Memorandum

To: Faculty Senate
    Seton Hall University

From: Katia Passerini, Ph.D.
        Provost and Executive Vice President

Re: EC Motion Approving Revised Faculty Guide Articles 1-5
    2020-FS-18

Date: June 30, 2020

The Office of the Provost is in receipt of the Faculty Senate’s motion approving the Revised Faculty Guide Articles 1 – 5 with Edits, 2020 – FS 18, submitted on June 9, 2020.

In the spirit of shared governance, a team from the Office of the Provost and the Faculty Senate have engaged in the work of revising the existing Faculty Guide. A faculty guide is a document that lays out the various criteria for appointment and promotion of faculty, the responsibilities of both faculty and administrators to each other and to our students, as well as other aspects of organizational discipline necessary to move the work of the University forward. This work has taken several years to produce a document that would provide greater clarity and ease of use.

I hope we will continue the process of revision to the remaining sections in the fall, and I thank everyone who contributed to the discussion of this important document. I accept the revisions to Articles 1-5 of the Faculty Guide. These revisions are affective as of August 15, 2020.
ARTICLE 1

DEFINITIONS

All provisions of this Faculty Guide ("Guide") apply to the following major academic divisions of Seton Hall University: the College of Arts and Sciences, the College of Communication and the Arts, the W. Paul Stillman School of Business, the School of Diplomacy and International Relations, the College of Education and Human Services, the South Orange University Libraries, and the College of Nursing. The academic jurisdiction of this Faculty Guide shall extend to all educational programs of the University, except those of the School of Law and the School of Medicine. Only University Governance (Article 12) and General Governance (Article 13) apply to the School of Theology and to the School of Health and Medical Science. Faculty of any newly-established major academic divisions or credit-bearing educational programs shall come under the jurisdiction of this Faculty Guide, unless specifically excluded by agreement of the Faculty Senate and the Provost.

1. The terms “Faculty” or “Faculty member” denote a person or persons having instructional or research duties in one of the above-listed colleges. This designation includes a person or persons having professional library duties.

2. a. “Full-time” Faculty members are those individuals, with principally instructional, research, or professional library duties, who have tenure or whose contracts stipulate that they are full-time employees of Seton Hall University.

b. “Adjunct” Faculty members and “Part-Time” Faculty members are those untenured individuals who have instructional duties but who are not on a full-time Faculty contract. These Faculty members enjoy academic freedom and such other rights and responsibilities as are specifically indicated in this document or are contained in their contracts.

3. The term “College” indicates either a college or school within the University academic structure and includes the University Libraries.
4. The term “Department” shall be defined as any academic instructional unit composed at least of three tenured or tenure-track Faculty members and headed by a “Chairperson” (see Article 10).

5. An “Academic Program” consists of: (1) a credit-bearing course of study, including but not limited to majors, minors, concentrations, certificates, and other set curricula that do not bear degrees, and (2) the Faculty responsible for designing and teaching such curricula. An Academic Program may exist within or outside of a Department. Academic Programs outside of a Department are under the jurisdiction of the College to which they belong. Such Academic Programs may require a “Director” or “Coordinator” who shall serve as the head of this Academic Program. When a program has outside funding, the Program Director/Coordinator (or his/her appointee) shall be the principal investigator as approved by the funding agency conditional on satisfactory performance.

6. “Administration” includes the President, the Provost, Deans, and other administrative officers of the University, including those designated as “assistant” or “associate” or “vice” to any of the above.

7. The “Academic Year” is defined as the fall and spring semesters and those days preceding and following those semesters needed for the proper academic functioning of those semesters.

8. “Calendar Days” denotes the seven days of the week.

9. “Conflict of Interest” is a situation in which officers or employees of the University, their family members, or friends have existing or potential financial, personal, familial, or business interests that impair or might appear to impair the independence and objectivity of judgment of the officers and employees in the discharge of their responsibilities to the University.

10. “Conflict of Commitment” describes external activities or employment that substantially interferes with officers’ or employees’ employment responsibilities to the University. A conflict of commitment will be apparent in the failure of officers or employees to discharge fully the role or duties expected of them based upon other external commitments.

