

RCNJ



# Ramapo College Faculty Handbook



REVISED 2023



## Table of Contents

|   |           |
|---|-----------|
| <b>INTRODUCTION .....</b>   | <b>4</b>  |
| <b>MISSION STATEMENT .....</b>  | <b>4</b>  |
| <b>1.0 ORGANIZATION.....</b>  | <b>5</b>  |
| <b>1.1 BOARD OF TRUSTEES.....</b>   | <b>5</b>  |
| <b>1.2 PRESIDENT'S OFFICE .....</b>   | <b>5</b>  |
| <b>1.3 THE FACULTY ASSEMBLY .....</b>   | <b>5</b>  |
| <b>1.4 THE COUNCIL OF NEW JERSEY STATE COLLEGE LOCAL, AFT, AFL CIO, AND AFT<br/>LOCAL 2274 .....</b>                  | <b>5</b>  |
| <b>1.5 RAMAPO COLLEGE OF NEW JERSEY ORGANIZATIONAL CHART .....</b>  | <b>5</b>  |
| <b>2.0 FACULTY PERSONNEL POLICIES AND PROCEDURES .....</b>  | <b>6</b>  |
| <b>2.1 APPOINTMENT AND RETENTION OF FACULTY .....</b>   | <b>6</b>  |
| <b>3.0 RAMAPO COLLEGE OF NEW JERSEY POLICY PROHIBITING DISCRIMINATION IN<br/>THE WORKPLACE.....</b>                   | <b>8</b>  |
| <b>3.1 POLICY.....</b>  | <b>8</b>  |
| <b>4.0 MODEL PROCEDURES FOR PROCESSING INTERNAL COMPLAINTS ALLEGING<br/>DISCRIMINATION IN THE WORKPLACE.....</b>      | <b>9</b>  |
| <b>5.0 CRITERIA FOR REAPPOINTMENT, TENURE, AND PROMOTION.....</b>   | <b>9</b>  |
| <b>5.1 TEACHING .....</b>   | <b>10</b> |
| <b>5.1a LIBRARIANSHIP .....</b>   | <b>12</b> |
| <b>5.2 SCHOLARSHIP .....</b>  | <b>15</b> |
| <b>5.3 SERVICE.....</b>   | <b>17</b> |
| <b>5.4 OTHER LETTERS OF SUPPORT.....</b>  | <b>19</b> |
| <b>5.5 CRITERIA SPECIFIC TO REAPPOINTMENT .....</b>   | <b>19</b> |
| <b>5.6 CRITERIA SPECIFIC TO TENURE .....</b>  | <b>19</b> |
| <b>5.7 CRITERIA SPECIFIC TO PROMOTION TO ASSOCIATE PROFESSOR (OR<br/>EQUIVALENT LIBRARIAN RANK).....</b>              | <b>19</b> |
| <b>5.8 CRITERIA SPECIFIC TO PROMOTION TO FULL PROFESSOR (OR EQUIVALENT<br/>LIBRARIAN RANK) .....</b>                  | <b>20</b> |
| <b>5.9 ACCELERATED TENURE .....</b>   | <b>20</b> |
| <b>6.0 RENEWAL OF FACULTY CONTRACTS (TENURE-TRACK FACULTY) .....</b>  | <b>20</b> |
| <b>6.1 GENERAL POLICIES .....</b>   | <b>21</b> |
| <b>6.2 PROCEDURES FOR REAPPOINTMENT TO TENURE-TRACK FACULTY .....</b>   | <b>22</b> |
| <b>6.3 REAPPOINTMENT OF FACULTY TO 3<sup>RD</sup>, 4<sup>TH</sup>, 5<sup>TH</sup>, AND 6<sup>TH</sup> YEARS .....</b> | <b>22</b> |

|  |           |
|--|-----------|
| <b>6.4 APPEALS PROCESS .....</b>   | <b>27</b> |
| <b>6.5 ROLE OF EMPLOYEE RELATIONS (ER) .....</b>                               | <b>28</b> |
| <b>6.6 RECOMMENDATIONS AND WRITTEN COMMUNICATIONS .....</b>                    | <b>28</b> |
| <b>7.0 RAMAPO COLLEGE TENURE AND PROMOTIONS POLICIES AND PLAN.....</b>         | <b>29</b> |
| <b>8.0 TENURE PROCESS AT RAMAPO .....</b>                                      | <b>29</b> |
| <b>9.0 PROMOTION PROCESS FOR TENURE TRACK FACULTY MEMBERS .....</b>            | <b>44</b> |
| <b>9.1 PROCEDURES .....</b>  | <b>44</b> |
| <b>9.2 MEMBERSHIP OF PERSONNEL COMMITTEES .....</b>                            | <b>48</b> |
| <b>10.0 FACULTY SCHOLARSHIP FUNDING (FSF) PROCEDURE.....</b>                   | <b>57</b> |
| <b>10.1 Definitions .....</b>  | <b>57</b> |
| <b>10.2 Eligibility .....</b>  | <b>57</b> |
| <b>10.3 Awards .....</b>   | <b>58</b> |
| <b>10.4 Verification of Work Completed .....</b>                               | <b>58</b> |
| <b>10.5 Changes in Funded Proposals .....</b>                                  | <b>59</b> |
| <b>10.6 Application Timeline .....</b>   | <b>59</b> |
| <b>10.7 Faculty Scholarship Funding (FSF) Application .....</b>                | <b>59</b> |
| <b>10.8 Faculty Scholarship Funding (FSF) Application Process .....</b>        | <b>59</b> |
| <b>10.9 Disbursement of Award Funds.....</b>                                   | <b>62</b> |
| <b>11.1 Statement of Policy.....</b>   | <b>62</b> |
| <b>11.2 Eligibility .....</b>  | <b>63</b> |
| <b>11.3 Purpose.....</b>   | <b>63</b> |
| <b>11.4 Terms of Sabbatical Leave.....</b>                                     | <b>63</b> |
| <b>11.5 Criteria for the Evaluation of Sabbatical Proposals .....</b>          | <b>64</b> |
| <b>11.6 Application .....</b>  | <b>65</b> |
| <b>11.7 Sabbatical Procedure .....</b>   | <b>65</b> |
| <b>11.8 COMPOSITION OF SABBATICAL COMMITTEES .....</b>                         | <b>67</b> |
| <b>11.9 ELECTION OF OFFICERS AND MEMBERSHIP ON THE ACSC .....</b>              | <b>68</b> |
| <b>12.0 OBLIGATIONS TO ATTEND SPECIAL MEETINGS AND COMMENCEMENT .....</b>      | <b>70</b> |
| <b>13.0 OFFICE HOURS FOR STUDENT CONSULTATION .....</b>                        | <b>70</b> |
| <b>14.0 STATEMENT CONCERNING CONDUCT, RESPONSIBILITY, AND DUE PROCESS.....</b> | <b>70</b> |

## **APPENDICES**

|                    |  |
|--------------------|--|
| <b>APPENDIX A:</b> | <b>CAREER DEVELOPMENT GUIDELINES, PROCESS, AND CHECKLIST...74</b>                            |
| <b>APPENDIX B:</b> | <b>UPDATED PEER REVIEW LETTER FOR PROMOTION/TENURE.....83</b>                                |
| <b>APPENDIX C:</b> | <b>PROMOTION PROCESS GUIDELINES AND CHECKLIST.....84</b>                                     |
| <b>APPENDIX D:</b> | <b>REAPPOINTMENT PROCESS GUIDELINES AND CHECKLIST.....88</b>                                 |
| <b>APPENDIX E:</b> | <b>TENURE PROCESS GUIDELINES AND CHECKLIST.....91</b>  |
| <b>APPENDIX F:</b> | <b>SABBATICAL APPLICATION CHECKLIST .....95</b>  |
| <b>APPENDIX G:</b> | <b>COMMON APPLICATION FORM.....96</b><br><b>(CAREER DEVELOPMENT, FSF, SABBATICAL, OTHER)</b> |

## INTRODUCTION

The Faculty Handbook is a summary compilation of information contained in several independent sources, which include the policies and regulations of Ramapo College's Board of Trustees, Administrative rules and regulations and the Collective Negotiations Agreement between the American Federation of Teachers (AFT) and the College. The Faculty Handbook seeks to provide a compact reference on topics of interest to the Ramapo College faculty and staff. It is not intended to give complete and detailed information about all of the College's policies and procedure. Its function is to serve as a guide to administrative and academic regulations, procedures and obligations as they now apply at this College. A college or university is, of course, never static. Policies and procedures constantly change, and as changes occur they will be reflected in this Faculty Handbook.

## MISSION STATEMENT

Ramapo College is New Jersey's Public Liberal Arts College, dedicated to providing students a strong foundation for a lifetime of achievement. The College is committed to academic excellence through interdisciplinary and experiential learning, and international and intercultural understanding. Ramapo College emphasizes teaching and individual attention to all students. We promote diversity, inclusiveness, sustainability, student engagement, and community involvement.

## VISION

Ramapo College delivers a transformative education in a diverse community dedicated to welcoming and mentoring students who bring with them a range of lived experiences. We will achieve national distinction for developing empathetic problem solvers, ethical change agents, and responsible leaders who make a positive impact and thrive in a changing world. *The Board of Trustees reaffirmed the College mission and adopted a revised vision statement on January 30, 2023.*

## VALUES

Ramapo College is the Public Liberal Arts College of the state of New Jersey. The work of the College and its members is conducted with integrity. Our values are:

- Teaching, learning, and mentoring—we are actively engaged in and out of the classroom.
- Developing the whole person—we are scholars, we are creators, we are local and global citizens, and we are individuals.
- Respecting each other and our environment—we are an open, inclusive, supportive, and sustainable community.

## **1.0 ORGANIZATION**

### **1.1 BOARD OF TRUSTEES**

The government, control, conduct, management, and administration of Ramapo College of New Jersey is vested in a Board of Trustees, appointed by the Governor with the advice and consent of the Senate as prescribed by law and includes a Student Trustee. Non-voting representatives of the Board include a Faculty Assembly Representative, Professional Staff Association Representative, and the President of the Student Government Association. The President of the College is also an ex officio, non-voting member of the Board of Trustees.

### **1.2 PRESIDENT'S OFFICE**

The President of the College is responsible to the Board of Trustees for the executive management, conduct, and administration of the College. The President is also responsible for the execution and enforcement of the Board's bylaws, and the rules, regulations, and orders governing the management, conduct, and administration of the College.

### **1.3 THE FACULTY ASSEMBLY**

The Faculty Assembly (FA) of Ramapo College of New Jersey is the official voice of the faculty of the College. The Faculty Assembly meets a minimum of two (2) times every academic semester. The Faculty Assembly considers regular attendance of Faculty Assembly meetings a professional responsibility.

The voting members of the [Faculty Assembly](#) are limited to full-time faculty in residence, librarians, and professional staff who have teaching responsibilities as part of their responsibilities as stipulated in their job description. Non-voting members include the Provost and the Deans of the Schools.

### **1.4 THE COUNCIL OF NEW JERSEY STATE COLLEGE LOCAL, AFT, AFL CIO, AND AFT LOCAL 2274**

The Council is the collective bargaining representative for regular full-time and part-time Faculty, administrative and professional staff, and adjuncts more specifically set forth in the Collective Negotiations Agreement between the College and the Council. The Agreement is a comprehensive document containing negotiated terms and conditions of employment. **To the extent there are any conflicts between this Faculty Handbook and the Collective Negotiations Agreement, the provisions in the Collective Negotiations Agreement will control.**

### **1.5 RAMAPO COLLEGE OF NEW JERSEY ORGANIZATIONAL CHART**

Please contact People Operations and Employee Resources Department for organizational chart information:

<https://www.ramapo.edu/college-leadership/>

## **2.0 FACULTY PERSONNEL POLICIES AND PROCEDURES**

The policies set forth in this section are from the current agreement between the State of New Jersey and the Council of New Jersey State College Locals, New Jersey State Federation of Teachers-American Federation Teachers (NJSFT-AFT), American Federation of Labor-Congress of Industrial Organizations (AFL-CIO) (herein called the **CURRENT CONTRACT**) and the minutes of the Board of Trustees of the College, the Faculty Assembly, and the Deans' Council. In addition, the policies set forth herein represent revisions, updates, and clarification of present policies and practices arrived at during discussions between the College administration and the Ramapo AFT local. There are additional changes that may be negotiated and agreed upon that will be captured in Memoranda of Agreement (MOA). These agreements are posted on the Employee Relations (ER) website under additional agreements:

<https://www.ramapo.edu/er/?AFT1519=open>.

A committee shall be charged by FA each September to review the Faculty Handbook within the context of new policies enacted at the College and/or new agreements made between the College and AFT. The committee is tasked with determining if any modifications are needed to the Faculty Handbook.

The committee should report to the FA/AFT/ER by the end of October if any changes are recommended. If no changes are recommended, the committee will disband for the academic year. If small modifications are recommended, they may be proposed to the FA/AFT/ER by the end of October for negotiation and vote, and the committee may disband.

If substantial changes are recommended which require more input from stakeholders, then the committee may inform the FA/AFT/ER by the end of October and begin seeking input and drafting modifications. The committee is expected to propose major modification recommendations to the FA/AFT/ER by the end of the academic year, prior to the last FA meeting for vote. (Perhaps major modifications should be recommended by Spring Break so that negotiations with AFT can take place if needed and then an FA vote.)

### **2.1 APPOINTMENT AND RETENTION OF FACULTY**

1. The basic procedures and timetable governing the appointment and the retention of faculty members and professional staff of a New Jersey State College are listed in Article XIII of the **CURRENT CONTRACT**.

2. The Board of Trustees (BOT) acts upon the nomination of the President, which is made after consultation with faculty and administrative staff.

3. Initial appointments are normally made at the first step of the salary scale. As outlined in the BOT Policy 459, ranks are subject to the provision that no more than thirty-seven and one half (37.5%) percent of the College teaching faculty hold the rank of full professor and that no more than seventy-five percent (75%) be full and associate professors.

4. Additional positions are added as evidence of need emerges or new programs are developed. The affirmation of all positions is subject to the availability of funds and programmatic needs of the College.

### **Period of Appointment**

Prior to the attainment of tenure, faculty contracts shall normally be limited to a period of one academic year, but may be made up to a period of two (2) years. This period of employment may be for ten (10) or twelve (12) months and is usually effective July 1<sup>st</sup> for 12-Month employees and September 1<sup>st</sup> for 10-Month employees.

### **Appointment above Range and/or Step**

All new appointments above the minimum of range and/or step shall be highly selective and made on the basis of the following criteria:

- a. Evidence of comparable salary rate (not increment or guideline step) in previous employment;
- b. Evidence of critical skills and effective experience, which the prospective appointee has, and which, because of the current salary, precludes hiring at a lower rate;
- c. Evidence of exceptionally effective teaching;
- d. Evidence of exceptional scholarly achievement; and/or
- e. Evidence of exceptional contributions to previous College/University or community

### **Hiring**

The College has set forth policy and procedures for recruiting, selecting, and employing faculty. The College is committed to hiring talented employees from a diverse pool of qualified candidates using competitive and inclusive recruitment and selection processes as found in Policy 215, Procedures 215A and Appendix 215A, which are found at:

<https://www.ramapo.edu/policies/policy/recruitment-selection-employment/>.

### **Qualification for Rank**

Academic attainment levels and professional experiential requirements for academic rank are set forth in the **CURRENT CONTRACT**.

### **Equivalence**

Each letter of initial appointment shall be consistent with the provisions of Article XIII,



B.1 of the **CURRENT CONTRACT** and shall include a statement by the President informing the appointee of:

- a. The degree required for the initial appointment and for subsequent annual reappointment(s) and the appropriate terminal degree required for reappointment conferring tenure;
- b. In cases where the faculty member so requests or where questions arise as to the equivalence of degree or prior experience, which was not established at the time of initial appointment, the Unit School to which the faculty member was appointed shall select a committee of three persons to prepare a report and recommendations.
- c. The Unit Council acts on the recommendation and forwards it to the unit Dean of the School for his/her/their recommendation. The unit Dean then forwards all documents through the Provost to the President and the Board of Trustees for their recommendations. When approved by the Board of Trustees, a statement of the Board's decision shall be placed in the faculty member's personnel file.

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### **3.0 RAMAPO COLLEGE OF NEW JERSEY POLICY PROHIBITING DISCRIMINATION IN THE WORKPLACE**

#### **3.1 POLICY**

Ramapo College is committed to providing every employee with a workplace free from unlawful discrimination. The College and the State of New Jersey are committed to providing every State employee and prospective State employee with a work environment free from prohibited discrimination or harassment. Under this policy, forms of employment discrimination or harassment based upon the following protected categories are prohibited and will not be tolerated: race, color, national origin, nationality, ancestry, age, sex/gender (including pregnancy and breastfeeding), marital status, civil union status, domestic partnership status, familial status, religion, affectional or sexual orientation, gender identity or expression, atypical hereditary cellular or blood trait, genetic information, liability for service in the Armed Forces of the United States, or disability.

The State of New Jersey Policy Prohibiting Discrimination, the Sexual Misconduct Policy and Ramapo College's Bias Policy can be found at:

State of New Jersey Policy Prohibiting Discrimination in the Workplace:  
<https://www.ramapo.edu/policies/policy/administrative-policy/>.

Sexual Misconduct Policy:  
<https://www.ramapo.edu/titleix/files/2021/09/FY22-Sexual-Misconduct-Policy-9.14.21.pdf>.

College's Bias Policy:  
<https://www.ramapo.edu/policies/policy/bias-incident-response/>.

To achieve the goal of maintaining a work environment free from discrimination and harassment, the State of New Jersey strictly prohibits the conduct that is described in these policies. These are zero tolerance policies. This means that the State and its agencies and the College reserve the right to take either disciplinary action, if appropriate, or other corrective action to address any unacceptable conduct that violates this policy, regardless of whether the conduct satisfies the legal definition of discrimination or harassment.

A list of all Ramapo College Policies and Procedures can be found at:  
<https://www.ramapo.edu/policies/>

### **3.1.1 TRAINING**

Ramapo College will provide students with information regarding the prevention of unlawful discrimination/harassment and the complaint procedure to be followed in filing complaints when unlawful harassment/discrimination has occurred. Ramapo College will provide faculty and managers with training that will inform them of the appropriate steps to be taken to address complaints of unlawful discrimination/harassment.

