their application. An opportunity shall be provided for the applicant to respond.
4. No anonymous or unsolicited communications shall be received by the ACPC except student opinion surveys-
5. All letters and observations submitted to the ACPC (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 about acceptable documentation.

## **ALL COLLEGE PROMOTIONS COMMITTEE EVALUATIVE PROCESS**

### **1. Application Review**

- a. The ACPC shall apply uniform standards to all applicants.
- b. The ACPC shall treat each application as a new case, subject to thorough review and new judgment at its level. Previous evaluations and recommendations from prior promotion processes are not considered as part of the applicant's record.
- c. The ACPC sets a meeting schedule that allows for presentations by applicants, if requested, evaluation of all Promotion applications, voting, and appeals.
- d. The ACPC determines the order for applications to be evaluated and voted upon.
- e. The ACPC determines first and second readers for each application. The first reader shall be from the same Unit as the applicant (i.e., the Unit representative to the ACPC). The second reader shall be from a different Unit. Depending on the Unit distribution of Promotion applications, an attempt will be made to distribute second reader duties in a manner that does not overburden any one ACPC member.
- f. In the event that the ACPC representative did not serve on the UPC, the unit representative (first reader) shall complete a thorough review of the application in order to be familiar with the applicant's field of expertise and address clarification questions with the UPC or applicant, as appropriate. Each voting ACPC member reviews and carefully considers each applicant's application and supporting documentation (5.0 CRITERIA FOR REAPPOINTMENT, TENURE, AND PROMOTION) prior to ACPC deliberations. The Committee shall replace any voting ACPC member who fails to do so in a timely manner. Specifically, the ACPC Chair must inform the appropriate Dean, and that Unit shall immediately elect a new Unit representative who will serve on the ACPC for the remainder of the deliberations in that promotion cycle.
- g. 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 the presentation of the application by the first and second readers. Applicant presentations shall be limited to ten (10) minutes. ACPC members may pose questions to each applicant. The time limit for posing questions to/discussion with each applicant shall be at the discretion of the Committee.

- h. 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.
- i. The second reader of the application may emphasize important points and present anything in the Promotion application package they feel has not been made apparent by the first reader.
- j. First and second readers each have up to ten (10) minutes to make their presentations.
- k. Immediately after the first and second readers present the application, ACPC voting members may then discuss each application for up to twenty (20) minutes.
- l. After each application package has been discussed, the ACPC shall decide if additional information or clarification is needed. If additional information/clarification is requested, the ACPC shall table its vote on the applicant until they receive what was requested. (The ACPC shall proceed to evaluate other applicants.)
- m. The appropriate Unit representative shall be instructed to seek the needed information/clarification/materials, which may include:
  - i. further documentation related to any of the three criteria;
  - ii. consultation with the appropriate UPC and/or the Dean, which shall be based on the record of existing information in the applicant's application concerning the evaluation of the Applicant.
  - iii. Should new information arise from these discussions, the ACPC shall immediately inform the applicant in writing.
- n. The appropriate Unit representative shall notify the applicant in writing that additional information/clarification/materials are being requested and that the applicant will need to provide this further documentation by a deadline established at the discretion of the ACPC.
- o. When the ACPC requests material(s) from sources other than the applicant, the Committee shall notify the applicant that such additional material(s) is being requested and provide a copy of any information received to the applicant.
- p. The applicant shall be provided with the opportunity to respond by a deadline established by the ACPC to any additional written information relating to their evaluation.

## 2. Voting

- a. All ACPC members' votes are confidential. Vote tallies shall not be disclosed outside of the ACPC.
- b. 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.
- c. Voting shall be by secret ballot. Ratings from 1 to 5 with 5 being the highest shall be assigned by each voting ACPC member separately for each Promotion application on each of the three criteria of Teaching, Scholarship, and Service.
- d. Total scores for each application are calculated as a weighted composite score in which Teaching counts 40%, Scholarship counts 30%, and Service counts 30%.
- e. Applicants who meet the minimum standards (i.e., attain an average of 2 or higher in all three criteria) will be recommended for Promotion.
- f. Applicants who fail to meet the minimum standards (i.e., do not attain an average of 2 or higher in any one of the three criteria) will not be recommended for Promotion.
  - i. Any applicant who is "not recommended" for Promotion will be notified in writing by the ACPC.
  - ii. Within forty-eight (48) hours of notification of the ACPC's decision, the applicant may request an appeal and shall notify the Committee through ER in writing.
  - iii. The appeal shall be heard at a meeting of the ACPC 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 ACPC through ER in writing.
  - iv. The applicant shall have fifteen (15) minutes to present an oral argument to the ACPC. New material may not be presented at the appeal hearing. The ER Representative or the AFT Representative will ensure that no new information is presented.
  - v. The ACPC shall discuss the applicant's appeal in closed session.
  - vi. A new vote on the applicant shall take place after the closed session discussion occurs. Voting shall be by secret ballot following the established voting procedures. There shall be no further appeals at this level.
- g. Final rankings of recommended applicants will be determined when either all applicants are recommended or all appeals have been completed. (See Ranking Procedure below.)

### **3. Ranking Procedure**

- a. After all appeals are heard and new scores have been calculated post-appeal, applicants recommended for Promotion shall be rated “Recommended” or “Strongly Recommended.”
- b. Following the composite score calculation, the list of applicant scores from highest to lowest is presented to the ACPC. The Committee shall discuss the list of applicant scores as compared to the number of Promotions allotted at each level and determine how many applicants shall be “Strongly Recommended.”
- c. Applicants whose scores are highest on the ranked list will be “Strongly Recommended” based on their rank and the number of Promotions allocated. Additional applicants whose scores place them on the ranked list beyond the number of Promotions available may be forwarded as “Strongly Recommended Alternates.”
- d. Final recommendations (not numerical rankings) will be communicated to applicants, Deans, and the Provost.
- e. No composite scores or list of ranked applicant scores may be shared outside the ACPC.

### **Procedural Review Meeting with President and Provost**

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

### **Community Access to Promotions Packages**

1. Digital Promotion packages shall be accessible to Ramapo College faculty and librarians for three (3) weeks after the Provost makes their recommendation.
2. Access to application packages is requested through the ER, and each requestor will be given access for a specified twenty-four (24) hour period.

### **Appeal of the President’s Decision**

1. All applicants who are not recommended for Promotion and any applicant whose score is lower on the list as compared to the number of Promotions allocated within each rank may appeal in writing to the President or their designee. Such appeals must be made no more than seven (7) calendar days following the receipt of notification (date of email sent) from the Chair or ER Representative on behalf of the Chair of the ACPC. No later than seven (7) calendar days after receipt of this appeal (date of email sent), the President or their designee shall arrange to meet with the applicant to discuss the appeal.

2. The appeal meeting with the President shall be held prior to the President's recommendation being submitted to the appropriate Committee of the Board of Trustees (BOT).

### **Consideration of Professional Responsibility**

1. The All-College Promotion Committee is not privy to information related to 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 an applicant is meeting their professional responsibilities.