Faculty should refer to the University’s “Conflict of Interest and Commitment Policy.”
11. “Accredited Institution” is an academic institution of higher education accorded that status by an accrediting agency approved by the Council for Higher Education Accreditation or by the United States Department of Education or an equivalent foreign entity.

12. “Notification” is a written, non-electronic communication which shall be effective if delivered personally to the Faculty member or if sent by certified mail to the Faculty member’s residence as reported to Human Resources, postmarked by the date specified.

13. The “University” refers to Seton Hall University.

14. The “President” is the Chief Executive Officer of the University.

15. The “Provost” is the Chief Academic Officer of the University.

16. The “Dean” is the Chief Academic Officer of a College.

17. The “Faculty Senate” represents the University Faculty as identified above in matters of academic policies and procedures as well as matters of Faculty welfare. It has the right and duty to represent that Faculty on all matters which affect the Faculty as whole and to help inform Faculty opinion on matters of campus-wide importance. See Article 12.6.

18. “Departmental Guidelines” refers to Departmental Tenure and Promotion Guidelines, as defined in Article 5.2.a.1 and elsewhere throughout this Guide.
ARTICLE 2

UNIVERSITY POLICIES

The University develops, maintains, and promulgates formal “Policies” (or “University Policies”) to regulate University business across units and in compliance with all applicable laws and accrediting bodies. Approval and publication of a Policy signals a commitment on the part of the University and all members of the University community to abide by its principles and procedures. Failure to adhere to a published Policy may be grounds for a grievance under Article 14 of the Faculty Guide.

1. Types of Policies. Policies may be divided for purposes of Faculty governance into the following categories:

   a. “Mandated Policies” are those Policies adopted by the University in recognition of its obligations under federal, state, or local law and/or accrediting bodies. Such Mandated Policies include, but are not limited to, the Non-Discrimination/Title IX Statement; the Equal Employment Opportunity/Affirmative Action Policy; the Disability Support Policy; the Policy on Discrimination, Harassment, and Retaliation; Cybersecurity, and the Conflict of Interest and Commitment Policy.

   b. “Faculty Policies” apply specifically to University Faculty members as defined in Article 1 of the Faculty Guide and govern Faculty hiring, appointment, promotion, and conditions of employment; admissions, teaching, curriculum, assessment, and program development; scholarship, research, publication, and academic standards; and other matters of particular concern to the Faculty. Such Faculty Policies include, but are not limited to, the Copyright and Intellectual Property Policy; the Academic Integrity Policy; the Online and Hybrid Learning Policy; Policies regarding use of Technology and E-mail; Faculty Merit; Policies regarding Tenure, Promotion and Sabbaticals; etc.

   c. “Other Policies” govern non-academic, regular operations of the University and apply in most cases to all members of the University community, including students and employees (administrators, Faculty, and staff). Faculty do not have a primary role in setting these Other Policies, which include, but are not limited to, safety, access to campus, vehicles and parking, facilities use, financial aid,
enrollment, registration, bursar procedures, student conduct, housing, student life, etc.

2. Development and Adoption of University Policy

a. Mandated Policies and Other Policies are developed and promulgated as stipulated in the University “Policy on Developing, Adopting and Promulgating University Policies.”

b. Faculty Policies may be developed, adopted, and promulgated on the level of the Academic Program, Department, College, or on the level of the Division of Academic Affairs. Policies on the Program, Department, or College level are developed and adopted by the Faculty in the appropriate unit, according to relevant bylaws, and communicated as necessary to the appropriate administrator for review and confirmation.

c. Faculty Policies applicable to multiple Colleges generally fall under the purview of the Division of Academic Affairs and must be reviewed and approved by the Faculty Senate and its appropriate Committees before being submitted to the Provost for final approval.

d. Failure to adhere to Faculty Policies may be grounds for a Faculty Grievance as outlined in Article 14 of the Faculty Guide.