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## **4.0 MODEL PROCEDURES FOR PROCESSING INTERNAL COMPLAINTS ALLEGING DISCRIMINATION IN THE WORKPLACE**

The State of New Jersey Policy and Procedures regarding discrimination are found at:  
<https://www.ramapo.edu/er/files/2021/10/4.0-Model-Procedures-for-Processing-Internal-Complaints-Complaints-Alleging-Discrimination-in-the-Workplace-Updated-10.6.2021.pdf>.

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## **5.0 CRITERIA FOR REAPPOINTMENT, TENURE, AND PROMOTION**

Applicants for Reappointment, Tenure, and Promotion are expected to follow common principles of professional responsibility and ethical conduct.

Reappointment, Tenure, and Promotion are conditioned upon demonstration of a consistent record of quality performance in the areas of Teaching/Librarianship, Scholarship, and Service. These areas are to be evaluated in accordance with the criteria outlined below and with the procedures stated in the relevant sections of the Faculty Handbook. See Sections **6.0 RENEWAL OF FACULTY CONTRACTS (TENURE-TRACK FACULTY)**, **7.0 RAMAPO COLLEGE TENURE AND PROMOTIONS POLICIES AND PLAN**, and **8.0 TENURE PROCESS AT RAMAPO**.

It is the applicant's responsibility to ensure completeness of their application. An application includes a Narrative Summary and a Vita in the standard Ramapo Vita format, substantiated by documents and letters as outlined below and in the Checklist. Through their written statements and supporting materials included in their application, the applicant should clearly describe and substantiate how they have fulfilled the three criteria, and demonstrate how their work has

furthered the Mission of the College. In order to be considered, documentation needs to be provided for all claims of accomplishment.

Where there is overlap between Teaching/Librarianship, Scholarship, and Service it is the applicant's responsibility to explain why a particular activity should be considered in one of the three areas and not the others.

Paid professional work or other activities outside the College must be relevant to Teaching/Librarianship, Scholarship, and Service to the College in order to be regarded as the basis for academic reward, and it is the applicant's responsibility to explain and substantiate the relevance.

In addition to the specific letters and other forms of documentation required for each of the individual criteria as listed in the sections below, the following are applicable to multiple criteria and are required in the application:

- **Narrative Summary.** The applicant describes how they have satisfied the three criteria in the areas of Teaching/Librarianship, Scholarship, and Service as required for Reappointment, Tenure, and Promotion. The narrative may also include self-evaluation and reflection for each of the criteria, which guide the reader by highlighting and giving context to significant aspects of the supporting documents in the application. Self-evaluation of Teaching/Librarianship, Scholarship, and Service should each be addressed in separate sections of the Narrative Summary. The Narrative Summary shall be a maximum of eight (8) pages, using a font of eleven (11) point or higher. (<https://www.ramapo.edu/er/?AFT=open>)
- **Vita in Ramapo Format.**  
<https://www.ramapo.edu/er/wp-content/uploads/sites/81/2018/01/Ramapo-Format-Vita.pdf>
- **Convening Group Letter.** The applicant requests a letter from their primary Convening Group(s) that evaluates their Teaching, Scholarship, and Service specifically as it relates to the work of the Convening Group. A Convening Group letter is not required of Library applicants.
- **Unit/Library Personnel Committee Letter.** An evaluation of the application, which examines the areas of Teaching/Librarianship, Scholarship, and Service is conducted by the Unit/Library Reappointment, Promotion, and Tenure Committee and is documented in the committee's letter.
- **Dean's Letter.**  
Additional details are available in Sections 6.0 Reappointment, 8.0 Tenure, and 9.0 Promotions.

## 5.1 TEACHING

Reappointment, Tenure, and Promotion are granted to faculty who have demonstrated a continuous record of effective teaching consistent with their rank. Teaching is not confined to the classroom but also extends to providing formal and informal guidance, to advising, to mentoring both on and off campus, and to learning environments where the teacher may not be present such as independent studies and Capstone projects. Teaching is evaluated in terms of instructor preparation and performance. It is recognized that even good teachers do not achieve success in all classes;

therefore, teaching is evaluated within the context of consistent overall performance. Consideration is given to the number and variety of courses taught and to the teaching load balanced against other obligations such as service to the College. In the determination of teaching effectiveness, a trend must be substantiated by the results of more than one method of review.

### **Effective Teaching Criteria**

1. Development of courses with clear goals and student learning outcomes that are consistent with program outcomes;
2. Mastery of current scholarship and pedagogy in one's field;
3. Ability to clearly communicate instructions, course content, and goals;
4. Ability to adapt course objectives, expectations, and pedagogy to respond to student needs;
5. Ability to motivate students and to stimulate critical thinking;
6. Use of forms of evaluation that are fair and consistent with instructional objectives;
7. Creating a welcoming learning environment inclusive of diversity and free intellectual inquiry; and
8. Being present and prepared for classes

**Effective Teaching** is substantiated by the applicant via the following required evidence to be included in the application:

#### **1. Samples of Course Syllabi and Course Materials**

**a. Course Syllabi.** A syllabus for each course taught at Ramapo College since the applicant was hired (for Reappointment) or in the past five (5) years (for Tenure and Promotion). If the same course was taught in different semesters, only one (1) syllabus should be included unless a substantial change has been made. Reasons for any change may be explained in the self-evaluation.

**b. Course Materials.** Materials may include illustrative examples of tests, assignments, and/or completed student work (with names redacted), lectures/presentations, etc., as determined by the applicant. Other evidence, as determined by the applicant, such as, but not limited to, examples of curricular-based interactions with students (e.g., field trips, creative activities, faculty-student research), or participation in educational development activities may also be included.

#### **2. Quantitative Data from Student Opinion Survey Summary Reports.**

a. For Reappointment, the applicant should provide summary reports from all courses taught in the previous semesters to date at Ramapo.

b. For Tenure and Promotion, the applicant should provide summary reports from all courses taught in the past five (5) years at Ramapo.

c. The applicant's Narrative Summary may include qualitative data from student surveys.

### **3. Class Observation Letters from Peers and Dean.**

#### **a. Dean Observations of Teaching**

- i. For Reappointment and Tenure, the applicant should provide one (1) class observation per academic year.
- ii. For Promotion, the applicant should provide only one (1) from the last two (2) years.

#### **b. Peer Observations of Teaching by Faculty Peers, including at least one (1) from the primary Convening Group or field of expertise and, optimally, by different peers and for a range of courses**

- i. For Reappointments and for Tenure, the applicant should provide one (1) per semester for the first three (3) years and, thereafter, only one (1) per year for years four (4), five (5), and six (6).
- ii. For Promotion, the applicant should provide two (2) dating from the last three (3) years.

### **5.1a LIBRARIANSHIP**

Reappointment, Tenure, and Promotion are granted to library faculty who have demonstrated a continuous record of effective librarianship consistent with their rank. Library faculty have responsibilities for managing library resources, programs, and services. These duties may include, but are not limited to, Reference/Research Help, Circulation, Information Literacy, Interlibrary Loan, Collection Development, Government Documents, Assessment, Online Resources, Technical Services, Systems, Web Development, Archives, Serials, and Outreach. A statement of the library faculty's specific areas of responsibility must be made clear in the applicant's Narrative Summary.

#### **Effective Librarian Characteristics**

- Effective librarians possess the requisite knowledge, skills, and attitudes enabling them to function effectively and collaboratively in a constantly changing library and information literacy environment and to accomplish their responsibilities in conformance with these attributes.
- Effective librarians possess the knowledge of how good libraries, in general, and academic libraries, in particular, have functioned and are evolving, which requires actively seeking out new knowledge and skills, especially in their areas of responsibility, and then applying and sharing them.

- Effective librarians are continuing learners – continuing learning broadly construed (i.e., not only about their immediate areas of responsibility and not only about current trends in academic librarianship).
- Since the library serves the entire academic community, effective library faculty are responsive to the broader issues of concern to the academic community.
- Effective librarians communicate freely and frequently with other librarians and, where appropriate, teaching faculty and other library and College staff, regularly seeking input and help to solve problems encountered and proposing ways in which their job can better serve the library and the College.
- Without jeopardizing primary responsibilities, effective librarians are flexible in accommodating the needs of the Ramapo College community.
- Effective librarians demonstrate proficiency and leadership in each of the major areas of their job description or, when given a new assignment, steadily seek to achieve mastery.
- In addition to performing their jobs well, effective librarians are forward-thinkers and adaptable and take initiative by energetically pursuing solutions and seeking to serve the library's mission actively and creatively.

### **Effective Librarianship Criteria**

1. Advancement of the mission of the library and of the College in assigned areas of responsibility;
2. Keep abreast of current best practices in academic librarianship and of evolving trends in assigned areas of responsibility;
3. Demonstrate recognition of the interrelatedness of library functions internally and with the teaching and administrative missions of the College;
4. Support student success and lifelong learning, faculty teaching, and research with the flexibility to respond to and to accommodate ever-changing informational needs of library patrons;
5. Acquire and maintain current information resources that support the academic needs of the Ramapo College community;
6. Create a welcoming environment for library patrons inclusive of diversity and free intellectual inquiry;
7. Set priorities appropriately and organize tasks, responsibilities, and commitments; and
8. Exhibit professionalism and timely response in performance of one's duties and responsibilities.

**Effective Librarianship** is substantiated via the items listed below. Since library faculty perform in different capacities, not all of the items described below may be applicable to every position.

1. **Samples of Work within Specialized Activity.** Samples may include, but are not limited to, the following: - authored policy, procedures, plans, and proposals in assigned areas of responsibility;

- reports on annual activity, initiatives, and projects in assigned areas of responsibility;
- statistical data and analysis including assessment of the outcomes of library services in assigned areas of responsibility.
- library resource guides, subject guides, etc.
- informational and outreach materials from programs, workshops, and events in assigned areas of responsibility; and
- other evidence, as determined by the applicant, may also be included.

2. **Information Literacy Librarians Develop Sessions with Clear Goals Consistent with Information Literacy Program Outcomes.** Evidence of this work may include, but is not limited to, the following:

- online guides for Information Literacy classes;
- additional supplemental teaching materials;
- course activities/exercises; and
- instructional videos and tutorials.

### 3. **Observation/Evaluation Letters from Dean and Peers**

a. For librarians who teach Information Literacy classes:

- Dean observations of teaching
  - For Reappointment and Tenure, the applicant should provide one (1) per academic year.
  - For Promotion, the applicant should provide one (1) from the last two (2) years.
- Peer observations of teaching by faculty peers including at least one (1) from the Library Convening Group and, optimally, by different peers
  - For Reappointments and Tenure, the applicant should provide one (1) per semester for the first three (3) years and, thereafter, only one (1) per year in years four (4), five (5), and six (6).
  - For Promotion, the applicant should provide two (2) dating from the last three (3) years.

b. For librarians with other primary responsibilities, evaluation letters based on an aspect of their job/duties performed:

- Dean Evaluation Letter
  - For Reappointment and Tenure, the applicant should provide one (1) per academic year.
  - For Promotion, the applicant should provide one (1) from the last two (2) years.

- Peer Evaluation Letters by faculty peers including at least one (1) from the Library Convening Group and, optimally, by different peers
  - For Reappointment and Tenure, the applicant should provide one (1) per semester for the first three (3) years and, thereafter, only one (1) per year in years four (4), five (5), and six (6).
  - For Promotion, the applicant should provide two (2) dating from the last three (3) years.

## 5.2 SCHOLARSHIP

A lively academic atmosphere is essential for quality education. Such an atmosphere is best sustained by a faculty actively engaged in traditional and nontraditional activities that contribute to or expand existing bodies of knowledge, create works of art, improve the pedagogy and scholarship of teaching and learning, and apply professional expertise to solve community problems. Scholarship is enumerated in the Vita, contextualized in the Narrative Summary, and substantiated by documentation and peer letters.

Applicants for Reappointment must demonstrate a consistent record of scholarship. Future promise for scholarship may be considered.

Applicants for Tenure must demonstrate a consistent and strong record of scholarship during the pre-tenure period. Future promise for scholarship may be considered.

Applicants for Promotion to Associate Professor must demonstrate a record of quality performance in relation to Scholarship. Future promise for scholarship may be considered.

Applicants for Promotion to Full Professor must demonstrate a consistent record of mature levels of accomplishment in Scholarship with particular emphasis on the last five (5) years. Future promise shall **not** be considered.

The range of types of products of scholarship may include, but are not limited to, the following:

1. **Traditional Scholarship.** Written publications of original works, which includes scholarly articles, books, chapters in books, monographs, ethnographies or interdisciplinary projects; curated exhibitions, translations, transcriptions, interpretations, adaptations, and invited talks; field work and archival research.
2. **Creative Activity.** Creation, presentation, and performance of works appropriate to the faculty member's discipline(s) or that are of an interdisciplinary nature.
3. **Scholarship of Teaching and Learning.** Community-based research that contributes to the public good and yields artifacts of public and intellectual value, often within the field of education and pedagogy in the faculty member's discipline(s) or that are of an interdisciplinary nature. This type of scholarship should result in work that is communicated (e.g., curriculum development, analysis, and outcomes assessment).



4. **Completion of Additional Degrees, Licenses, and Professional Qualifications** where relevant to the applicant's teaching and scholarly expertise.
5. **Application of Scholarly Expertise** to community problems and projects and application of scholarly expertise in private consulting.
6. **Grant or Fellowship Awards** for research, creative activity, or other types of scholarship.

The definition and ranking for different products of scholarship is primarily the responsibility and purview of the Units. Each Unit determines what constitutes Scholarship for its members according to its own expertise and following generally accepted principles established by the relevant professional organizations in each field/discipline. A document found in the link below outlines what constitutes Scholarship and the general standards for ranking should be created and retained by each Unit and used by the Reappointment, Tenure, and Promotion Committees as a reference when evaluating applicants. A current version of this document should be shared with the Provost and with Employee Relations and made available to the Reappointment, Tenure, and Promotion Committees as a guide for their deliberations.

**Each Unit scholarship criteria will be provided by September 25, 2023.**

It is recommended that the Unit-specific documents outlining what constitutes Scholarship be updated every five (5) years by each Unit.

**In addition to the criteria established by the Units, Scholarship is evaluated** overall in terms of individual scholarly growth, contribution to one's discipline(s), recognition by the profession, and benefit to the [Ramapo College mission](#). Work that is peer reviewed or more substantial in scale will be afforded more weight. Work receiving greater recognition or having greater demonstrable impact on society will be afforded more weight. Since work in nontraditional fields is often hybrid, collaborative, and/or interdisciplinary in nature, these contexts, including the applicant's role in the project, should be clearly articulated by the applicant and carefully considered by the Unit committee when evaluating scholarship.

The importance, originality, and scope of the applicant's works may be explained and substantiated via examples of critical reviews and citations and via honors, awards, or grants that resulted from/were bestowed upon the work.

For all co-authored, collaborative, and other hybrid projects, applicants must clearly explain/indicate the nature and extent of their role in the collaboration both in their Narrative Summary and their Vita. For juried works, the level of competitiveness should be clearly explained and documented by the applicant. Peer-reviewed and invited works must be differentiated from non-peer-reviewed and volunteered works.

When including grant awards for individual research as a form of Scholarship in the Vita, applicants should identify the sponsoring agency; describe the nature of the grant obtained, as well as the extent to which the process was competitive, the duration of the grant, the applicant's role

in the proposed project if it is collaborative, and the dollar amount of the grant; and explain whether the applicant was the lead author of multi-author grants.

**For library faculty**, Scholarship comprises all of the items listed above and includes the preparation for and the creation and development of specific library services, both public (e.g., library literacy instruction and webpage construction) and behind-the-scenes (e.g., collection development and online catalog enhancement).

**Scholarship is substantiated by the applicant** via the following required documents to be included in the application:

**1. For all Scholarship cited in the Vita, supporting evidence** must be provided via the following:

- copies or images of works;
- flyers, conference brochures, or other public notices;
- official letters detailing honors, awards, or grants;
- published reviews;
- official letters of invitation and thank you notes from sponsors; and
- other relevant documentation.

**2. For Promotion and Tenure only**, three (3) external letters must be included.

For Promotion and Tenure only, the applicant provides the Unit Personnel Committee (UPC) with a list of five (5) names of peers in their field to be contacted as letter writers. The applicant should identify among the five (5) peers their top three (3) choices and two (2) alternates. In the case that more recommenders are needed, the applicant will be asked by the UPC to supply additional names. The Vita and Narrative Summary will be sent to external peers who agree to write a letter of support. Examples of Scholarship, as listed on the Vita, will be made available upon request. The letters should *primarily* address the applicant's profile in their field and the importance, originality, and scope of the applicant's scholarship. External reviewers may also address Teaching (i.e., the applicant has taught at the reviewer's institution or has collaborated with the applicant on development of course syllabus or attending a presentation made by the applicant), as well as Service in the field of expertise.

More information regarding the Tenure and Promotional Processes is available in Sections 8.0 TENURE PROCESS AT RAMAPO and 9.0 PROMOTION PROCESS FOR TENURE TRACK FACULTY MEMBERS.

### **5.3 SERVICE**

Service to the College is required for Reappointment, Tenure, and Promotion. The contributions of teaching faculty and librarians in support of the Ramapo College community are expected to increase concomitantly with the institution's commitment to the individual. In particular, applicants are expected to undertake more significant responsibilities once they have earned tenure. Prior to earning tenure, teaching faculty and librarians should assume an equitable portion

of the responsibilities in their Convening Groups and Units and, depending on their interests and other obligations, also engage in All-College opportunities and initiatives.

Teaching faculty and librarians should actively seek opportunities for Service and Deans should apportion service equitably with consideration to the relative rank, needs, and workload of the individuals and across each School.

**Service is defined** as activities that support the Mission and Strategic Goals of the College, which do not fall within the areas of Teaching or Scholarship, including but not limited to governance, student engagement, academics, campus life, and institutional support. Examples of Service include, but are not limited to, any of the following: participation in committee work at the Convening Group, Unit, and All-College levels; acting in an advisory capacity to College organizations; initiating, organizing, or engaging in special projects or initiatives; and grant raising for College initiatives.

Service to the broader community is not required but may be considered in evaluating a candidate for Reappointment, Tenure, and Promotion. Contributing to one's academic discipline by participating in professional associations in an administrative or leadership capacity or by serving as a peer reviewer for publications or grant committees is a significant form of Service.

Service to the community also refers to developing College programs that respond to genuine community needs and to engaging in activities that promote substantial community participation in College programs or initiatives. It also entails participation in traditional forms of community service, in governmental organizations, and in consulting capacities in such organizations when it can be demonstrated how it is relevant to one's work at the College.