3. Promulgation of University Policy

a. For a University Policy to be considered binding it must be made publicly available and directly communicated to all to whom it is applicable.

b. Faculty Policies developed on the level of the Program, Department, College, or multiple units must either be posted on the website of the appropriate units or made available to the members of the unit in electronic or paper format. Faculty Policies applicable to multiple units need also be posted on the Faculty Senate website.
ARTICLE 3 APPOINTMENTS

3.1 Categories of Faculty

University Faculty may be appointed into the following categories: Tenure-track, Tenured, Contract, Faculty Associate, Lecturer, Clinical, and Adjunct. In addition, Tenured Faculty, after retirement, may be appointed to the rank of emeritus, as set forth in University Policy.

a. Tenure-track and Tenured Faculty

1. Tenure-Track Faculty are full-time Faculty members engaged in teaching, research, and service, and who will be eligible to receive but have not yet been granted tenure under the provisions of Article 4. Tenure-Track Faculty are appointed for a period of one (1) year, unless otherwise stated in the Letter of Appointment, with an expectation of renewal for a tenure-track period which shall not exceed seven (7) years. Non-renewal requires written notification from the appropriate Dean as specified in Article 3.6.a.1.

2. Tenured Faculty are full-time Faculty members engaged in teaching, research, and service and who have tenure.

i. No individual may acquire tenure unless there is a specific affirmative action by the University Board of Regents.

ii. Tenured Faculty members have the right to University employment each and every Academic Year until retirement without reduction in rank and without termination except as provided in Article 3.10. Furthermore, a Tenured Faculty member shall not have her or his salary reduced unless there is a general reduction in salaries for all Faculty members that is necessitated by financial exigency. A Tenured Faculty member may not have her or his benefits reduced unless there is a general reduction in benefits for University employees.

iii. Tenured librarians are appointed by the University for twelve (12) months unless they exercise the option set forth in Article 7.2.d.

b. Term Faculty
“Term Faculty” refers to all Faculty members not eligible for tenure who are appointed for a fixed term stated in a contract which specifies obligations and compensation. There are four categories of Term Faculty: Contract Faculty, Lecturers, Faculty Associates, and Clinical Faculty.

1. Contract Faculty
   
i. Contract Faculty are full-time or part-time Faculty members employed on a contractual basis for a fixed term of no more than three years without expectation of renewal. Full-time Contract Faculty may have their terms renewed by the University in its sole discretion but such appointments and reappointments shall not exceed a total period of five years. Contract Faculty are not eligible for promotion.
   
   ii. Contract Faculty perform teaching without the expectation that they engage in research, scholarship, and service as a condition of their employment unless otherwise set forth in their contract.
   
   iii. Contract Faculty who have attained an appointment and academic rank at another (“home”) institution of higher education and who leave that institution for a stipulated period of time to engage in teaching, research, service, or clinical activity at the University may use the title “Visiting Professor,” “Visiting Associate Professor,” or “Visiting Assistant Professor,” commensurate with their title at their home institution. Faculty members who have not yet attained a tenure-track appointment elsewhere but who have received a terminal degree in the discipline within five years of the time of appointment may also use the title “Visiting Assistant Professor.” All other Contract Faculty shall use the title “Visiting Instructor.” “Visiting” Faculty are Contract Faculty appointed for a fixed term, which may be extended by the University in its sole discretion as set forth in this Article 3. Visiting Faculty are not on the tenure track and are not eligible for tenure.

2. Faculty Associates
   
i. Faculty Associates are ordinarily qualified practitioners in a given field whose academic background and professional activity would not necessarily lead to the kind of scholarly activity that the
University requires of its Tenure-Track and Tenured Faculty, and who serve the University primarily as teachers in a field in which their practical experience contributes significantly to the University's academic endeavors.

ii. Faculty Associates are appointed as full-time Faculty members for a fixed term which may be extended by the University in its sole discretion as specified in Article 3.6.d.2. Faculty Associates are not eligible for tenure. They may be appointed at or promoted to the position of Senior Faculty Associate.