**Service is clearly presented in the Vita, contextualized in the Narrative Summary, and substantiated** by the applicant via documentation and peer letters. In their Vita and in their Narrative Summary applicants must clearly describe their role and level of participation on committees or projects considered as Service, and they must articulate how any non-traditional contributions to the College may qualify as Service.

Applicants who once served in administrative positions and who wish to include Service that occurred during their administrative term must provide a clear description of their contractual responsibilities and distinguish this work from the Service work. Only Service contributions to the College and community that were not a part of regular job responsibilities can be considered for Promotion.

**Service is evaluated** in terms of the level and amount appropriate to the applicant's appointment status. Service assignments for faculty and librarians should, thus, be made as appropriate to their rank. Expectations before tenure shall be set at a more exploratory or participatory level and should include a range encompassing Convening Group, Unit, and All-College activities. Post tenure, faculty are expected to serve in more of a leadership and organizational capacity. Expectations for levels of Service increase for those who are granted Tenure or Promotion.

**Service is substantiated** by the applicant via the following:

- 1. Artifacts** including committee reports, event programs, and other relevant forms of documentation that speak directly to the applicant's service contribution; and
- 2. For Promotion and Tenure only, two (2) internal letters** of support sourced by the applicant from individual Ramapo College colleagues. These letters should date from the past year. These letters should be from peers and speak to the substance of significant contributions on committees, task forces, and other service-related activities as observed first hand.

#### **5.4 OTHER LETTERS OF SUPPORT**

Two (2) additional letters of support from colleagues who are currently at Ramapo College are required. These letters may speak to any one (1) or more of the three (3) areas of criteria: Teaching, Scholarship, and Service.

#### **5.5 CRITERIA SPECIFIC TO REAPPOINTMENT**

Applicants for Reappointment shall have earned a doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study. Reappointment is granted to faculty who demonstrate effective and competent teaching, an active scholarly life, and participate in service at the Convening Group, Unit, and All-College levels, as appropriate for the Reappointment level. Evidence of progression, as described in Convening Group letters, is considered. Future promise in all three areas is also considered throughout the Reappointment process.

#### **5.6 CRITERIA SPECIFIC TO TENURE**

Tenure is granted to faculty who have demonstrated effective and competent Teaching skills throughout their probationary period, have a record of quality Scholarship and an active scholarly life, and have a record of quality performance in relation to Service. Future promise may also be considered. Applicants for Tenure shall have earned a doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and have at least five (5) years of professional experience. The State recognizes that candidates 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 exactly corresponding to the written requirement.

#### **5.7 CRITERIA SPECIFIC TO PROMOTION TO ASSOCIATE PROFESSOR (OR EQUIVALENT LIBRARIAN RANK)**

Associate Professors shall have earned a doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and have at least five years of professional experience. The State recognizes that candidates 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 exactly corresponding to the written requirement.

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

### **5.8 CRITERIA SPECIFIC TO PROMOTION TO FULL PROFESSOR (OR EQUIVALENT LIBRARIAN RANK)**

Professors shall have an earned doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and at least eight (8) years of professional experience. The State recognizes that candidates 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 exactly corresponding to the written requirement.

Applicants shall have demonstrated a consistent record of mature levels of accomplishment in Teaching/Librarianship, Scholarship, and Service with particular emphasis on the last five (5) years. Future promise shall not be considered.

### **5.9 ACCELERATED TENURE**

Following New Jersey Statute 18A:60-9, the Board of Trustees may, as an exceptional action upon the recorded two-thirds (2/3) majority roll call vote of all its members and upon the recommendation of the President, grant Tenure to an individual faculty member/Librarian after employment at Ramapo College of New Jersey for at least two (2) consecutive academic years. This provision is locally known as "Accelerated Tenure."

The criteria for Accelerated Tenure are identical to those of sixth (6<sup>th</sup>) -year applicants for Tenure. Applicants for Accelerated Tenure may only apply once, either during their third (3<sup>rd</sup>), fourth (4<sup>th</sup>) year, or fifth (5<sup>th</sup>) year in a tenure-track position at Ramapo College.

The application process, calendar for deliberations, and effective date of Accelerated Tenure shall be identical to those followed by Tenure candidates who have completed the full sixth (6<sup>th</sup>) year probationary period. Faculty wishing to apply for Accelerated Tenure are encouraged to consult with their Convening Group and Dean before doing so.

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## **6.0 RENEWAL OF FACULTY CONTRACTS (TENURE-TRACK FACULTY)**

### **GENERAL INFORMATION**

The procedures for Reappointment of non-tenured tenure-track faculty members shall follow the appropriate contractual dates outlined in Article XIII of the **CURRENT CONTRACT** and the calendars for personnel actions prepared by the administration, in consultation with the local union, and issued at the beginning of each 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, as well as the Schools. Within the Library, the Convening Group, Unit Personnel Committee, and Unit Council are the same entity.

## **6.1 GENERAL POLICIES**

### **Renewal of Contracts for Pre-Tenured, Tenure-Track Faculty**

First-year tenure-track faculty may be given an initial contract of up to two (2) years. Regardless of the length of the contract, the faculty member will have a performance review on an annual basis. Continued employment for the initial two (2)-year appointment and for all subsequent appointments is conditioned upon the faculty member adequately meeting the criteria for Reappointment, as outlined in Section 5.0 of this Faculty Handbook, and the evaluative procedures outlined in this section of the Faculty Handbook.

Faculty in the second (2<sup>nd</sup>) year of a tenure-track appointment must submit an application for third (3<sup>rd</sup>) year Reappointment by the beginning of their fourth (4<sup>th</sup>) semester at Ramapo College, with the exact date of submission to be determined by ER in consultation with the AFT.

Faculty in their fourth (4<sup>th</sup>), fifth (5<sup>th</sup>), or sixth (6<sup>th</sup>) years of a tenure-track appointment at Ramapo College must submit an application for the subsequent year approximately 16 months prior to the start of the new contract, with the exact date to be determined by ER in consultation with the AFT.

### **Non-Renewal of Contracts**

1. Failure to renew a contract constitutes the severance of the faculty member from their full-time position at the College.
2. To provide the most careful consideration of academic due process in cases of dismissal of faculty during the term of an appointment, the College shall consider the procedural standards in L. Joughlin, ed., *ACADEMIC FREEDOM AND TENURE*, University of Wisconsin Press, 1967, pp. 40-45.
3. The College shall have the right to not renew the contract of a tenure-track faculty member if any of the following occur:
  - a. There is a period of fiscal emergency and adequate funds are not available at the College;
  - b. The services of the faculty member are no longer required by reason of changes in the educational program of the College; or
  - c. The faculty member has not met the required standards of performance or professional conduct, including professional responsibility.

Upon failure to renew a contract for either of the reasons cited in 3a or 3b above, the College shall make a conscientious effort to use the services of the faculty member in some other School or Core or capacity for which the faculty member has the necessary qualifications.

If it is determined that the faculty member cannot be reallocated or transferred at the time of non-renewal, the College will make a conscientious effort to give the faculty member first consideration for any new position to be filled in the future for which they may have the necessary qualifications at the rank held upon non-renewal of their contract, subject to the procedures set forth in Article XLII.B of the **CURRENT CONTRACT**.

## **6.2 PROCEDURES FOR REAPPOINTMENT TO TENURE-TRACK FACULTY**

It is recommended that each non-tenured faculty member requests to meet annually with their Dean to discuss their progress made toward all established criteria for Reappointment.

### **FIRST REVIEW OF FACULTY WITH INITIAL TWO-YEAR APPOINTMENT**

**Faculty who are hired in an initial two (2)-year appointment at Ramapo College will be reviewed in their second (2<sup>nd</sup>) semester.** The review will include all of the following:

1. a classroom observation by members of the Convening Group, carried out in each of the first two (2) semesters.
2. a letter from the Convening Group: the convening group discusses the faculty member's progress in teaching and future contributions to the convening group, along with the Reappointment criteria, and writes a letter summarizing the discussion. The letter is provided to the individual faculty member and the Dean;
3. a write-up of a classroom observation conducted by the Dean in the second (2<sup>nd</sup>) semester.
4. a meeting with the Dean to review progress made to date and to discuss how best the faculty member can meet the Reappointment criteria for upcoming personnel actions.

## **6.3 REAPPOINTMENT OF FACULTY TO 3<sup>RD</sup>, 4<sup>TH</sup>, 5<sup>TH</sup>, AND 6<sup>TH</sup> YEARS**

### **APPLICANT ACTIONS/RESPONSIBILITIES**

1. Faculty members seeking Reappointment to a 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> or 6<sup>th</sup> year must inform the Dean, the Convening Group, the UPC, and ER.
2. The applicant must request their Convening Group to write and send a letter to the UPC.
3. Each faculty member applying for Reappointment must submit their complete application in accordance with established procedures and by established deadlines.

4. Each submitted application for Reappointment must include all required materials and documentation, as specified in the Reappointment Checklist found in Appendix D and be formatted in accordance with digital submission guidelines provided by ER found at: <https://www.ramapo.edu/er/wp-content/uploads/sites/81/2022/04/Faculty-Reappointment-Training-e-binders-REVISED-4.11.22.pdf>).

Applicants may submit additional information that they consider appropriate.

## **CONVENING GROUP ACTIONS/RESPONSIBILITIES**

1. At the first Convening Group meeting held in the fall semester, the Convening Group must establish members of the group who will serve as peer class observers for non-tenured tenure-track faculty, as well as which specific courses will be observed in which specific semester(s).
2. 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. Full-time faculty members of the convening group shall take part in this discussion. Applicants for Reappointment may not be present for the discussion.
3. A letter summarizing the discussion must be written by the Convener or a designated member of the Convening 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 its author.
4. The Convening Group sends the endorsed letter to the UPC by the submission date established by ER in advance of the UPC's review of the application so that the UPC is able to consider the letter in the evaluation of the submitted application.
5. In convening groups with two (2) or less convening members the Dean and faculty will determine if an appeal hearing is warranted.

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

### **UPC MEMBERSHIP**

1. UPC membership shall consist of three (3) to five (5) Unit members, as determined by the Unit prior to soliciting nominations. The UPC of the Library consists of *all* Library faculty.
2. All members of the UPC shall be tenured faculty.
3. If the number of nominees for the UPC exceeds the number of members determined in Step 1 (see above), an election will be held in the Unit.



## UPC PROCEDURES

**The UPC shall follow all procedures stated below. Questions on any procedural steps shall be directed to ER and/or AFT representative assigned to the Unit.**

1. The UPC shall conduct a preliminary review of the application and inform the applicant of any missing information and/or non-compliance with proper presentation and formatting by the calendar deadline established by ER.
2. The UPC will establish a deadline (no less than 48 hours and no more than one (1) week) for the applicant to make changes and allowing for sufficient time for final review by the UPC prior to consideration by the Unit, provided this additional time does not conflict with the published calendar.
3. The UPC shall have the right to consult with the faculty member who is being considered for Reappointment.
4. After the deadline no additional materials will be considered by the UPC. The UPC will evaluate the application, as submitted by the deadline, and will state in their evaluation letter if materials are missing.
5. The UPC evaluates each application against the criteria found at:  
(<https://www.ramapo.edu/er/wp-content/uploads/sites/81/2023/09/5.0-Criteria-for-Appointment-Reappointment-Promotion-and-Reappointment-with-Tenure-9-8-23.pdf>)  
and recommends or does not recommend the applicant for reappointment.
6. Each applicant will be notified in writing of the UPC's recommendation.
7. In the event an applicant is not recommended for Reappointment, they shall have the right to request and receive a hearing before the UPC (See Appeals Process section below.)
8. The UPC forwards its letter of recommendation to the Unit for action at least four (4) days prior to the Unit Council meeting at which Reappointment applications will be discussed.
9. Each applicant for Reappointment may request and receive a hearing before the Unit Council, prior to the Unit Council's consideration of the UPC's recommendation. In all cases, the applicant shall have at least forty-eight (48) hours prior written notice of the scheduled meeting. The applicant may waive the forty-eight (48) hour prior written notice requirement by notifying their Dean in writing.
10. Each applicant shall inform the UPC before or at the Unit Council meeting of any factual errors that appear in the recommendation letter. The applicant may not make any other suggestions to the UPC related to modifying the letter.

11. Unit members review the recommendations provided by the UPC in advance of the meeting in which Reappointment applications are considered.
12. The Unit Council discusses each Reappointment application and its merit along the three (3) criteria: Teaching, Scholarship, and Service.
  - a. An applicant for Reappointment shall not be present during the discussion of their application and voting at the Unit Council meeting.
  - b. Unit members with a dual relationship to an applicant shall recuse themselves for the discussion of that applicant.
  - c. All discussions by the Unit Council regarding personnel matters is confidential.
13. The Unit Council votes to endorse or not to endorse the UPC letter.
14. The UPC may decide to make edits to the UPC letter regarding relevant information gathered during Unit Council deliberations.
15. The Dean and/or designee counts the votes on behalf of the Unit Council. All voting is confidential.
16. The Dean notifies the Unit Council, the UPC and the applicants of the outcome of the Unit Council vote (i.e., the final version of the UPC letter is endorsed or not endorsed).
17. When the Unit Council vote outcome is to endorse the UPC letter, the UPC shall add an addendum to the letter stating the endorsement. In the case of non-endorsement of the UPC letter, the addendum will indicate the Unit Council's recommendation with respect to the three (3) criteria. In order to protect the confidentiality of deliberations, this addendum will not give details of the discussion.
18. The UPC submits the final letter to the appropriate folder in the digital package for subsequent review by the Dean and Provost.

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

It is recommended that the Dean meet yearly with non-tenured faculty to discuss progress based on established criteria for Reappointments.

1. The Dean conducts a thorough review of the application along established criteria from section 5.0 of this Faculty Handbook, the UPC letters, 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 endorsed by the Unit Council 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. In the event an applicant is not recommended by the Dean, the applicant may request and receive a conference with the Dean (see the Appeals Section below) held by the deadline established by ER.
4. If the Dean's recommendation is inconsistent with the Unit Council's vote, the Unit members may, at a regularly scheduled or special meeting, discuss the Dean's recommendation and prepare a written response for inclusion in the candidate's Reappointment application package.
5. The Dean makes their final recommendation available to the applicant and the Provost by the deadline established by ER.

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

1. The Provost reviews all documentation included in each applicant's Reappointment package.
2. In such cases where the Provost does not concur with the recommendation received from the Unit Council, the UPC, or the Dean, the Provost shall notify the applicant and the Dean in writing by the deadline established by ER.
3. The applicant may request and receive a hearing with the Provost, at which they may appear individually or, at the applicant's request, with an AFT representative, the chairperson of the UPC, and/or the Dean. (See the Appeals Section below.)
4. After the hearing is held, the Provost shall provide the applicant, the chairperson of the UPC, and the Dean with an explanation of their recommendation for Reappointment or non-Reappointment in writing.
5. The Provost forwards their final Reappointment recommendations to the President by the deadline established by ER.

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

1. The President reviews all documentation.
2. In such cases where the President does not concur with the recommendation of the Provost, the Dean or the UPC, the President shall notify the Provost, the Dean, the chairperson of the UPC and the applicant in writing by the deadline established by ER.
3. The applicant may request and receive a hearing with the President, at which they may appear individually or, at the applicant's request, with the chairperson of the UPC and/or the Dean. (See the Appeals Section below.)
4. The President forwards all of their nominations for renewal of contract to the BOT by the deadline established by ER.

## **BOARD OF TRUSTEES (BOT) ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. The BOT makes a final decision on whether to reappoint each candidate.

### **6.4 APPEALS PROCESS**

For all possible appeals allowed, they shall be completed in accordance with the following procedure:

1. The applicant may request a hearing with the appropriate party (e.g., UPC, Dean, Provost, President, etc.), at which they may appear individually or, at the applicant's request, with the chairperson of the UPC and/or the appropriate faculty, such as a Convener or Program Director or AFT representative.
2. 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) hours prior written notice requirement by notifying the chairperson of the UPC, the appropriate entity (UPC, Dean, Provost, President).

#### **Appeal of the UPC Recommendation**

1. Each applicant for Reappointment with tenure shall have the right to request and receive a hearing before their UPC.
2. Upon receipt of the written request of the applicant for a hearing, the appeal shall be heard at a meeting of the appropriate UPC.
  - a. The hearing shall be held prior to a recommendation being submitted by the UPC or Library Personnel Committee (LPC) to the Unit Council.
  - b. A written summary report of the applicant's presentations made at the hearing, signed by the chairperson of the appropriate UPC, shall be incorporated in the final recommendation of the appropriate UPC.
  - c. A copy of the written summary report shall be sent to the applicant.
3. Each applicant for Reappointment with tenure may request and receive a hearing with the Unit Council prior to the Unit Council's consideration of the UPC's recommendation. 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 requirement by notifying their Dean in writing.

#### **Appeal of the Dean's Decision**

1. In such cases where the Dean does not concur with a recommendation received from the Unit and/or UPC, the applicant may request and receive a conference with the Dean by the deadline established by ER.

### **Appeal of the Provost's Decision**

1. In the event of a non-Reappointment recommendation by the Provost, the applicant may request and receive a conference with the Provost by the deadline established by ER.
2. After the conference and only if their non-Reappointment recommendation persists, the Provost shall provide the applicant, the Dean, and chairperson of the UPC with an explanation of their negative recommendation in writing.

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

1. The applicant may request and receive a conference with the President, which shall be held by the deadline established by ER and prior to the President's recommendation being submitted to the appropriate BOT Committee.

## **6.5 ROLE OF EMPLOYEE RELATIONS (ER)**

1. ER develops a calendar for the Reappointment process in consultation with the AFT and makes this calendar available to all faculty and librarians.
2. ER sets up and manages an appropriate digital storage system/platform/software into which each digital application can be uploaded/saved and from which access can be given for the purpose of the review process.
3. ER provides access to digital application packages to each applicant, Convening Group, UPC and Unit Dean, Provost, and President, as appropriate and permissible, on a predetermined schedule.

## **6.6 RECOMMENDATIONS AND WRITTEN COMMUNICATIONS**

1. Any and all information or documents received at any point in the Reappointment process related to the evaluation of the applicant shall be in writing and must be signed by the author of the document. Such communications shall be forwarded to the applicant and be added to their application. An opportunity shall be provided for the applicant to respond if they so desire.
  2. Recommendations at each level of the Reappointment process prior to the review by the appropriate BOT committee shall be in writing and should include reasons for the decision and signed by the appropriate party.
  3. No anonymous communications shall be considered or reviewed at any level of the Reappointment process except for College-produced student opinion surveys on the proper forms.
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## 7.0 RAMAPO COLLEGE TENURE AND PROMOTIONS POLICIES AND PLAN

These policies and procedures are designed to enable Ramapo College to protect academic freedom, tenure, promotion, and the requirements of academic due process. The principles implicit in these regulations are for the benefit of all who are involved with or are affected by the policies and programs of the institution. A college or university is a marketplace of ideas, and it cannot fulfill its purposes of transmitting, evaluating, and extending knowledge if it requires conformity with any orthodoxy of content and method. In the words of the United States Supreme Court, “Teachers and students must always remain free to inquire, to study, and to evaluate, to gain new maturity and understanding otherwise our civilization will stagnate and die.”<sup>1</sup>

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## 8.0 TENURE PROCESS AT RAMAPO

Chapter 60 of Title 18A of the New Jersey Statutes and its supplement, Chapter 163 of the laws of 1973 (Assembly Bill No. 328), and the appropriate provisions incorporated in the **CURRENT CONTRACT** between the State of New Jersey and the Council of New Jersey State College Locals, NJSFT-AFT, AFL-CIO govern Ramapo College’s tenure policies and procedures.

### A. QUALIFICATIONS FOR TENURE

Applicants for tenure shall have an earned doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and at least six (6) years of full-time professional experience at Ramapo College.

Further, the Ramapo College Board of Trustees adopts New Jersey Statute 18A:60-9 whereby the Board of Trustees may, as an exceptional action and upon the recorded two-thirds (2/3) majority roll call vote of all its members and upon the recommendation of the President, grant tenure to an individual faculty member after employment at Ramapo College of New Jersey for two (2) consecutive academic years. This provision is locally known as “Accelerated Tenure.”

Applicants for Accelerated Tenure, through the exceptional action of the Board of Trustees, may apply only once in their third (3<sup>rd</sup>), fourth (4<sup>th</sup>), or fifth (5<sup>th</sup>) year of service in a tenure-track position at Ramapo College. The application process, calendar for deliberations and effective date of Accelerated Tenure shall be identical to those used by applicants in the cohort who have completed the full six (6)-year probationary period.

Faculty who wish to apply for Accelerated Tenure are encouraged to consult with their Convening Group and Dean.

In order to allow the maximum possible period of time for faculty to demonstrate their qualifications for Reappointment with Tenure, the tenure process at Ramapo builds on the recommendations for Reappointment that are made year by year, so that faculty in a tenure-track

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<sup>1</sup> AAUP Policy Documents & Reports, American Association of University Professors, Washington, D.C., January 2015, p. 79.

position receive maximum possible notice of their prospects for eventual Reappointment with Tenure. Thus, it will be our practice to remind tenure-track faculty of the tenure process in every letter of Reappointment and to give notice of situations that may lead to a non-recommendation of Reappointment with Tenure.

The procedures for Reappointment with Tenure of tenure-track faculty members shall follow the appropriate contractual dates outlined in the **CURRENT CONTRACT** between the State of New Jersey and the Council of New Jersey State College locals, NJSFT-AFT, AFL-CIO and the calendars for personnel actions prepared by the administration, in consultation with the local union, which are made available at the beginning of each academic year.

It is the tenure applicant's responsibility to ensure completeness of the tenure package. The UPC of each Unit shall determine whether an applicant's application for Reappointment with Tenure conforms to published guidelines and contains all required components before forwarding their recommendation to the All-College Tenure Committee (ACTC) through ER. All recommendations, whether in favor of Reappointment with Tenure or not, shall be forwarded to the ACTC.

## **B. PROCEDURES**

Librarians at Ramapo College 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, UPC, and Unit Council are the same entity.

### **APPLICANTS FOR REAPPOINTMENT WITH TENURE ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. Faculty members seeking Reappointment with Tenure or Reappointment with Accelerated Tenure shall inform the Dean, their Convening Group, their Unit Personnel Committee (UPC) and ER.
2. Applicants for Reappointment with Tenure or Reappointment with Accelerated Tenure 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 serve as a letter writer stating that the letter will be due in May. (Note: The exact date in May is to be determined each year.) Responses to the inquiry should be expected 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.
3. The applicant asks their primary Convening Group to send a letter to the UPC by the deadline established by ER.
4. All faculty members applying for Reappointment with Tenure or Reappointment with Accelerated Tenure shall submit a complete application in accordance with established procedures and must provide to the UPC a list of names for external peer recommendations by the deadline established by ER.

5. Applications must include all components/documentation per the Tenure Checklist found in Appendix E.

Applications must be formatted in accordance with the digital submission guidelines provided by ER found at:

<https://www.ramapo.edu/er/wp-content/uploads/sites/81/2023/08/APPENDIX-E-Tenure-Process-Guidelines-and-Checklist.pdf>

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 should discuss the 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 tenure may not be present for the 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 the UPC's review of the application so that this letter is considered during the UPC's or LPC's evaluation of the submitted application.

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

1. The UPC shall conduct a preliminary review of the application and inform the applicant of any missing information and/or non-compliance with proper presentation and formatting by the calendar deadline established by ER.
2. The UPC solicits external peer recommendations from the list provided by the applicant using the form letter and including the applicant's Curriculum Vitae (CV) and Narrative Statement.
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 occurs, no additional materials will be considered by the UPC. The UPC will evaluate the application, exactly as it was submitted by the deadline, and will state in their evaluation letter if materials are missing.
5. The UPC evaluates each application against the <https://www.ramapo.edu/er/wp-content/uploads/sites/81/2023/08/5.0-Criteria-for-Appointment-Reappointment-Promotion-and-Reappointment-with-Tenure.pdf> and recommends or does not recommend the applicant for Reappointment with Tenure.
6. The UPC shall have the right to consult with the faculty member who is being considered for Reappointment with Tenure.
7. Each applicant will be notified in writing of the UPC's recommendation.
8. In the event an applicant is not recommended for Reappointment with Tenure, they shall have the right to request and receive a hearing with the UPC (See Appeals Process section below.)
9. The UPC forwards its letter of recommendation to the Unit for action at least four (4) days prior to the Unit Council meeting at which the applications will be discussed.
10. Each applicant for Reappointment with Tenure may request and receive a hearing with the Unit Council, prior to the Unit Council's consideration of the UPC's recommendation. In all cases, the applicant shall have at least forty-eight (48) hours prior written notice of the scheduled hearing. The applicant may choose to waive the forty-eight (48) hour prior written notice requirement by notifying their Dean in writing.
11. Each 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.
12. Unit members review the recommendations provided by the UPC in advance of the meeting in which Reappointment with Tenure applications are considered.
13. The Unit Council discusses each application for Reappointment with Tenure and its merit along the three criteria: Teaching, Scholarship, and Service.
  - a. An applicant for Reappointment shall not be present during the discussion of their application and voting at the Unit Council meeting.
  - b. Faculty with a dual relationship to an applicant shall recuse themselves for the discussion of that applicant and voting.
  - c. All discussion of the Unit Council regarding personnel matters is confidential.
14. The Unit Council votes to endorse or not to endorse the UPC recommendation in the letter.

15. The UPC may decide to make edits to the UPC letter regarding relevant information gathered during Unit Council deliberations.
16. The Dean and/or designee counts the votes on behalf of the Unit Council.
17. The Dean notifies the Unit Council, the UPC and the applicants of the outcome of the Unit Council vote (i.e., the final version of the UPC letter is endorsed or not endorsed).
18. When the Unit Council vote outcome is to endorse the UPC letter, the UPC shall add an addendum to the letter stating the endorsement. In the case of non-endorsement of the UPC letter, the addendum will indicate the Unit Council's recommendation with respect to the three (3) criteria. In order to protect the confidentiality of deliberations, this addendum will not give details of the discussion.

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

1. The Dean conducts a thorough review of the application along established criteria from section 5.1-5.3 of this Faculty Handbook, 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 UPC, the Dean shall notify the chairperson of the UPC, and the applicant in writing by the deadline established by ER.
3. In the event an applicant is not recommended by the Dean, the applicant may request and receive a conference with the Dean (see the Appeals Section below) held by the deadline established by ER.
4. 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 Applicant's application.
5. The Dean makes available their final recommendation to the applicant and the All-College Tenure Committee by the deadline established by ER.

#### **ALL-COLLEGE TENURE COMMITTEE (ACTC) ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. The ACTC meets with the President and Provost to receive the Committee's charge and to discuss any questions as needed.
2. The ACTC shall apply uniform standards to all applicants.
3. The ACTC shall treat each application as a new case, subject to thorough review and new judgment at its level.
4. In the event that the ER representative, Affirmative Action representative, or the AFT

representative perceives a possible violation of policy or procedure or of the Master Contract at any time during the work of the ACTC, they shall ask the chair of the ACTC to suspend proceedings and address concerns. See sections D. PERSONNEL COMMITTEE MEMBERSHIP AND ROLES, ALL COLLEGE TENURE COMMITTEE, OVERALL STRUCTURE.

5. Prior to the ACTC's deliberations, applicants for Reappointment with Tenure or Accelerated Tenure are provided the opportunity to appear before the ACTC 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.
6. Applicant presentations to the ACTC shall be limited to ten (10) minutes. ACTC members may pose questions to each applicant.
7. The ACTC shall have the right to consult with any applicant, the appropriate UPC, and the Dean.
8. Each voting member of the ACTC shall conduct a thorough review of each application package and letters from the UPC and Dean prior to deliberations.
9. The ACTC determines the order for applications to be evaluated and voted upon. The time limit for discussion of each applicant shall be at the discretion of the Committee.
10. After each applicant's application has been reviewed by the ACTC members, the ACTC shall decide if additional information or clarification is needed. If additional information/clarification is requested, the ACTC shall table its vote on the applicant. (The ACTC shall proceed to evaluate other applicants).
11. The appropriate Unit representative shall be instructed to seek the needed information/clarification/materials, which may include:
  - a. further documentation related to any of the three criteria;
  - b. consultation with the appropriate UPC and/or the Dean, which shall be for the purpose of clarifying existing information in the applicant's application; or
  - c. new information needed as a result of the ACTC discussions, of which the chair of the ACTC shall immediately inform the applicant in writing.
12. The appropriate Unit representative shall notify the applicant in writing those 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 ACTC.
13. When the ACTC 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 such information when received to the applicant.

14. The applicant shall be provided with the opportunity to respond by a deadline established by the ACTC to any additional written information relating to their evaluation by the ACTC.
15. Prior to a vote to recommend or not recommend, a specific discussion on Affirmative Action shall take place with respect to each applicant who is a member of a protected class.
16. ACTC member's votes shall be privileged/confidential and may not be shared outside the Committee.
17. A preliminary ballot is distributed to each ACTC voting member. The ballot will list the names of all applicants for Reappointment with Tenure (and Reappointment with Accelerated Tenure) with the following two options: 1) YES, this applicant meets all criteria for Reappointment with Tenure (or accelerated tenure); or 2) MORE DISCUSSION OF THIS APPLICANT IS NEEDED. Preliminary voting will proceed by secret ballot.
18. The preliminary ballots are reviewed and counted by the Affirmative Action, ER, and AFT representatives on the ACTC, and the results are reported to the ACTC.
19. Any applicant who has received a unanimous "YES" vote in the preliminary ballot is formally affirmed by the ACTC to meet all Tenure criteria and will be recommended for Reappointment with Tenure (or Reappointment with Accelerated Tenure).
20. When an applicant has one or more "MORE DISCUSSION OF THIS APPLICANT IS NEEDED" votes in the preliminary ballot round of voting, the ACTC will further discuss the applicant's application. At the conclusion of the discussion, a final secret ballot, Yes/No vote will be taken.
21. The submitted final secret ballots are viewed and counted by the Affirmative Action, ER, and AFT representatives, and the results are reported to the ACTC.
22. The "YES" or "NO" majority vote of the ACTC voting members results in a recommendation or non-recommendation, respectively, for Reappointment with Tenure (or Reappointment with Accelerated Tenure). In cases where the recommendation of the ACTC is not in concurrence with the recommendation received from the UPC, the Committee shall inform the applicant, the Dean, and the UPC prior to passing its final recommendation on to the Provost.
23. The ACTC informs each applicant of its recommendation in writing by the deadline established by ER.
24. In the event that the ACTC does not recommend an applicant, the applicant shall have the right to a hearing with the ACTC to be held by the deadline established by ER. (See the Appeals Section below.)
25. All documentation for each applicant for Reappointment with Tenure or Reappointment with Accelerated Tenure shall be retained by ER until all appeals have been heard.
26. After all appeals have been heard, the ACTC's recommendations and all documents for each

applicant for Reappointment with Tenure and Reappointment with Accelerated Tenure are forwarded by the deadline established by ER to the Provost for review and recommendation to the President.

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

1. The Provost reviews all documentation included in each applicant's Reappointment with Tenure or Reappointment with Accelerated Tenure package.
2. In such cases where the Provost does not concur with the recommendation of the ACTC, the Provost and the ACTC shall meet to discuss the reasons for their respective recommendations.
3. The Provost shall notify in writing the chairperson of the ACTC and the applicant of their final recommendation by the deadline established by ER.
4. The applicant may request and receive a conference with the Provost. (See the Appeals Section below).
5. After the conference is held and only if the forthcoming recommendation will be negative, the Provost shall provide the applicant and chairperson of the ACTC with an explanation of their negative recommendation in writing.
6. The Provost shall forward their recommendation, including all the supporting documentation forwarded by the ACTC, to the President by the deadline established by ER.

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

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

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

1. The President reviews all documentation.
2. In such cases where the President does not concur with the recommendation of the ACTC and/or the Provost, the President, the Provost, and the ACTC shall meet to discuss the reasons behind their respective recommendations.
3. The President shall notify in writing the chairperson of the ACTC, the Provost, and the applicant of their final recommendation.
4. The applicant may request and receive a conference with the President. (See the Appeals Section below.)
5. After the conference is held and only if the forthcoming recommendation will be negative, the President shall provide the applicant and chairperson of the ACTC with an explanation of

their negative recommendation in writing.

6. The President shall forward their own recommendation for Reappointment with Tenure or Reappointment with Accelerated Tenure to the Board of Trustees by the deadline established by ER.

#### **BOARD OF TRUSTEES (BOT) ACTIONS AND RESPONSIBILITIES (PROCEDURES)**

1. If appeals to the President by applicants endorsed by the ACTC are not successful, one representative of the ACTC and one representative from the bargaining unit (AFT) shall be allowed to speak briefly at the appropriate BOT Committee meeting.
2. Speakers must confine themselves to discussion of the Tenure Policy. The purpose of the presentations by the ACTC and the AFT will be to acquaint the appropriate BOT Committee with the perception of programmatic issues as affected by the President's decision. The non-recommended applicants for Reappointment with Tenure may attend the BOT Committee meeting but will have no opportunity to address the BOT Committee.
3. The BOT Committee may choose to meet with the ACTC or other relevant constituents/stakeholders prior to moving its recommendation to the full BOT. In such cases where the preliminary decision of the BOT Committee is to reject a positive recommendation received from the President, the BOT Committee shall notify the President, the Provost, the chair of the ACTC, and the applicant in writing.
4. An applicant who is not being recommended for Reappointment with Tenure by the BOT Committee may request and receive a hearing before a joint meeting of the ACTC and the BOT Committee, at which they may speak in support of their request for Reappointment with Tenure. (See the Appeals Section below.)
5. Reappointment with Tenure will be granted by the full BOT, which has a legal right to accept or reject any nominations.

Each applicant for Reappointment with Tenure shall be notified in writing by the President of the final decision of the BOT Committee by the deadline established by ER.

#### **C. APPEALS PROCESS**

**For all possible appeals allowed, they shall be completed in accordance with the following procedure:**

1. The applicant may request a conference with the appropriate party (e.g., UPC, Dean, ACTC, Provost, President) at which they may appear individually or, at the applicant's request, with the chairperson of the UPC and/or the appropriate faculty members, such as the Convener or Program Director or AFT representative.
2. 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 UPC, the Dean, the chairperson of the ACTC, the Provost, or the President.

### **Appeal of UPC Decision**

1. Each applicant for Reappointment with Tenure shall have the right to request and receive a hearing before their UPC.
2. Upon receipt of the written request of the applicant for a hearing, the appeal shall be heard at a meeting of the UPC.
  - a. The hearing shall be held prior to a recommendation being submitted by the UPC to the Unit Council.
  - b. A written summary report of the presentations made at a hearing, signed by the chairperson of the UPC, shall be incorporated in the final recommendation of the UPC.
  - c. A copy of the written summary report shall be sent to the applicant.
3. Each applicant for Reappointment with Tenure may request and receive a hearing with the Unit Council prior to the Unit Council's consideration of the UPC's recommendation. 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 their Dean in writing.

### **Appeal of Dean's Decision**

1. In such cases where the Dean does not concur with a recommendation received from the UPC or Unit Council, the applicant may request and receive a hearing with the Dean by the deadline established by ER.

### **Appeal of ACTC's Decision**

1. In such cases where the ACTC does not recommend the applicant for Reappointment with Tenure, the applicant shall have the right to appeal the ACTC's decision.
2. Any applicant who is not recommended for Reappointment with Tenure by the ACTC will be notified in writing by the Committee.
  - a. Within forty-eight (48) hours of notification of the ACTC's decision, the applicant may request in writing to ER an appeal of the decision. The ACTC will be notified in writing of an applicant's appeal request by ER.
  - b. The appeal shall be heard at a meeting of the ACTC 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 ACTC through ER in writing.

- c. The applicant shall have fifteen (15) minutes to present an oral argument to the ACTC. New material may not be presented at the appeal hearing.
  - d. The ACTC shall discuss the applicant's appeal in closed session.
  - e. 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.
3. A written summary report of the presentation made at this hearing, signed by the chairperson of the ACTC, shall be incorporated into the final recommendation of the ACTC. A copy of the written summary report shall be sent to the applicant.

#### **Appeal of the Provost's Decision**

- 1. In the event of a *non*-Reappointment with Tenure recommendation by the Provost, the applicant may request and receive a hearing with the Provost by the deadline established by ER.
- 2. After the conference and only if the *non*-Reappointment with Tenure recommendation persists, the Provost shall provide the applicant and chairperson of the ACTC with a brief explanation of their negative recommendation in writing.

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

- 1. The applicant may request and receive a conference with the President, which shall be held prior to the President's recommendation being submitted to the appropriate Board of Trustees Committee.

#### **Appeal to the Board of Trustees (BOT)**

- 1. In such cases where the preliminary decision of the BOT Committee is to reject a positive recommendation received from the President, the applicant may request and receive a hearing before a joint meeting of the ACTC and the BOT Committee to speak in support of their request for Reappointment with Tenure.