3. Lecturer

i. Lecturers are ordinarily full-time Faculty members who perform teaching, but who are not expected as a condition of their employment to conduct research and scholarship or to engage in service outside of their Department and College (unless otherwise specified by the contract)

ii. Lecturers are initially appointed for a one-year term, which may be renewed and extended for a period of up to three years by the University in its sole discretion as specified in Article 3.6.d.2

iii. Lecturers are not on the tenure-track and are not eligible for tenure. Lecturers may be appointed at or promoted to the rank of Senior Lecturer.

4. Clinical Faculty

i. Clinical Faculty are ordinarily full-time Faculty members who are engaged primarily in clinical teaching, professional practice, and service to the University and community; clinical scholarship is also a responsibility.

ii. Clinical Faculty are appointed for a fixed term of one to three years, which may be extended by the University in its sole discretion as specified in Article 3.6.d.3.

iii. Clinical Faculty are not on tenure-track and are not eligible for tenure.
c. Adjunct Faculty

Adjunct Faculty are Faculty members who are hired to teach a particular course or courses with no obligation on the part of the University to reemploy them. Adjunct Faculty are employed at will and may be reappointed. They are not on tenure-track and are not eligible for tenure.

3.2 Ranks of Faculty

Ranks are the official positions Faculty members hold at the University for purposes of governance and administration. Titles are as set forth by University, College, and Department policy.

a. Tenure-Track and Tenured Faculty

For Tenured and Tenure-Track Faculty, the ranks shall be:

   Professor
   Associate Professor
   Assistant Professor
   Instructor

For Tenured and Tenure-Track Faculty in Walsh Library only, the ranks shall be:

   Librarian I (Professor)
   Librarian II (Associate Professor)
   Librarian III (Assistant Professor)
   Librarian IV (Instructor)

b. Contract Faculty

For Contact Faculty, including “Visiting Professor,” “Visiting Associate Professor,” and “Visiting Assistant Professor,” the rank shall be: Contract Faculty Member.

c. Faculty Associate

For Faculty Associates, the ranks shall be:

   Senior Faculty Associate
Faculty Associate
d. Lecturer

For Lecturer, the ranks shall be:

Senior Lecturer
Lecturer
e. Clinical Faculty

For Clinical Faculty, the ranks shall be:

Clinical Professor
Clinical Associate Professor
Clinical Assistant Professor
Clinical Instructor

Adjunct Faculty

Adjunct Faculty shall have the rank of Adjunct Faculty member.

3.3 Hiring of Faculty

a. Tenure-Track Faculty

1. Departments wishing to hire a Tenure-Track Faculty member shall submit hiring requests to their Deans for review and endorsement, and for approval by the Provost. Requests must be accompanied by a rationale explaining the need for the position, describing the specific area of expertise sought, and stating whether the position is a replacement for a Faculty member in an existing position or a new Faculty line.

2. Tenure-Track positions require a national search and must be openly advertised in the regular and customary venues of the appropriate discipline. The job announcement should provide a clear description of the desired qualifications and job responsibilities and must include all standard language mandated by the University.
3. After receiving approval from the Provost’s office, the Department shall convene a search committee made up of Tenure-Track and Tenured department members chaired by a department member nominated by the Department Chairperson and approved by a majority of Tenured and Tenure-Track Faculty in that Department. The search committee shall carry out the search in accordance with all applicable standards and norms of the discipline. Deans shall allocate sufficient funds to support the search. Ordinarily, no fewer than three (3) finalists shall be brought to campus to present their scholarship and teaching credentials and meet with the Department, Dean, and students.

4. Upon completion of the search, the Tenured and Tenure-Track Faculty of the Department will select by majority vote the top candidate. The Department shall report its recommendation with justification to the Dean. In its recommendation, the Department in the interest of expediency may, but is not required to, specify subsequent ranking of additional candidates to whom offers may be made in the event that the higher-ranking candidate turns down an offer. Only candidates specifically approved by majority vote of the Tenured and Tenure-Track members of the department as acceptable to hire may be forwarded to the Dean.

5. Upon receiving the Department’s request, the Dean shall review the candidate’s qualifications and the conduct of the search. If the request is approved, the Dean shall forward it to the Provost with a written endorsement. Upon attaining the Provost’s approval, the Dean shall make an offer to the top-ranked candidate. If an offer is rejected and the Department has provided authorization, the Dean may make subsequent offers to additional candidates.

6. The Dean or Provost may not make an offer to a candidate without the prior approval of the Tenured and Tenure-track members of the Department as per Article 3.3.a.4.

b. Term Faculty

1. The full-time Faculty of the Department may make a recommendation to the Dean of the College for the creation of a Faculty Associate, Lecturer, Contract, or Clinical Faculty position. This recommendation is subject to approval by the Dean and then by the Provost. Such a recommendation
must include a clear statement of the specific reasons for creating such a position within the Department. If an existing position has or is expected to become vacant, the Department may request permission to conduct a search to fill it.

2. In Departments with twelve (12) or more full-time Faculty members the total number of Faculty Associate and Lecturer appointments may not exceed one third (1/3) of the total full time Faculty. In Departments with fewer than twelve (12) full-time Faculty, the number of Faculty Associates and Lecturers shall not exceed the fewer of three (3) or one third (1/3) of the full-time Faculty members. For purposes of this section, counts of full-time Faculty shall not include Contract, Visiting, Clinical and Adjunct Faculty.

3. The hiring of Term Faculty shall typically follow the procedures for Tenure-Track Faculty. When positions need to be filled outside of the regular academic calendar, however, an expedited procedure may be employed to hire Contract Faculty members whereby a search committee is bypassed and the Department Chairperson recommends the finalist directly to the Dean without a Departmental vote. Any subsequent reappointment of the Faculty member must be approved by a majority vote of the Tenured and Tenure-Track Faculty.

3.4 Initial Appointment of Faculty

a. Letter of Appointment

1. New Faculty members are appointed at the recommendation of the Department into which the appointment is made after the completion of a search and review of candidates in accordance with applicable professional standards and norms under the procedures set forth in Article 3.3.

2. The Dean of the appropriate College, with the approval of the Provost, and on the recommendation of the Department into which the hire is made, shall appoint Faculty members, in accordance with the procedures for such an appointment under this Guide and/or the bylaws of the College.
3. The terms of the appointment, including any special conditions, shall be set forth in writing and signed by the Faculty member, the Dean, and the Provost (the "Letter of Appointment"). Copies of the Letter of Appointment will be sent by the Provost to all the signatories as well as to the Chairperson of the Department into which the appointment is made.

4. A maximum of six (6) semesters of full-time service in other accredited institutions of higher education or under a Term contract at the University may count as part of the period of service preceding the required tenure review. The number of semesters counted toward tenure review shall be specified in the Letter of Appointment.

5. The Letter of Appointment shall list any work performed prior to coming to the University and/or under a Term contract at the University that shall be accepted for inclusion in an application for reappointment, promotion, and/or tenure (see Article 4.1.b).

6. The Letter of Appointment shall specify the semester in which mandatory tenure review must take place (see Article 5.1.d).

7. The Letter of Appointment shall also indicate the number of semesters of prior Faculty service at another Accredited Institution of higher education or under a Term contract at the University that is to be credited toward a Faculty member's initial application for sabbatical leave; the amount to be credited shall not exceed two (2) years. In no case shall time be credited toward sabbatical leave without an equal and greater amount of time being credited toward tenure/promotion review (see Article 6.1).

8. In the case of Tenure-Track Instructors, the Letter of Appointment shall specify the requirements and procedure for promotion from Instructor to Assistant Professor.

b. Effective Date of Appointment

Unless otherwise stated in the Letter of Appointment, the effective date of the appointment is August 15 of the Academic Year.

c. Joint Appointments & Governance
1. Appointments are to a single Department (hereafter referred as the “home” department) or, in the absence of a Department, to a College. Faculty members may only exercise their Departmental governance rights within a single Department and/or College. Faculty members are permitted to vote and participate in governance of interdepartmental Programs in addition to their governance rights in their home Departments as specified in the Program bylaws.

2. Joint appointments, in which new Faculty members are affiliated with additional Academic Programs or Colleges, are permitted, but in such cases, the Letter of Appointment shall specify the primary Department or College to which the appointment is made.