### **D. PERSONNEL COMMITTEE MEMBERSHIP AND ROLES**

#### **UNIT PERSONNEL COMMITTEE (UPC)**

- 1. The UPC membership shall consist of three (3) to five (5) Unit members, as determined by the Unit prior to soliciting nominations.
- 2. All members shall be tenured faculty except in the case of the Library.
- 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 TENURE COMMITTEE (ACTC)**

### **Overall Structure**

The ACTC 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 ACTC). The ACTC members shall comport themselves with all College Policies (click on the link) including but not limited to [#429 Nepotism](#) and [#458 The Code of Professional Responsibility](#).

The ACTC Unit representative may or may not be a member of the UPC. The ACTC Library representative will be a member of the LPC.

### **Voting Members**

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

### **Non-Voting Members**

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

- a. The non-voting ER representative on the ACTC shall arrange for the organizational meeting of the ACTC and provide all members of the ACTC with a copy of the tenure procedures including related content from the Faculty Handbook
- b. The ER representative develops, in consultation with the AFT, a calendar for the tenure process and makes this calendar available to tenure-track faculty and librarians.
- c. The ER representative sets up and manages the digital storage system/platform into which each application will be uploaded/submitted.
- d. The ER representative provides access to the appropriate digital application packages to each applicant, Convening Group, UPC, Unit Council members, and Dean and the Provost and the President as per the deadlines established by ER.
- e. The ER representative attends all ACTC meetings and provides administrative support to the Committee.

- f. The ER representative's role shall be limited to the review of ACTC and College policies and procedures to monitor compliance to the Faculty Handbook. The ER representative shall not take part in ACTC deliberative discussions. That is, the ER representative may only advise the Committee on procedural matters.
- g. If the ER representative perceives a possible violation/non-compliance issue, they should ask the ACTC Chair to temporarily suspend the proceedings and make clear to the Committee their objections.
- h. The ER representative shall also assist the ACTC 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 ACTC Chair and shall be reviewed and approved by the Chair or Vice-Chair prior to distribution. The ACTC 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.
- i. The ER representative informs each applicant for Reappointment with Tenure or Reappointment with Accelerated Tenure of their right to appear before the ACTC.
- j. The ER representative shall confirm to the ACTC Chair that all Committee members affirmed that they have examined all application packages.
- k. The ER representative provides access to digital binders to the campus community, when requested, after the Tenure process is complete.

## **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 ACTC to temporarily suspend the proceedings and make clear to the Committee their objections.
- d. If mutual agreement cannot be reached because the ACTC and the AFT representative disagree as to the perceived infraction(s), the AFT representative must file a grievance on behalf of the local within three (3) days of the alleged violation occurring through the local AFT President.

## **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, they should ask the Chair of the Committee to temporarily suspend the proceedings.
- d. The Affirmative Action representative, the AFT representative, the ER representative, and the ACTC Chair shall meet to discuss the nature of the objection(s) to determine if further action should be taken. If all four (4) of these individuals agree about the objection raised by the Affirmative Action representative, they should then explain to the full ACTC the nature of the objection. If all four (4) 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 ACTC must await the President's or President designee's decision and proceed accordingly.

### **Organization of the ACTC**

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

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

1. At the initial organizational meeting, the ACTC 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 ACTC.
2. At the initial organizational meeting, the ACTC 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 Committee's Schedule**

1. The ACTC shall be informed by the ER representative of the due date of its final recommendations.
2. Based on this due date, the ACTC will schedule meetings to hear presentations by the applicants, if requested, to evaluate the applications for Reappointment with Tenure and Reappointment with Accelerated Tenure and to vote on final recommendations. Dates shall also be scheduled/held to hear appeals, should any be requested, and to make a final

recommendation to the Provost.

### **Attendance at Meetings**

1. Meetings of the ACTC shall take precedence for all members of the Committee over all other College service responsibilities.
2. The ACTC members must attend all meetings in which presentations, voting, and deliberations occur.
3. If an ACTC member cannot attend a meeting in which an applicant's application package is considered and that meeting cannot be rescheduled or if an ACTC member is otherwise unable to review the materials in time for deliberations, the Dean of the ACTC member's School shall be so informed by the chair of the ACTC and the ACTC member must be replaced. The Unit shall immediately elect a new Unit representative for the remainder of the deliberations for that tenure cycle.
4. All rescheduled ACTC meetings should take place at the earliest possible date and must ensure all deadlines established by ER will be met.

### **Communications with the ACTC**

1. In accordance with College policies and the AFT contract and if agreed upon by the Committee, ACTC members may communicate with applicants, UPCs, and Deans, as deemed necessary for the process.
2. Any discussion that is authorized and that takes place outside the ACTC shall be confined to and related to the evaluation of the applicant. Should new information arise from any of these discussions, the ACTC shall, through its chair, immediately notify the applicant in writing.
3. All information other than that contained in the application package that is received by the ACTC 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 added to their application. An opportunity shall be provided for the applicant to respond if they so desire.
4. No anonymous or unsolicited communications shall be received by the ACTC except student opinion surveys.
5. All letters and observations submitted to the ACTC (including the applicant's written summary letter and self-evaluation of effective teaching) must be signed. Applicants, letter and observation authors, and ACTC members should refer to the checklist (especially the letter recommendation guideline section) for details about acceptable documentation.

## **Community Access to Tenure Packages**

1. Digital Tenure Applications 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 ER, and each requestor will be given access for a specified twenty-four (24) hour period.
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## **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 as found in Appendix C- Promotion Process Guidelines and 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.
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## **10.0 FACULTY SCHOLARSHIP FUNDING (FSF) PROCEDURE**

### **10.1 Definitions**

The intent of Faculty Scholarship Funding (FSF) is to facilitate the production of Scholarship, as defined in Section 5 (Criteria) of the Faculty Handbook. Funding requests that support research, continuing education courses including those required for professional license holders, conference attendance, and travel may be considered. A copy of the Faculty Scholarship Funding (FSF) procedure can be found at the following link:

<https://www.ramapo.edu/er/wp-content/uploads/sites/81/2023/08/10.0-Faculty-Scholarship-Funding-FSF-Procedure.pdf>

### **10.2 Eligibility**

1. 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.

2. Any member of the College's full-time faculty, appointed at Assistant, Associate, or Full, may apply for grants; however, only teaching faculty (i.e., not Librarians) may apply for stipends.
3. Applicants may submit only one FSF proposal per academic year. Awards are granted by the Provost based upon the recommendation of the All-College Faculty Scholarship Funding Committee (ACFSFC) and are contingent upon the availability of funds.
4. Pre-tenure applicants are given priority the first time they apply for FSF. (Pre-tenure applicants who are submitting their first application for FSF, please see Section 10.8.4g)
5. Evaluation of applications shall be made on the basis of the merit and feasibility of the proposal, the applicant's fulfillment of their responsibilities of reporting requirements for past awards (see Section 10.4). Applicants who have failed to fulfill their responsibilities regarding past awards in the last five (5) years will be moved to the bottom of the ranking list (in order of their relative rankings).

### 10.3 Awards

1. Faculty Scholarship Funding is available in two categories:
  - a. **Stipends** are awarded in the amount of the overload rate paid for 4 credits. Stipends awarded for work completed during the summer (July and August) are paid in two installments. Since summer stipends are considered supplemental pay for full-time faculty, they are taxed as such.
  - b. **Grants** are awarded to reimburse specific planned expenses noted in the applicant's proposal (i.e., a grant is an amount of funding set aside for reimbursable expenses awarded and administered by the Office of the Provost).
2. FSF applicants may request a stipend, a grant, or combination of the two, but no FSF awardee shall receive more than \$10,000 total in a single award cycle.
3. As all levels of support are possible, FSF applicants are encouraged to apply for even small amounts.
4. It may be the case that a final awardee will not receive the full amount they requested due to depletion of allocated funds. If this occurs, the ACFSFC will follow the process outlined below. In limited circumstances, the ACFSFC may request that the Provost approve additional funding to the final awardee so that their request is fully funded.

### 10.4 Verification of Work Completed

All award recipients must verify their work via submission and acceptance of a report to their Dean and to the Office of the Provost, with a copy to ER. The report should summarize their activities and use of grant funding if a grant was awarded. The report must be submitted no later than the end of the academic year in which the award was made or upon completion of their FSF-funded project, whichever is first.

All funding recipients may also present their work at Colloquia.

### **10.5 Changes in Funded Proposals**

Any change to a proposal that was awarded FSF monies must be approved by the Provost prior to implementation. The Provost may consult with the Dean before approving or denying changes.

### **10.6 Application Timeline**

The FSF calendar will be posted on the Employee Relations website no later than September 1st each year.

### **10.7 Faculty Scholarship Funding (FSF) Application**

Applicants must submit a Faculty Scholarship Funding application to their Unit Scholarship Committee. The application must include the following:

1. a completed Common Application Form;
2. a written proposal that is properly formatted (i.e., 3-page maximum, double-spaced, 11-point, Times New Roman font) and that addresses the merit and feasibility of the scholarship being proposed. Specifically, the following items should be included in the proposal:
  - a. a concise description of the project and its primary goals;
  - b. an explanation of how the project will advance the applicant's scholarship, enrich their teaching, and/or otherwise contribute to the mission of the College and/or any other academic programs at the College;
  - c. a brief statement explaining how this proposal differs from those for which previous internal support has been granted to the applicant;
  - d. a concise description of the project's feasibility, which includes (a) a timeline indicating how the project will be completed within the time allotted, (b) a description of how, when, where, and with what special resources or materials the project will be conducted; and (c) an indication of the degree of preparation (e.g., background and professional training of the applicant, collaborators who agreed to work on the project, or other preliminary groundwork already completed); and
3. any supplementary documentation (up to five additional pages), as deemed appropriate by the applicant, that provides helpful and relevant information to the reviewers of the FSF application.

### **10.8 Faculty Scholarship Funding (FSF) Application Process**

Applications for FSF are evaluated and ranked at the all-College level. The Unit Scholarship Committee members serve only to review the applications for completeness, but they do not

evaluate the merit of the proposed projects. The steps outlining submission of an FSF application to the awarding of FSF monies are provided below.

1. The applicant submits the following to their Unit Scholarship Committee by the deadline established by ER:
  - a. a completed Common Application Form, which includes a budget necessary to complete the proposed project; and
  - b. a written proposal and supplementary documentation following the guidelines in section 10.7.
2. The Unit Scholarship Committee, which serves in an advisory rather than evaluative role in the FSF process, performs the following steps:
  - a. conducts a preliminary review of each FSF application for completeness (i.e., using the FSF Application Checklist) and informs the applicant if any required information/components is/are missing and/or if the application is non-compliant with required formatting in a timely manner so the application can be corrected and submitted by the established calendar deadline;
  - b. the Unit Scholarship Committee sets a final date for receipt of a completed application, including anything missing, giving the applicant sufficient time to make changes.
  - c. after the deadline, forwards all complete applications to the Dean. Incomplete applications will not be forwarded.
3. The Dean performs the following steps:
  - a. either affirms that the applicant has fulfilled their professional responsibilities in the areas of teaching, scholarship, and service by signing the FSF application form *or* does not sign the form;
  - b. when a Dean indicates a failure to fulfill responsibility, the dean documents in writing the area of concern to the applicant and the ACFSFC;
  - c. forwards all materials to the ACFSFC.
4. The ACFSFC membership and steps to be taken are provided below.
  - a. Each School and the Library shall elect one (1) representative to the ACFSFC. Members must have completed at least two (2) years of full-time employment at the College at the time they are elected. Representatives serve for two (2) years with ASB, CA, and HGS representatives elected in even years and SSHS and TAS and Library representatives elected in odd years.

- b. No person who is an applicant for FSF may serve on the ACFSFC.
- c. The ACFSFC shall meet to elect a Chair, review FSF procedures, and set a schedule for their review of applications.
- d. Each member of the ACFSFC shall carefully review and evaluate each FSF application independently based on the merit and feasibility of the proposed project. Review and determination of the application shall not be based upon the amount requested by the applicant.
  - i. *Merit* shall be defined as the extent to which the project will advance the applicant's scholarship, enrich their teaching, and/or contribute to the mission of the College and/or other academic programs at the College. Committee members will independently rate the merit on a 5-point scale.
  - ii. *Feasibility* shall be defined as the extent to which the project is likely to be completed within the time allotted, given the required resources and preparation. Committee members will independently determine by voting yes or no whether the proposal is feasible.
  - iii. *Fulfillment of Responsibility for Past Awards* shall be assessed categorically as “yes” if the applicant fulfilled their responsibility for every FDF award they received in the past 5 years or “no” if the applicant did not do so. Faculty members who received FSF/FDF funding prior to 2023/2024 SY and did not satisfy their "Fulfillment of Responsibility for past Awards" by indicating “no” shall not be penalized. However, all responsibility for FDF award must be fulfilled 2023/2024 SY and beyond.
- e. The ACFSFC meets to deliberate and sums the merit scores assigned by the six-unit representatives. The aggregate merit scores (i.e., maximum score = 30) are used to rank applications on the basis of the merit of the proposals.
- f. Feasibility and Fulfillment of Responsibility ratings are reviewed for each application. Applications with a simple majority vote of yes for feasibility and fulfillment of responsibility are recommended.
- g. Applications submitted by pre-tenure applicants that are judged to be meritorious and feasible are given priority the first time the applicant applies for FSF in the following manner: Pre-tenure applicants submitting their first application for FSF are moved to the top of the ranking list (in order of their relative merit scores) when their proposals are judged to be meritorious and feasible.
- h. Applicants who have failed to fulfill their responsibility regarding past awards received within the last five years or who have failed to fulfill their responsibilities in the areas of teaching, scholarship, and service, as determined by their Dean, will be moved to the bottom of the ranking list (in order of their relative merit scores).

- i. The ACFSFC shall proceed in the order of its final ranking for all proposals that have been recommended by the committee, thereby recommending awards until available funds have been expended.
- j. It will often be the case that final awards will not be fully funded due to inadequate funds. In that case, the Committee will contact the applicant to determine whether they will accept a partial award, and if so, award the partial amount. If the applicant will not accept a partial award, the Committee will proceed to the next applicant in ranked order that the ACFSFC has recommended an award and repeat the process until all funds have been awarded.

### **10.9 Disbursement of Award Funds**

- a. Recipients of FSF stipends shall receive half their award amount payable on the last pay period of July. The second half shall be received upon submission and acceptance of a report to their Dean and the Office of the Provost, with a copy to ER. The report should summarize their activities and indicate the degree to which the proposed scholarship project was completed. The report must be submitted no later than the end of the academic year in which the award was made or upon completion of the proposed work, whichever is first.
  - b. Recipients of FSF grants will have access to 100% of the awarded grant amount, reimbursed as expenses are submitted. As a grantee incurs approved expenses, they submit receipts and documentation that the expense was incurred as described in their proposal. The grantee is then reimbursed for the approved expense up to the maximum amount of the grant awarded. All grantees must spend their award monies and all reimbursements must comply with Procurement and HR policies and procedures and spent in the correct FY. (except for airfare). Expenses may be incurred during the spring following the award letter in preparation for activities scheduled during the following fiscal year. Such expenses must have the explicit, written approval from ER prior to incurring the expense.
  - c. Any change to a funded proposed scholarship project must be approved by the Provost prior to implementation. The Provost may consult with the Dean before approving or denying changes.
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## **11.0 SABBATICAL LEAVE POLICY AND PROCEDURES**

In accordance with Article XXVII of the CURRENT CONTRACT, the guidelines listed herein represent the College's Sabbatical Leave Policy and Procedures.

### **11.1 Statement of Policy**

A sabbatical leave is a means of increasing a faculty member's value to the College by developing their potential for growth in their field of knowledge, art, science, or profession and enabling them to devote themselves without reservation or distraction to a particular problem, project, or study.

## 11.2 Eligibility

- a. All full-time faculty members and Librarians, who, as of June 30<sup>th</sup> prior to the year for which the leave is requested, have completed a period of six (6) or more years at the College and who have fulfilled all professional responsibilities in the areas of service, teaching, and scholarship and have fulfilled the terms of past awards shall be eligible to apply for a sabbatical leave. Sabbatical leaves are granted no more frequently than once every seven (7) years to each faculty member who is eligible for sabbatical.
- b. 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, UPC, and Unit Council are one and the same.

## 11.3 Purpose

- a. An application may be made for the purpose of pursuing a substantial project and/or to enhance competency as a scholar or teacher, as determined by the Unit scholarship criteria. Sabbatical leave may also be granted for the pursuit of an accredited terminal degree in an appropriate field of study (**CURRENT CONTRACT, Article XXVII, Section A,2.b.**).
- b. Consistent with Article XXVII, Section A.2.b. of the **CURRENT CONTRACT** and with the intent of the College's Scholarly Achievement criterion, performances and exhibitions in the fine arts are also considered as appropriate and eligible reasons for sabbatical leaves.

## 11.4 Terms of Sabbatical Leave

Pursuant to Article XXVII, Section B of the **CURRENT CONTRACT**, the following terms are applicable:

- a. Half-year leaves shall be at the rate of full salary.
- b. Full-year leaves shall be at the rate of three-quarters (3/4) salary.
- c. For Librarians, half-year leaves shall be for five (5) months and full-year leaves for ten (10) months.
- d. Sabbaticals must be taken for the semester(s) awarded. Under extraordinary circumstances and upon approval from the Dean and the Provost, a sabbatical may be postponed to the next academic year. Understanding that The Board of Trustees must be approved all Sabbaticals/Leaves.
- e. The period of the sabbatical leave shall be credited for increment purposes, where such credit is relevant.



- f. A faculty member who is on sabbatical leave shall be entitled to the continuation of pension and insurance program benefits as provided in the applicable plans.
- g. Each faculty member who accepts an awarded sabbatical must sign a written statement obligating them to continue to serve for at least one year after expiration of the term of the sabbatical leave.
- h. Provided the total *salary* compensation from all sources does not exceed their full salary from the College, faculty who are on sabbatical are permitted to receive additional compensation (e.g., external fellowships, grants, or honoraria) for purposes related to the sabbatical leave. External funds that are awarded for travel and living while researching abroad, for equipment, and for other incidental/practical expenses, which are related to the sabbatical project, shall not be considered "salary." Sabbatical leave may not be used to accept other paid employment.

### 11.5 Criteria for the Evaluation of Sabbatical Proposals

Sabbatical proposals will be evaluated based on the following criterion:

- a. **Eligibility:** The applicant has completed the required years of service, has fulfilled all professional responsibilities in the areas of service, teaching, and scholarship, and has fulfilled the terms of past awards. (Assessed by the Dean who will determine yes or no)
- b. **Format:** The application is complete and adheres to format requirements. (Assessed by the Unit Scholarship Committee who will determine yes or no)
- c. **Clarity:** The proposal is written in a way that non-specialists can understand. (Assessed by the Unit Scholarship Committee who will determine yes or no)
- d. **Merit:** The project addresses an important issue, contributes to scholarship or general academic knowledge, enriches the applicant's teaching, or otherwise significantly contributes to the mission of the College and/or any other academic programs at the College. (Assessed by the Convening Group, the Unit Scholarship Committee, and the All-College Sabbatical Committee (ACSC))
- e. **Feasibility:** The proposal demonstrates that the project can be successfully completed. Feasibility shall be assessed as a component of Merit. (Assessed by the Convening Group, the Unit Scholarship Committee, and the ACSC)
- f. **Scholarship:** The applicant's record of scholarly accomplishments since the last sabbatical will be considered and may be demonstrated as described in Section 5 of the Faculty Handbook.
- g. **Service:** The applicant's service to the College, Unit, and programs and initiatives since the last sabbatical will be considered. Service may be demonstrated as described in Section 5 of the Faculty Handbook.

## **11.6 Application**

Applications for a sabbatical leave must include all of the following:

- a. a Common Application Form (See [Appendix G](#)), which is complete and submitted by the deadline established by ER;
- b. a signed pledge to submit a report within one semester after the expiration of the term of the sabbatical leave as stipulated in the Common Application Form (i.e., 500-word description of what was accomplished during the awarded sabbatical);
- c. a signed Understanding of Conditions for Internal Awards Form as stipulated in the Common Application Form;
- d. an up-to-date Curriculum Vitae in the Ramapo-approved format;
- e. a detailed proposal that has been properly formatted (i.e., 3-page maximum, double-spaced, Times New Roman 11 font) that includes the following:
  - i. a concise description of the proposed sabbatical project and its primary goals;
  - ii. an explanation of how the project will advance the applicant's scholarship, enrich their teaching, or otherwise contribute to the mission of the College and/or any other academic programs at the College;
  - iii. a brief statement explaining how this proposal differs from those for which previous internal support has been granted to the applicant; and
  - iv. a concise description of the proposal's feasibility, which includes (a) a timeline indicating how the project will be completed within the time allotted, (b) a description of how, when, where, and with what special resources or materials the project will be conducted, and (c) an indication of the degree of preparation already completed toward the project (e.g., background and professional training of the applicant, data collected, literature review conducted).

## **11.7 Sabbatical Procedure**

- a. The President, through Employee Relations, notifies the faculty and Librarians of the total number of sabbatical semesters available.
- b. Eligible faculty submit their intent to apply for a sabbatical in writing and communicate their intention to their Dean, their Unit Scholarship Committee, and their primary Convening Group.
- c. All faculty members requesting Sabbatical shall submit a completed application to their Dean, who shall share it with their primary Convening Group and their Unit Scholarship

Committee. The application must include *all* documentation per the Sabbatical Checklist) and be formatted in accordance with the submission guidelines provided by the ER.

- d. The Dean, in writing, either affirms the eligibility of the applicant for sabbatical vis a vis fulfillment of terms of past awards and fulfillment of professional responsibilities in the areas of teaching, scholarship, and service or documents the area of concern. The Dean sends a letter endorsing (or not) the application to the ACSC, the Unit Scholarship Committee, and the applicant.
- e. The Convener forwards the application to the full primary Convening Group of the applicant, except for the applicant, for review. The Convening Group determines by yes-or-no vote the Merit and Feasibility of the proposed sabbatical project. Applications are not ranked.
- f. The Convener sends a letter with a record of the vote (yes or no by simple majority), briefly explaining their rationale, to the Unit Scholarship Committee. Deliberations of the Convening Group are confidential. No applicant for sabbatical can be present during the discussion of any sabbatical application, nor may they vote.
- g. The Unit Scholarship Committee shall conduct a preliminary review of each sabbatical application for completeness (using the Sabbatical Application Checklist) and inform the applicant if any required information/components is/are missing and/or if the application is non-compliant with required formatting. This should be done in a timely manner so the application can be corrected and submitted by the established calendar deadline.
- h. Unit Scholarship Committee 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 Unit Scholarship Committee.
- i. After the deadline, incomplete applications as determined by the Unit Scholarship Committee will not be forwarded.
- j. The Unit Scholarship Committee evaluates each completed application against the Sabbatical criteria (see Section 11.5).
- k. On each of the Format, Clarity, Merit, and Feasibility criteria (11.5 b, c, d, and e), a yes-or-no vote is taken (i.e., applications are not ranked at the Unit Scholarship Committee level). The vote count is to remain confidential and should never be shared outside the Committee.
- l. Only applications that have received a majority yes vote on *all* of the criteria related to Eligibility, Format, Clarity, Merit and Feasibility (11.5 a, b, c, d, and e) will be forwarded to the ACSC.

- m. The Unit Scholarship Committee notifies each applicant and their Dean of the Committee's decision and rationale in writing.
- n. The ACSC evaluates and ranks each sabbatical application against the sabbatical criteria (see section 11.5) and in accordance with the voting procedures described below.
  - i. Each voting member of the ACSC shall complete an independent review of each sabbatical application and shall provide a separate score using a 5-point scale for each of the following criteria: Merit (including Feasibility), Scholarship, and Service.
  - ii. Scores assigned by each ACSC voting member on Merit, Scholarship and Service shall be added to those of the other voting members to obtain a final score (i.e., a possible maximum of 30 points) for each sabbatical criterion (one rating by each of the six Unit representatives).
  - iii. A composite score for each sabbatical application shall be calculated as follows: Merit at 60%, Scholarship at 20%, and Service at 20%.
  - iv. All applications will be ranked according to their calculated composite scores. In the case of a tie, both applications are reconsidered, and another vote is taken on both applications.
- o. The ACSC informs each applicant of its recommendation in writing.
- p. ACSC makes available its recommendations and ranking to the Provost.
- q. The Provost reviews all sabbatical applications and the rankings provided by the ACSC and makes their recommendation to the President.
- r. Should the Provost and/or the President disagree with any recommendation of the ACSC, they shall confer with the Committee to explain the reason(s) for the discrepancy.
- s. The President makes the final recommendation to the Board of Trustees and will notify applicants of their decision.

## **11.8 COMPOSITION OF SABBATICAL COMMITTEES**

### **Unit Scholarship Committee/Library Personnel Committee**

- a. All members of the Unit Scholarship Committee shall be tenured faculty.
- b. Membership shall consist of one Unit member from each major program.
- c. Committee members may not currently be under consideration for sabbatical.

### **All-College Sabbatical Committee (ACSC)**

- a. The ACSC shall consist of one tenured faculty member from each academic Unit (i.e., School), one tenured Librarian, one non-voting union representative, one non-voting representative of the ER), and one non-voting Affirmative Action representative appointed by the President (i.e., 6 voting and 3 non-voting members). Committee membership shall comport with all College Policies including #429 Nepotism and #458 The Code of Professional Responsibility.
- b. The Unit representatives to the ACSC will ideally be members of the Unit Scholarship Committee.
- c. All voting ACSC members shall be tenured prior to their first year of service on the ACSC.
- d. Voting ACSC members shall serve no more than two (2) consecutive years without the possibility of repeating until they have been off the ACSC for at least two years. Service on the ACSC for even a short period (e.g., when someone is selected to complete the term of another member) shall constitute a one-year term.

### **11.9 ELECTION OF OFFICERS AND MEMBERSHIP ON THE ACSC**

- a. At the initial organization meeting, the ACSC shall, by majority vote, 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 ACSC.
- b. At the initial organizational meeting, the ACSC 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.
- c. Non-Voting Members

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

- i. The non-voting ER representative on the ACSC shall arrange for the organizational meeting of the ACSC and provide all members of the Committee with a copy of the sabbatical procedures including related content from the Faculty Handbook.
- ii. The ER representative shall provide the Committee with the due date for its final recommendations.
- iii. The ER representative shall provide access to sabbatical applications for review by ACSC members.
- iv. The ER representative's role shall be limited to the review of ACSC and College policies and procedures to monitor adherence to the Faculty Handbook. The ER representative shall not take part in ACSC deliberative discussions. That is, the ER representative may only advise the Committee on procedural matters.

- v. The ER representative shall also assist the ACSC 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 ACSC Chair and shall be reviewed and approved by the Chair or Vice-Chair prior to distribution. The ACSC 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.

### **Union (AFT) Representative**

- i. The non-voting Union (AFT) representative shall be appointed by the AFT.
- ii. The role of the AFT representative will be to monitor proceedings to ensure a fair process and adherence to the contract.
- iii. If the AFT representative perceives a possible violation of the contract, they should ask the chair of the ACSC to temporarily suspend the proceedings and make clear to the Committee their objections.
- iv. If mutual agreement cannot be reached because the ACSC and the AFT representative disagree as to the perceived infraction(s), the AFT representative must file a grievance on behalf of the local within three (3) days of the alleged violation occurring.

### **Affirmative Action Representative**

- i. The non-voting Affirmative Action representative shall be appointed by The Office of Equity, Diversity, Inclusion and Compliance
- ii. The role of Affirmative Action representative shall be limited to ensuring compliance with all EEOC and Affirmative Action laws and related College policies and procedures with respect to Affirmative Action concerns.
- iii. If the Affirmative Action representative perceives a possible violation, they should ask the Chair of the Committee to temporarily suspend the proceedings.
- iv. The Affirmative Action representative, the AFT representative, the ER representative, and the ACSC Chair shall meet to discuss the nature of the objection(s) to determine if further action needs to be taken.
- v. If an objection is agreed on, they should then explain to the full Committee the nature of the objection.
- vi. 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.

- vii. The Committee will await the President's decision and proceed accordingly.

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## **12.0 OBLIGATIONS TO ATTEND SPECIAL MEETINGS AND COMMENCEMENT**

The period of the ten-month contract extends from September 1 until June 30. During the thirty-two weeks of the fall and spring full semesters, a Ramapo College faculty member can reasonably expect to spend at least four (4) full days each full week on campus. Outside of the scheduled thirty-two weeks of the fall and spring full semesters, faculty members are obliged to attend commencement exercises and other special meetings called by the President of the College within the ten months provided satisfactory prior notice is given. Where, due to special circumstances, a faculty member is unable to attend commencement or special meetings, prior arrangement is made with their Dean, who informs the Provost.

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## **13.0 OFFICE HOURS FOR STUDENT CONSULTATION**

Full-time Faculty members shall post and maintain a minimum of three (3) regular office hours per week. Additional consultation with students beyond these hours will be by appointment. Office hours should be posted in the syllabus and in the School's Administrative Office.

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## **14.0 STATEMENT CONCERNING CONDUCT, RESPONSIBILITY, AND DUE PROCESS**

The rules and procedures provided below have been promulgated by members of the Ramapo College community in the interest of maintaining order on campus and guaranteeing the broadest range of freedom to each member of the community. These rules reasonably limit some activities and proscribe certain behavior, which is harmful to the orderly operation of the institution and the pursuit of its goals. Each member of the community shares a common interest in personally upholding these rules and regulations and participating in their enforcement.

### **1. General Application of Rules**

The rules included herein shall govern the conduct of students, faculty, other staff, vendors, invited guests, and all other persons, whether or not their presence is authorized, upon the Ramapo College campus and also upon or with respect to any other premises or property, under

the control of Ramapo College, used in its teaching or research, or for administrative, service, cultural, recreational, athletic, and other programs and activities.

## **2. Freedom of Speech and Assembly**

No student, faculty, or staff member or visitor on campus shall be subject to any limitation or penalty for the expression of their views or for having assembled with others for such purpose. Peaceful picketing and orderly demonstrations in public areas of ground and building will not be interfered with. Those involved in picketing and demonstrations may not, however, engage in conduct in violation of the provisions of the following sections. The College has an obligation to apply its rules equally to all persons. This does not mean that the College cannot prosecute some offenders because other offenders have not been identified.

## **3. Proscribed Conduct**

No person, either singly or in concert with others, shall:

- a. employ force or violence or the threat of force or violence against persons or property – public or private including social media;
- b. use or possess weapons or any material dangerous or detrimental to public safety;
- c. physically occupy a building or office or other College-related facility for the purpose of, or with the result of, hindering others from its assigned use;
- d. physically block doorways, corridors, stairways, elevators, reception areas, driveways and roadways, walks, parking areas or congregate so as to disrupt normal use of the College's or private facilities or property;
- e. interfere with classes, hearings, or other College operations or activities by harassing or disruptive tactics – violent or nonviolent;
- f. fail to comply with the directives of College authorities or their designees in the discharge of their assigned duties in relation to any herein-mentioned actions or situations; or
- g. refuse to produce satisfactory identification when requested by lawful authority.

## **4. In addition to the above-listed proscriptions, the following shall also apply:**

### **a. Alcoholic Beverages**

The unauthorized or illegal use of alcoholic beverages on the Ramapo College campus or any unit thereof is prohibited.

### **b. Drugs**

The use, possession, sale or being under the influence of illegal narcotics, chemicals, psychedelic drugs, and other dangerous or illegal drugs or substances on Ramapo College premises is strictly prohibited.



c. Gambling

Illegal gambling on campus is prohibited.

d. Theft

The College authorities will take disciplinary action against persons found to have committed acts of thievery on campus and will cooperate with duly authorized officials in the investigation and prosecution of persons committing theft.

e. Other Illegal Acts

All persons are advised that local, county, State, and Federal enforcement agencies have jurisdiction on the College campus and that the College authorities will cooperate with these agencies to uphold the law. Persons adjudged guilty of violating these prohibitions will be subject to all applicable civil and criminal penalties. College-connected persons will also be subject to College disciplinary action, which may include suspension or dismissal.

## **5. Immediate Removal from Teaching Duties**

In accordance with Article XV of the Master Contract, the College may remove a member of the faculty from teaching duties immediately where the College has deemed there to be a fitness for duty or safety concern.

## **6. Enforcement Program**

The President shall be responsible for the enforcement of these rules, and they shall designate other administrative officers to take action in accordance with these rules when required or appropriate.

It is not intended by any provision herein to curtail the right of students, faculty, or staff to be heard upon any matter affecting them in their relations with the institution. In the case of any apparent violation of these rules by such persons, which does not pose any immediate threat of injury to person or property, the President or their designee must make reasonable effort to learn the cause of the conduct in question and to persuade those engaged therein to desist and to resort to permissible methods for the resolution of any issues, which may be presented. In doing so, such persons shall be warned of the consequences of persistence in the prohibited conduct.

## **7. Procedures**

A faculty member accused of violations of College regulations shall be accorded a hearing in accordance with the procedures adopted by the College.

## **8. Penalties**

A person who is judged to have violated any applicable rule of the College shall, if they are a faculty member having a term or continuing appointment, be guilty of misconduct and be

subject to dismissal or termination of their employment or such lesser disciplinary action as the facts may warrant, including suspension without pay or censure.

## **9. The Concept of Double Jeopardy**

It should be noted that the College adjudicatory system is not a court of law and should not attempt to operate in place of civil authority. In this respect, the following excerpted portion of a report by the American Bar Association is appropriate:

*The Commission elsewhere in this Report records its view that university rules may appropriately overlap certain State and Federal statutes, and that the concept of double jeopardy does not limit the scope of a university's rules. Thus, a student who disrupts a classroom in a manner that subjects him to a general statute applicable to assault and battery may also appropriately be subject to university disciplinary processes as well. Conversely, the fact that certain student conduct is not necessarily subject to any State or Federal statute does not make it inappropriate for a college to forbid such conduct ... the relation of college rules to general laws is therefore largely coincidental.*

## **10. Emergency Procedures**

When actions of individuals constitute a clear and present danger and such actions do not cease after warning by authorized personnel, the President or their designee may cause the ejection of the violator from any premises which they occupy and terminate access to College resources and digital system and shall initiate disciplinary action as herein provided.

The President or their designee may apply to the public authorities for any aid, which they deem necessary, and they may request the Attorney General of the State of New Jersey to apply to any court of appropriate jurisdiction for an injunction to restrain those involved in the violation or threatened violation of these rules.

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## **APPENDIX A**

### **CAREER DEVELOPMENT GUIDELINES, PROCESS, AND CHECKLIST**

The Career Development Program is a positive initiative designed to support professional growth and career development for the improvement of instruction, which is best achieved in an atmosphere of trust and cooperation. The application is designed to articulate the candidate's vision of their career development goals, as they also are aligned with and further the mission of the School, Library, and the College.

#### **1. Scope**

1.1 The Ramapo College Career Development Program applies to tenured members of the faculty. Professional staff on multi-year contracts covered by the AFT contract are also eligible to apply.

1.2 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.

1.3 Every five (5) years post tenure, in accordance with N.J.S.A. 18A:60-10 (Establishment of procedure for career development), all faculty are required to do a self-assessment of their teaching/librarianship, scholarship, and service accomplishments/work and contributions. The self-assessment may identify areas for improvement or professional development.

#### **2. Purpose**

2.1 The Career Development Program is intended to enhance and support the natural dedication of individual faculty members to pursue a vigorous program of continuing professional development after receiving tenure at the College. (See Section 3.14 Forms of Career Assistance.) It is structured to aid employees in the development of a positive program of professional growth and career development. So that faculty and professional staff are fully cognizant of the immediate and longer-range institutional, School, Library, and Convening Group goals and areas of high programmatic need and growth potential, the administration will make these known.

2.2 Identification of areas for improvement or professional development may result in the awarding of funds negotiated for this purpose. 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 of Career Development applications shall not be used as evidence in any punitive personnel action.

2.3 Faculty who intend to apply for retirement within two (2) years shall be exempt from the Career Development review. In the event they withdraw their intention/application for retirement, they will be automatically included in the next review cycle.

### **3. General Implementation**

3.1 The program is funded by the College at the rate of \$60 per full-time faculty and professional staff covered by the AFT contract. Each year, the total amount of money will be made known by the Office of Employee Relations (ER).

3.2 Each year, one-fifth (1/5th) of the tenured members of the faculty will conduct self-assessment in the areas of teaching/librarianship, scholarship, and service. The cohort to conduct this self-assessment will begin with the most senior fifth in the first year and continue in order of seniority for each succeeding year. The process will be repeated beginning in the sixth year of the Career Development Program.