3. Joint appointments must be approved by a majority vote of the Tenured and Tenure-Track Faculty of the affected Departments, and approved by the Dean and Provost. Joint appointments to Programs that are not housed in a Department shall follow procedures outlined in Article 10.7.

4. The Letter of Appointment shall specify the expected contributions that a Faculty member will make to other Departments of Programs. A Faculty member on a joint appointment shall not ordinarily teach more than one-half (1/2) of her or his normal teaching load outside the home Department or College.

5. In an application for promotion, tenure and/or reappointment, the Department Chairperson or Director of an affiliated program may submit an evaluative report to the primary Department by October 1 which shall assess the candidate’s contributions to the program as specified in the Letter of Appointment. The failure of the affiliated program to submit timely evaluative reports shall not prevent the review process from continuing.

d. Initial appointment to the rank of Associate Professor or Professor does not carry with it an automatic right to tenure. A Faculty member appointed at the rank of Associate Professor or Professor must meet all standards of eligibility established in Article 4 and make application for tenure following expedited procedures as stipulated in Article 5.2.c.3.

3.5 Modifications of Appointments
a. Any subsequent extensions or modifications of an appointment and/or any new special understandings or conditions shall be approved in writing by the Faculty member, the Dean, and the Provost. Copies of this Supplemental Letter of Appointment must be provided to all signatories as well as the Faculty member’s Department Chairperson and kept in the Faculty member’s academic personnel file (see Article 8).

b. Time spent on leave of absence shall not count as tenure-track period service, unless the individual and the Provost agree to the contrary in writing at the time leave is granted (see Article 6). Any change in the tenure review date resulting from leaves, service as an administrator, or other causes shall be enumerated above in the Supplemental Letter of Appointment as specified in Article 3.5.a.

c. Other causes for delaying the mandatory tenure-review date may include the occasion of childbirth, adoption, or new foster placement. Said delay will be granted upon documented application to the appropriate Dean, though no affected Faculty member is required to request such a delay nor to accept one for which the Faculty member has not applied. The initial tenure review date and any changes thereto shall be endorsed by the dated signatures of the Faculty member and the Provost.

d. If a Faculty member’s appointment changes from one Department or College to another, he/she shall maintain rank and status, commensurate with applicable standards, in the new Department. However, no Faculty member shall suffer a reduction in rank, status, or salary due to a change in appointment and in no case shall a Tenure-Track Faculty member lose the right to apply for tenure.

e. Full-time Faculty members may choose to accept an appointment to serve in an full-time administrative position at the University. During their period of service, Tenured Faculty members retain their status and Tenure-Track Faculty members retain their right to apply for tenure. Faculty members serve in administrative positions at the will of the University; Faculty tenure rights do not apply to administrative appointments. Since Faculty members serving in administration are not expected to engage in scholarship and teaching, time served in an administrative position does not count toward the length of service required for tenure. Likewise, the contracts of Faculty members on multi-year term appointments are suspended if they accept an administrative position. Such Faculty members may resume and complete their term appointments when they leave their administrative positions, unless otherwise agreed upon at the time of their appointment.
f. Administrators who hold or apply for appointments to the Faculty are subject to the same appointment, tenure, and promotion review procedures required of all Faculty members, unless otherwise specified at the time of appointment (or soon thereafter) by the Board of Regents.

3.6 Renewal of Appointment

a. Annual Reviews

1. Tenure-Track Faculty

i. Each Department (or in Walsh Library, a committee of Tenured Faculty members) shall annually review and prepare a written evaluation of a Faculty member’s progress during tenure-track service. In the first year of tenure-track service, this evaluation shall be completed prior to February 15 and provided by the Chairperson to the Faculty member and the Dean. Further, the Faculty member shall be advised by the Chairperson of the upcoming evaluation in sufficient time (i.e., not less than two weeks) to submit material relevant to an adequate consideration of his/her status.

ii. In the second year on the tenure track, a departmental review shall take place by November 15. If a Department decides to recommend non-renewal of a Tenure-Track Faculty member in the second year, that recommendation with justification must be sent to the Dean no later than December 1.

iii. In the third through the fifth years of a tenure-track appointment, the written evaluation shall be completed prior to May 15, and provided by the Chairperson to the Faculty member and to the Dean.

iv. Each Department shall specify in its Departmental Guidelines how annual review shall be carried out; however, at a minimum, each Department shall conduct a full review in the third year of the candidate’s appointment in which all of the Tenured Faculty members vote on the candidate’s renewal.