3.3 Specifically, faculty members shall undergo Career Development review after being tenured for five (5) years and shall be subject to review every five (5) years thereafter.

3.4 A follow-up review may be made by the All-College Career Development Committee (ACCDC) and the President/designee after each Career Development cycle to assess the process and effectiveness of the Career Development Program and identify areas for improvement.

3.5 Any tenured faculty member who is scheduled to conduct their self-assessment during the same time they are on a sabbatical or other approved leave from the College will be automatically included in the next cycle after their regular service.

3.6 Faculty (tenured, multi-year contracted) who are not undergoing assessment and where no areas of improvement are identified may submit applications directly to the ACCDC for Career Development assistance.

3.7 All individuals who are awarded Career Development funds will submit a report (attached) to the Provost with a copy to the Dean and ER within one semester after the completion of the Career Development-funded program or activity they participate in. The report will assist the ACCDC in awarding future funds.

3.8 All written reports and documentation including all responses will become a part of the record.

3.9 All materials generated in the Career Development Program shall be placed in the individual's file.

3.10 The Career Development funding may include, but is not necessarily limited to, the forms of career assistance listed below in Section 3.13. The candidate should discuss with their Dean all feasible options prior to applying.

3.11 There is no maximum amount of funding that may be requested. However, applicants should keep in mind there is a limited pool of money. Some proposed projects may receive only partial funding.

3.12 Funds for professional development may be available from the Federal government or from various private foundations. The ACCDC 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.

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

3.14 Career Development funding may be requested for the opportunities listed below, as well as other programs and activities.

a. Participation in approved courses or micro-credential programs – Note: Funding for tuition will be at the rate currently established in the AFT contract.

b. Travel to professional meetings, conferences, short courses, and seminars – Note: The faculty member need not deliver a presentation, host a panel, exhibit art, perform, etc., as is required when requesting Faculty Travel funding.

c. Career Development leaves, subject to the provisions of Article XXVII.B.4 through 7 of the CURRENT CONTRACT – Note: Funding for Career Development leaves will be at the rates currently established in the AFT contract.

d. Alternative assignments within load for research, study, and participation in other aspects of the Career Development Program. Note: Funding will be as established in the AFT contract.

e. Seminars, colloquia, and other internal programs relating to teaching techniques and methodology or topics relative to the improvement of professional techniques and methodology of other professional employees.

f. Funds to support equipment, travel and/or other items necessary for the successful completion of a career development project.

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

Note – Not all funding opportunities may be available in any particular year.

#### **4. Composition of Committees**

##### **4.1 Unit Career Development Committee (UCDC)**

- The primary responsibilities of the UCDC shall be the assessment of the Career Development applicant's professional growth, contributions to the College, and teaching effectiveness in the most recent five (5) years and evaluating the candidate's plan for future growth and improvement.

- The UCDC shall consist of three elected tenured faculty members who are not in the current Career Development cohort or applying for career development assistance. -

- Nominations for UCDC members are taken at a Unit Council meeting for approval by the Unit.
- Only full-time faculty may vote for UCDC members.
- Members of the UCDC shall serve for two (2) years unless a Committee member is up for review.

#### **4.2 All-College Career Development Committee (ACCDC)**

- The ACCDC shall consist of the following members:
  - a. one (1) tenured faculty from each Unit who is not being reviewed. Note: Each Unit will nominate and elect its representative;
  - b. one (1) elected non-teaching professional;
  - c. one (1) representative appointed by the administration;
  - d. one (1) representative appointed by the AFT (ex-officio without vote); and
  - e. one (1) representative from the Office of Employee Relations (ER) (ex-officio without vote).
  - f. A quorum will consist of four (4) voting members
- The number of non-bargaining Unit members shall not exceed  $\frac{1}{3}$  of the overall composition of the committee.
- Those who are in the current Career Development cohort may not serve on the ACCDC.
- Elected members of the ACCDC 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.
- The chairperson of the ACCDC shall be a member of the bargaining Unit and must be elected by the ACCDC.

### **5. Criteria and Documentation for Assessment Review**

5.1 The ACCDC will review Career Development submissions/applications in the following order:

- a. submissions and proposals from applicants in the Career Development cohort; then
- b. proposals submitted by those who are not in the Career Development cohort (will have a lower priority).

#### **5.2 Assessment Documentation**

Documentation used for assessment include:

- a. A comprehensive self-assessment statement, which will provide an overview of the applicant's professional activities during the five (5)-year period preceding the assessment and addressing the criteria

in Section 5.0 in this handbook. This statement may include qualitative statements from student opinion surveys and may include a proposal for a plan of career development that requests financial support/assistance, as needed. The proposal should describe development in identified areas for improvement in teaching/librarianship or acquiring new knowledge in a teaching area, or furthering the mission of the School, Library, and/or the College. This statement should be three (3) to no more than five (5) pages in length using eleven (11)-point Times New Roman font.

- b. Supporting documentation, as per the Checklist and Section 5.0 in the Faculty Handbook.

## **6. Procedure for Career Development**

6.1 Each spring, the Office of Employee Relations (ER) will notify members of the cohort that is scheduled for Career Development in the following academic year (AY), as well as members of the cohort scheduled for Career Development in the AY after that. (In other words, faculty will have approximately 6-month and 18-month reminders/notification periods.) Further, both cohorts will receive the same notification in September when the Career Development information session is delivered. This allows those scheduled for Career Development in the current year *and* those scheduled for Career Development in the following year to attend the same information session.

### **6.2 Consultation with the Dean**

- a. The Dean will arrange to meet with everyone in the Career Development cohort to discuss their accomplishments and contributions, as related to the three (3) areas of criteria over the past five (5) years. The mission, goals, and objectives of their primary program, their School, Library, and College and areas for improvement may also be discussed.

- b. Those who are in the Career Development cohort submit a completed Common Application form (attached) and documentation in accordance with established procedures. (<https://www.ramapo.edu/er/wp-content/uploads/sites/81/2022/07/2022-2023-Common-Application-Form-writable.pdf>)

### **6.3 Unit Career Development Committee (UCDC) Procedures**

6.3.1 The UCDC reviews and evaluates each Career Development application in accordance with the criteria. Improvement to teaching/librarianship will be given highest priority for any requested funding.

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

6.3.3 Prior to preparing its letter, the UCDC may meet with the Career Development applicant to discuss their self-assessment and/or any documentation submitted and to solicit additional evidence or information if this is deemed necessary by the Committee.

6.3.4 The UCDC shall prepare a letter for each Career Development applicant that includes the following:

a. a summary of the individual's professional growth and professional performance and contributions, which should include contributions to the Convening Group, School, Library, and College during the preceding five (5) years, as well as the individual's intentions for future professional growth and contributions;

b. an identification of the individual's strengths and teaching/librarianship effectiveness, as conveyed through the applicant's self-assessment statement and supporting documentation;

c. a specific and detailed identification of areas for improvement, if any exist; in areas for improvement exist, the report shall explicitly so state; and

d. the letter may also include a recommendation for Career Development, which is tailored to the applicant's needs. Such recommendations are not to be construed as indicating deficiencies. If the UCDC prepares such a recommendation, the Committee shall consult first with the applicant.

6.3.5 The UCDC letter shall be submitted to the Career Development applicant. Within five (5) calendar days after the letter is shared, the Career Development applicant may present a written request to the UCDC to reconsider its recommendation. In the request, the individual shall state the specific reasons why they feel that the recommendation is inappropriate. The UCDC shall consider the request and make a final recommendation.

6.3.6 It is the responsibility of the UCDC to ensure that all information relating to the assessment review of the faculty member is forwarded to subsequent levels as per the guidelines established in the Career Development calendar.

## **7. All-College Career Development Committee (ACCDC) Procedures**

7.1 The ACCDC shall receive and consider the UCDC letters written about Career Development applicants and shall prepare recommendations.

7.2 The ACCDC shall consider first the applications of faculty in the current Career Development cohort, then professional staff who submitted a Career Development funding request, and lastly faculty who are not in the current Career Development cohort but submit a Career Development funding request. The ACCDC may request additional information from the applicant through the Unit representative.

7.3 The ACCDC will notify each Career Development applicant of its recommendation in writing.

7.4 The ACCDC submits its recommendations to the Provost by the deadline established by current calendar as posted on the ER website.



## **8. Provost Review**

8.1 The Provost shall review all documents received from the ACCDC and may request additional information from the ACCDC.

8.2 The Provost may or may not approve the ACCDC recommendation. In the event the Provost modifies or rejects any of the ACCDC's recommendations, the Provost shall set forth in writing relevant reasons for the discrepancy, which is sent to the ACCDC and the affected Career Development applicant.

8.3 The ACCDC may request a meeting with the Provost (i.e., in response to denials of funding) within five (5) business days.

## **9. Fair and Equitable Application of Procedures**

9.1 The procedures for conducting Career Development review and the awarding of Career Development funding/support shall be fairly and equitably applied to all Unit members.

9.2 Violations are grievable under Article VII.B.1 of the CURRENT CONTRACT

9.3 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 Career Development review process be re-done in its entirety *de novo* (from the beginning). If this occurs, the affected individual will be included in the next Career Development cohort. Any records or material related to the original assessment/cycle will not be included in the individual's personnel file.

## **CAREER DEVELOPMENT CHECKLIST**

**Career Development Committees shall only consider written and signed communications except for student opinion surveys and oral presentation by the candidate.**

### **REQUIRED DOCUMENTATION**

#### **\_\_\_\_\_ I. Self-Assessment Statement and Career Development Proposal**

A comprehensive statement which provides an overview of the Career Development candidate's professional activities during the five-year period preceding the assessment and addressing the criteria in pertinent Section 5.0 in this handbook. This statement may include qualitative statements from student opinion surveys and may include a proposal for a plan of career development that requests financial support including assistance, as needed. This statement should be three (3) to five (5) pages in length with 11-point font size, which is a strict limitation.

If a project is proposed, the proposal should include the following:

\_\_\_\_\_ 1. a description of the purpose and impact of the proposed project [i.e., its potential to improve teaching/librarianship or to result in the acquisition of new knowledge in a teaching area that will positively impact and further the mission of the Unit (School or Library) and/or the College];

\_\_\_\_\_ 2. a timetable by which the project will be carried out;

\_\_\_\_\_ 3. expected measurable outcomes;

\_\_\_\_\_ 4. a detailed budget, if funds are requested; and

\_\_\_\_\_ 5. information on any additional funding already received or being sought for the proposed project

#### **\_\_\_\_\_ II. Curriculum Vita**

#### **\_\_\_\_\_ III. Supporting Materials**

\_\_\_\_\_ 1. Two (2) peer observations of classroom teaching that were conducted within the last three (3) years [Note: If none exist, one (1) peer observation by a current member of the Unit Assessment Committee may be substituted.]

\_\_\_\_\_ 2. Summaries of student opinion surveys within the past five (5) years – aggregate data ONLY and no qualitative responses. (Note: not applicable to Librarians)

\_\_\_\_\_ 3. Other supporting documentation and/or material considered appropriate and relevant by the candidate.

## **REPORT OF COMPLETION OF CAREER DEVELOPMENT PROJECT**

(Note: This completed document should be e-mailed to the Provost with a copy to the Dean and the Office of Employee Relations (ER) within one semester after the completion of the project or activity.)

Faculty Name:

Career Development Project Title:

Description of Career Development Activities (with dates):

Expected Outcomes (based on what was originally proposed):

Achieved Outcomes:

Areas of Impact due to the Achieved Outcomes:

Future Plans:

## APPENDIX B

### UPDATED PEER REVIEW LETTER FOR PROMOTION/TENURE

Date: \_\_\_\_\_

To: \_\_\_\_\_

From: (Chair of \_\_\_\_\_ Committee)

RE: Evaluation for \_\_\_\_\_

Dear \_\_\_\_\_,

\_\_\_\_\_ (name of applicant), \_\_\_\_\_ ( Title/rank of the applicant), has been a faculty member at Ramapo College since \_\_\_\_\_. The applicant is a member of the \_\_\_\_\_ Convening Group and teaches in the area of \_\_\_\_\_ (field, discipline).

The applicant is eligible for and has plans to apply for promotion/tenure. Their application is being reviewed by \_\_\_\_\_ (name of committee).

Our process for promotion and tenure requires evaluations from outside peers who have knowledge of the applicant's professional experience and accomplishments (e.g., research, publications, presentations, exhibitions) and/or teaching (e.g., if the applicant has taught as a guest at your institution), and/or service to the field of expertise (e.g., leadership of professional organizations).

You have been named by \_\_\_\_\_ (name of applicant) as a person with knowledge of their professional experience and accomplishments in one or more of the above areas of their field of expertise.

Would you be willing and able to write an evaluation of this applicant addressing the areas listed above? We would appreciate receiving your answer to this request within two weeks, at which time we will send \_\_\_\_\_'s (name of applicant) Curriculum Vita (CV).

We would need to receive your written evaluation by May xxx (for Tenure letter) or November xx (for Promotion letter). You may email your evaluation to me at [FILL IN EMAIL ADDRESS] or mail it directly to me at [FILL IN ADDRESS].

Sincerely,

## APPENDIX C

### PROMOTION PROCESS GUIDELINES AND CHECKLIST

The guidelines and checklist provided below are designed to support applicants for Promotion, the Unit Personnel Committees (UPC), and the Library Personnel Committee (LPC), and the All-College Promotion Committee in completing their assigned steps in the Promotion process. The guidelines and checklist identify all necessary and relevant documentation. The checklist is to be used to supplement and clarify the provisions laid out in the Faculty Handbook but does not replace or supersede Faculty Handbook provisions.

**Applicants for Promotion must provide all of the documentation indicated below.**

**Each applicant and their UPC certifies that all of the required documentation is included in the submitted digital binder.**

**IMPORTANT NOTE: Incomplete applications will not move forward/be considered. Committees shall only consider written and signed communications (i.e., nothing that is anonymous) except for student opinion surveys and oral presentations by each applicant.**

**The order of the documentation in the Promotion package should follow that which is specified below. To ensure all required components are included in the submission, the applicant should initial each item on the checklist as the item is inserted into the application. The UPC also checks and certifies that the item is included in the application.**

**UPC✓ APPLICANT ✓**

\_\_\_\_\_ **I. WRITTEN NARRATIVE STATEMENT (signed; not to exceed a maximum of eight (8) pages using Times New Roman 11-point size font):** The applicant describes how they have satisfied the three criteria: Teaching/Librarianship, Scholarship, and Service, as required for Promotion. The narrative may also include self-evaluation and reflection for each of the three criteria.

\_\_\_\_\_ **II. CURRICULUM VITA**

\_\_\_\_\_ **III. DOCUMENTS PROVIDED BY THE CONVENING GROUP, UPC OR LPC, AND DEAN**

\_\_\_\_\_ **Convening Group letter requested by applicant** (must be in the application prior to UPC evaluation; not applicable to Librarians)

\_\_\_\_ **UPC or LPC letter with applicable addendum on Unit Council recommendation** (see Section 9) (Note: In the case of the Library, since the Convening Group, UPC, and Unit Council are one and the same, the letter will be one document.)

\_\_\_\_ **Dean's recommendation letter**

#### **IV. REQUIRED APPENDICES**

##### **A. TEACHING/LIBRARIANSHIP**

###### **Evidence of Effective Teaching**

\_\_\_\_ **Samples of Course Syllabi and Course Materials:** Syllabi for each course taught at Ramapo in the past five years. The applicant decides what course materials to submit.

\_\_\_\_ **Peer Observations of Teaching (signed and dated):** Observations of teaching conducted by peers, which must include at least one peer from the primary Convening Group or field of expertise and, optimally, by different peers and for a range courses. Two peer evaluations must have been conducted within the three-year period immediately prior to the application for promotion.

\_\_\_\_ **Dean's Class Observation (signed and dated):** One from the last two years.

\_\_\_\_ **Student Opinion Survey Summaries of Teaching Effectiveness:** Aggregate data summary reports *with the qualitative responses removed* received by each faculty member from the Office of Institutional Research (i.e., for paper surveys) or Information Technology Services (i.e., for online surveys) for the past five years employed by Ramapo College. (See related MOUs/MOAs on Student Opinion Forms)

###### **Evidence of Effective Librarianship**

\_\_\_\_ **Samples of Work within Specialized Activity.** If applicable and at the discretion of the applicant.

\_\_\_\_ **Information Literacy Librarians Develop Sessions with Clear Goals Consistent with Information Literacy Program Outcomes.** If applicable and at the discretion of the applicant, including teaching materials.

\_\_\_\_ **Peer Observations of Teaching (signed and dated) (for librarians who teach Information Literacy classes):** Observations of teaching conducted by peers, which must include

at least one peer from the Library Convening Group and, optimally, by different peers. Two peer evaluations must have been conducted within the three-year period immediately prior to the application for promotion.

\_\_\_\_\_ **Dean's Class Observation (signed and dated) (for librarians who teach Information Literacy classes):** One per year for the past two years.

\_\_\_\_\_ **Dean's Evaluation Letter (signed and dated) (for librarians with other primary responsibilities beyond teaching Information Literacy classes):** One from the past two years.

\_\_\_\_\_ **Peer Evaluation Letters (signed and dated) (for librarians with other primary responsibilities beyond teaching Information Literacy classes):** Must include at least one peer from the Library Convening Group and, optimally, by different peers. Two peer letters from the past three years.

## **B. SCHOLARSHIP**

\_\_\_\_\_ **Supporting Evidence of Scholarship cited in Vita.** Evidence/documentation shall be provided for all Service described in the Vita; evidence/documentation can include but is not limited to, copies of works; flyers, brochures, or other public notices; official letters detailing honors, awards, or grants; published reviews; official letters of invitation and thank you notes from sponsors; and other forms of documentation that speak directly to the applicant's Scholarship.

\_\_\_\_\_ **Peer Recommendations for Promotions from Colleagues Outside of Ramapo College (signed and dated):** Exactly three (3) external recommendation letters are required, although the applicant provides their UPC or LPC with a list of five (5) names of peers in their field to be contacted, indicating their top three (3) choices and two (2) alternates. In the case more potential peer reviewers/recommenders are needed, the applicant will supply further names upon request to the UPC or LPC. The applicant's Vita will be sent to those who agree to write letters of support. Examples of Scholarship, as listed on the Vita, will be made available upon request. The letters should primarily address the applicant's profile/contributions in their field and the importance, originality, and scope of the applicant's Scholarship but may address other areas of criteria as well (e.g., if the applicant has taught as a guest at the external peer's institution, the external peer reviewer may write about Teaching and/or if the external peer reviewer is aware of the applicant's professional service in the field of expertise, the external peer reviewer may write about Service).

### **C. SERVICE**

\_\_\_\_\_ **Supporting Evidence of Service cited in Vita.** Evidence/documentation shall be provided for all Service described in the Vita; evidence/documentation can include but is not limited to committee reports, event programs, and other relevant forms of documentation that speak directly to the applicant's Service contribution.

----- **No more than two (2) internal letters** of support from Ramapo College colleagues, all dating from the past year. These letters should speak to the substance of significant contributions on committees, task forces, initiatives, and other Service-related activities, as observed firsthand.

\_\_\_\_\_ **D. PEER RECOMMENDATIONS FOR PROMOTION FROM CURRENT COLLEAGUES AT RAMAPO COLLEGE (signed and dated):** A maximum of two (2) additional letters of support from colleagues currently employed by Ramapo College that address any one or more of the three areas of criteria (i.e., Teaching, Scholarship, and Service) may be submitted.

\_\_\_\_\_ **E. INDICATION OF APPLICANT'S FIELD(S) OF EXPERTISE AND IDENTIFICATION OF THEIR PRIMARY CONVENING GROUP(S).**

**Note - Other supporting documentation and/or materials considered to be relevant and appropriate by the applicant may be included.**



## APPENDIX D

### REAPPOINTMENT PROCESS GUIDELINES AND CHECKLIST

The guidelines and checklist provided below are designed to support applicants for Reappointment and the Unit Personnel Committees in completing their assigned steps in the Reappointment process. The guidelines and checklist identify all necessary and relevant documentation. The checklist is to be used to supplement and clarify the provisions laid out in the Faculty Handbook but does not replace or supersede Faculty Handbook provisions.

**Applicants for Reappointment must provide all of the documentation indicated below.**

- Each applicant and their UPC or LPC certifies that all of the required documentation is included in the submitted digital binder.
- Committees shall only consider written and signed communications (i.e., nothing that is anonymous) except for student opinion surveys and oral presentations by each applicant.
- The order of the documentation in the Reappointment package should follow that which is specified below. To ensure all required components are included in the submission, the applicant should initial each item on the checklist as the item is inserted into the application.  
The UPC also checks and certifies that the item is included in the application.

UPC✓ APPLICANT ✓

\_\_\_\_ I. WRITTEN NARRATIVE STATEMENT (signed; not to exceed a maximum of eleven (11) pages using Times New Roman 11-point size font): The applicant describes how they have satisfied the three criteria: Teaching/Librarianship, Scholarship, and Service, as required for Reappointment. The narrative may also include self-evaluation and reflection for each area of the three criteria.

\_\_\_\_ II. CURRICULUM VITA

\_\_\_\_ III. DOCUMENTS PROVIDED BY THE CONVENING GROUP, UPC OR LPC, AND DEAN

\_\_\_\_ Convening Group letter requested by applicant (must be in the application prior to UPC evaluation; not applicable to Librarians)

\_\_\_\_\_ **UPC or LPC letter with applicable addendum on Unit Council recommendation**  
(Note: In the case of the Library, since the Convening Group, UPC, and Unit Council are one and the same, the letter will be one document.)

\_\_\_\_\_ **Dean's recommendation letter**

#### **IV. REQUIRED APPENDICES**

##### **A. TEACHING/LIBRARIANSHIP**

###### **Evidence of Effective Teaching**

\_\_\_\_\_ **Samples of Course Syllabi and Course Materials:** Syllabi for each course taught at Ramapo since the applicant was hired. The applicant decides what course materials to submit.

\_\_\_\_\_ **Peer Observations of Teaching (signed and dated):** Observations of teaching conducted by peers, which must include at least one peer from the primary Convening Group or field of expertise and, optimally, by different peers and for a range of courses. One peer evaluation must have been conducted per semester during years one through three and then only one per year in years four through six.

\_\_\_\_\_ **Dean's Class Observation (signed and dated):** One per academic year.

\_\_\_\_\_ **Student Opinion Survey Summaries of Teaching Effectiveness:** Aggregate data summary reports *with the qualitative responses removed* received by each faculty member from the Office of Institutional Research (i.e., for paper surveys) or Information Technology Services (i.e., for online surveys) for the all years employed by Ramapo College. (See related MOUs/MOAs on Student Opinion Forms.)

###### **Evidence of Effective Librarianship**

\_\_\_\_\_ **Samples of Work within Specialized Activity.** If applicable and at the discretion of the applicant.

\_\_\_\_\_ **Information Literacy Librarians Develop Sessions with Clear Goals Consistent with Information Literacy Program Outcomes.** If applicable and at the discretion of the applicant, including teaching materials.

\_\_\_\_\_ **Peer Observations of Teaching (signed and dated) (for librarians who teach Information Literacy classes):** Observations of teaching conducted by peers, which must include at least one peer from the Library Convening Group and, optimally, by different peers. One peer evaluation must have been conducted per semester during years one through three and then only one per year in years four through six.

\_\_\_\_\_ **Dean's Class Observation (signed and dated) (for librarians who teach Information Literacy classes):** One per academic year.

\_\_\_\_\_ **Dean's Evaluation Letter (signed and dated) (for librarians with other Dean's Evaluation Letter (signed and dated) (for librarians with other primary responsibilities beyond teaching Information Literacy classes):** One per academic year.

\_\_\_\_\_ **Peer Evaluation Letters (signed and dated) (for librarians with other primary responsibilities beyond teaching Information Literacy classes):** Must include at least one peer from the Library Convening Group and, optimally, by different peers. One peer letter per semester during years one through three and then only one per year in years four through six.

## **B. SCHOLARSHIP**

\_\_\_\_\_ **Supporting Evidence of Scholarship cited in Vita.** Evidence/documentation shall be provided for all Service described in the Vita; evidence/documentation can include but is not limited to, copies of works; flyers, brochures, or other public notices; official letters detailing honors, awards, or grants; published reviews; official letters of invitation and thank you notes from sponsors; and other forms of documentation that speak directly to the applicant's Scholarship.

## **C. SERVICE**

\_\_\_\_\_ **Supporting Evidence of Service cited in Vita.** Evidence/documentation shall be provided for all Service described in the Vita; evidence/documentation can include but is not limited to committee reports, event programs, and other relevant forms of documentation that speak directly to the applicant's Service contribution.

## **D. INDICATION OF APPLICANT'S FIELD(S) OF EXPERTISE AND IDENTIFICATION OF THEIR PRIMARY CONVENING GROUP(S).**

**Other supporting documentation and/or materials considered to be relevant and appropriate by the applicant may be included.**

## **APPENDIX E**

### **TENURE PROCESS GUIDELINES AND CHECKLIST**

The guidelines and checklist provided below are designed to support applicants for Tenure, the Unit Personnel Committees and the Library Personnel Committee, and the All-College Tenure Committee in completing their assigned steps in the Tenure Process. The guidelines and checklist identify all necessary and relevant documentation. The checklist is to be used to supplement and clarify the provisions laid out in the Faculty Handbook but does not replace or supersede Faculty Handbook provisions.

**Applicants for Tenure must provide all of the documentation listed below.**

**Each applicant and their UPC or LPC certifies that all of the required documentation is in the submitted digital binder.**

**Committees shall only consider written and signed communications (i.e., nothing that is anonymous) except for student opinion surveys and oral presentations by each applicant.**

**The order of the documentation in the Tenure package should follow that which is specified below. To ensure all required components are included in the submission, the applicant should initial each item on the checklist as the item is inserted into the application. The UPC also checks and certifies that the item is included in the application.**

**UPC✓ APPLICANT ✓**

\_\_\_\_ I. **WRITTEN NARRATIVE STATEMENT** (signed; not to exceed a maximum of eight (8) pages using Times New Roman 11-point size font) : The applicant describes how they have satisfied the three criteria: Teaching/Librarianship, Scholarship, and Service, as required for Tenure. The narrative may also include self-evaluation and reflection for each area of the three criteria.

\_\_\_\_ II. **Curriculum Vita**

\_\_\_\_ III. **DOCUMENTS PROVIDED BY THE CONVENING GROUP, UPC OR LPC, DEAN AND PROVOST**

\_\_\_\_ **Convening Group letter requested by applicant** (must be in the application prior to UPC evaluation; not applicable to Librarians)

\_\_\_\_ **UPC or LPC letter with applicable addendum on Unit Council recommendation** (Note: In the case of the Library, since the Convening Group, UPC, and Unit Council are one and the same, the letter will be one document.)

\_\_\_\_ **Dean's recommendation letter** (include all previous reappointment letters)

\_\_\_\_ **Provost's previous recommendation letters, i.e., letters accumulated from all previous reappointments)**

#### **IV. REQUIRED APPENDICES**

##### **A. TEACHING/LIBRARIANSHIP**

###### **Evidence of Effective Teaching**

\_\_\_\_ **Samples of Course Syllabi and Course Materials:** Syllabi for each course taught at Ramapo in the past five years. The applicant decides what course materials to submit.

\_\_\_\_ **Peer Observations of Teaching (signed and dated):** Observations of teaching conducted by peers, which must include at least one peer from the primary Convening Group or field of expertise and, optimally, by different peers and for a range courses. One peer evaluation must have been conducted per semester during years one through three and then only one per year in years four through six.

\_\_\_\_ **Dean's Class Observation (signed and dated):** One per academic year.

\_\_\_\_ **Student Opinion Survey Summaries of Teaching Effectiveness:** Aggregate data summary reports *with the qualitative responses removed* received by each faculty member from the Office of Institutional Research (i.e., for paper surveys) or Information Technology Services (i.e., for online surveys) for the past five years employed by Ramapo College. (See related MOUs/MOAs on Student Opinion Forms.

###### **Evidence of Effective Librarianship**

\_\_\_\_ **Samples of Work within Specialized Activity.** If applicable and at the discretion of the applicant.

\_\_\_\_ **Information Literacy Librarians Develop Sessions with Clear Goals Consistent with Information Literacy Program Outcomes.** If applicable and at the discretion of the applicant, including teaching materials.

\_\_\_\_\_ **Peer Observations of Teaching (signed and dated) (for librarians who teach Information Literacy classes)**: Observations of teaching conducted by peers, which must include at least one peer from the Library Convening Group and, optimally, by different peers. One peer evaluation must have been conducted per semester during years one through three and then only one per year in years four through six.

\_\_\_\_\_ **Dean's Class Observation (signed and dated) (for librarians who teach Information Literacy classes)**: One per academic year.

\_\_\_\_\_ **Dean's Evaluation Letter (signed and dated) (for librarians with other primary responsibilities beyond teaching Information Literacy classes)**: One per academic year.

\_\_\_\_\_ **Peer Evaluation Letters (signed and dated) (for librarians with other primary responsibilities beyond teaching Information Literacy classes)**: Must include at least one peer from the Library Convening Group and, optimally, by different peers. One peer letter per semester during years one through three and then only one per year in years four through six.

## **B. SCHOLARSHIP**

\_\_\_\_\_ **Supporting Evidence of Scholarship cited in Vita**. Evidence/documentation shall be provided for all Service described in the Vita; evidence/documentation can include but is not limited to, copies of works; flyers, brochures, or other public notices; official letters detailing honors, awards, or grants; published reviews; official letters of invitation and thank you notes from sponsors; and other forms of documentation that speak directly to the applicant's Scholarship.

\_\_\_\_\_ **Peer Recommendations for Tenure from Colleagues Outside of Ramapo College (signed and dated)**: Exactly three (3) external recommendation letters are required, although the applicant provides their UPC or LPC with a list of five (5) names of peers in their field to be contacted, indicating their top three (3) choices and two (2) alternates. In the case more potential peer reviewers/recommenders are needed, the applicant will supply further names upon request to the UPC or LPC. The applicant's Vita will be sent to those who agree to write letters of support. Examples of Scholarship, as listed on the Vita, will be made available upon request. The letters should primarily address the applicant's profile/contributions in their field and the importance, originality, and scope of the applicant's Scholarship but may address other areas of criteria as well (e.g., if the applicant has taught as a guest at the external peer's institution, the external peer reviewer may write about Teaching and/or if the external peer reviewer is aware of the applicant's professional service in the field of expertise, the external peer reviewer may write about Service).

## C. SERVICE

\_\_\_\_\_ **Supporting Evidence of Service cited in Vita.** Evidence/documentation shall be provided for all Service described in the Vita; evidence/documentation can include but is not limited to \_\_\_\_\_ committee reports, event programs, and other relevant forms of documentation that speak directly to the applicant's Service contribution.

----- **No more than two (2) internal letters** of support from Ramapo College colleagues, all dating from the past year. These letters should speak to the substance of significant contributions on committees, task forces, initiatives, and other Service-related activities, as observed firsthand.

\_\_\_\_\_ **D. PEER RECOMMENDATIONS FOR TENURE FROM CURRENT COLLEAGUES AT RAMAPO COLLEGE (signed and dated):** A maximum of two (2) additional letters of support from colleagues currently employed by Ramapo College that address any one or more of the three areas of criteria (i.e., Teaching, Scholarship, and Service) may be submitted.

\_\_\_\_\_ **E. INDICATION OF APPLICANT'S FIELD(S) OF EXPERTISE AND IDENTIFICATION OF THEIR PRIMARY CONVENING GROUP(S).**

**Other supporting documentation and/or materials considered to be relevant and appropriate by the applicant may be included.**

## APPENDIX F

### SABBATICAL APPLICATION CHECKLIST

**USC = Unit Scholarship Committee**

**ACSC = All-College Scholarship Committee**

| USC | ACSC | REQUIRED MATERIALS  |
|-----|------|---|
|     |      | Completed Common Application and Budget Form (<br><a href="https://www.ramapo.edu/er/wp-content/uploads/sites/81/2023/08/APPENDIX-G-Common-Application-Form.pdf">https://www.ramapo.edu/er/wp-content/uploads/sites/81/2023/08/APPENDIX-G-Common-Application-Form.pdf</a> ) |
|     |      | Signed Pledge to Submit a Complete Report Upon Completion of the Sabbatical Project as stipulated in the Common Application Form  |
|     |      | Signed Understanding of Conditions for Internal Awards Form as stipulated in the Common Application Form  |
|     |      | Vita in Ramapo Format   |
|     |      | A Detailed Proposal that has been properly formatted (i.e., 3 pages maximum, double spaced, Times New Roman size 11 font) and that provides all required information)   |
|     |      | Convening Group Letter ( <u>Note:</u> In the case of the Library, the Convening Group and Unit Scholarship Committee letters will be one document.)   |
|     |      | Dean's Letter   |
|     |      | Unit Scholarship Committee Letter ( <u>Note:</u> In the case of the Library, the Convening Group and Unit Scholarship Committee letters will be one document.)  |



**APPENDIX G**  
**RAMAPO COLLEGE OF NEW JERSEY**  
**COMMON APPLICATION FORM**

See link below for a fillable Common Application Form or you can use the writable form below.

[Common Application Form-fillable](#)

---

Name:

Date:

Title:

Tenure Status:

Unit:

Year Appointed/Date of Hire:

Funding Requested (circle one):

**Career Development**

**FSF**

**Sabbatical**

**Other**

Have you ever been awarded sabbatical leave? No / Yes

If yes, when? \_\_\_\_\_

Have you applied for or do you intend to apply for a sabbatical leave during this academic year?

No / Yes

If yes, please specify what the sabbatical would entail and the semester(s) that you are applying for a sabbatical leave;

Have you applied for or do you intend to apply for any other College Funds this year? No / Yes

If yes, please specify:

Have you applied for external funding related to this project? No / Yes

If yes, please specify:

Have you received College funding for scholarship within the last five (5) years? No / Yes

If yes, list previous in-house awards by year:

| Year | Project Title | Type of Award:<br>FSF, Career<br>Development,<br>Ramapo Foundation<br>grant, Sabbatical,<br>TLTR | Amount<br>Received | Report<br>Submitted<br>Yes/No | Project<br>Completed<br>Yes/No | End Product<br>(e.g.,<br>presentation,<br>exhibition,<br>publication,<br>new course<br>development) |
|------|---------------|--|--------------------|-------------------------------|--------------------------------|---|
|      |               |  |                    |                               |                                |   |
|      |               |  |                    |                               |                                |   |
|      |               |  |                    |                               |                                |   |
|      |               |  |                    |                               |                                |   |
|      |               |  |                    |                               |                                |   |

Initial each item below to affirm you have read and understand expectations as stated.

\_\_\_\_ I pledge to submit a complete report to the Dean and the Office of the Provost (with a copy to Employee Relations) no later than the end of the academic year in which the award was made or upon completion of the proposed work, whichever is first. I may also share progress at the Sabbatical Roundtable or other on-campus forum.

\_\_\_\_ While faculty may apply for FSF and a sabbatical in the same academic year, faculty are not permitted to receive additional institutional funding (i.e., including FSF) while they are on sabbatical. Therefore, faculty who apply for FSF and sabbatical are responsible for ensuring that any work and/or projects related to their FSF award must be completed outside of their awarded and approved sabbatical leave time. Any FSF reports submitted to the Dean and the Provost that indicate that either a portion of or an entire FSF project was conducted while a faculty member was on a sabbatical leave will not be approved for payment.

**RAMAPO COLLEGE OF NEW JERSEY**

**Proposed Budget for Faculty Scholarship Funding and Career Development  
Projects/Activities**

**Type of Award Requested: Project Period (check one or both if applicable):**

\_\_\_\_ **STIPEND**

\_\_\_\_ **GRANT REQUESTS FOR REIMBURSEMENT**

**For each category of expense, the applicant must put in the total amount requested, as well as what amounts will be used towards educational expenses** (e.g., printing services, educational, library fees, laboratory supplies): Specify: \$\_\_\_\_\_

**Travel** (e.g., airfare, train, mileage (reimbursable only as per the College's [Travel Policy](#)): Specify: \$\_\_\_\_\_

**Professional Services** (e.g., outside consultants, technical assistance (as per the College's personnel and procurement policies)): Specify: \$\_\_\_\_\_

**Equipment** (Important Note: All items must be purchased following the College's procurement policies and procedures and are the property of the College.): Specify: \$\_\_\_\_\_

**Other** (e.g., conference registration, seminar fees, tuition fees, student aides): Specify: \$\_\_\_\_\_

**SUBTOTAL OF STIPEND REQUESTED** (i.e., 4 x rank-specific rate per overload credit) \$\_\_

**SUBTOTAL OF GRANT REQUESTED** \$\_\_\_\_\_

**GRAND TOTAL REQUESTED** \$\_\_\_\_\_