2. Term Faculty
i. Contract Faculty

In the case of Contract Faculty members, a review and vote of the Tenure-Track and Tenured Faculty members in the Department, or College in the absence of Departments, is necessary to approve renewal of contracts.

ii. Faculty Associates and Lecturers

All Faculty Associates and Lecturers shall be evaluated annually no later than March 1. In an annual evaluation of the performance of a Faculty member in a Faculty Associate or Lecturer position, the following considerations are of primary importance: the academic needs of the Department and the College; the Faculty member’s teaching excellence; the Faculty member’s continuing growth as a practitioner of the appropriate discipline; and the Faculty member’s service to the Department and College.

The Department will establish criteria for reappointment in the areas of teaching and service and add these to its Departmental Guidelines before any Lecturer or Faculty Associate position for that Department is approved.

iii. Clinical Faculty

a. All clinical Faculty on one- and two-year contracts shall be evaluated annually no later than March 1.

b. In the fall semester of the Clinical Faculty member’s third year, the Department will undertake a rigorous review of the Faculty member’s teaching, scholarship, and service. Criteria guiding the review process must be specified in the Departmental Guidelines.

c. A similar review process guided by the same criteria shall be undertaken in the fall semester of the third year of any subsequent three-year contract.
d. Approval of the Department based on the successful conclusion of a third year is necessary for reappointment to an additional three-year contract.

b. Notice of Non-Renewal

In the event of a decision not to renew a tenure-track appointment, the Faculty member shall be informed by the Dean of the decision in writing, and shall be advised of the reasons which contributed to that decision. If the Faculty member so requests, the reasons given for the nonrenewal of an appointment shall be confirmed in writing. A Faculty member has the right to appeal a decision not to renew a tenure track appointment from the Dean to the Provost. In cases of denial of an application for tenure, see Article 5.6.d.

c. Tenure-Track Faculty Procedures for Renewal and Non-Renewal

Regardless of the stated term or other provisions of any appointments, written notice that a tenure-track appointment is not to be renewed shall be given to the Faculty member in advance of the expiration of his/her appointment, as follows:

1. **First Year Appointment.** Tenure-Track Faculty members are appointed for an initial term of one year, renewable at the University’s sole discretion, ordinarily commencing on August 15 of the Academic Year and ending on May 15 of the Academic Year.

2. **Second Year Renewal.** Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal no later than March 15 of her or his first Academic Year, the Tenure-Track Faculty member shall be appointed to a second Academic Year. This appointment is renewable at the University’s sole discretion.

3. **Third Year Renewal.** Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal no later than December 15 of her or his second Academic Year, the Tenure-Track Faculty member shall be appointed to a third Academic Year. This appointment is renewable at the University’s sole discretion.

4. **Fourth through Seventh Year Renewals.** Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal no later than September 1 of her or his third or subsequent Academic Year, the Tenure-
Track Faculty member shall be appointed to an additional year. This appointment is renewable at the University's sole discretion. Notwithstanding the foregoing, unless otherwise agreed as provided in Article 3.4, no Tenure-Track Faculty member may serve for more than seven years, unless she or he has been granted tenure. Agreement to allow a person to remain as a Tenure-Track Faculty member beyond seven years shall not give rise to a claim for tenure by that person.

5. Tenure-Track Appointments Beginning in the Middle of an Academic Year.

i. Appointments prior to October 1. In the event that a Tenure-Track Faculty member’s initial appointment begins after August 15 of the Academic Year but before October 1, the initial one-year appointment shall ordinarily run from the date of appointment to May 15 of the Academic Year. All the other provisions of Article 3.6.a. shall apply to the Faculty member.

ii. Appointments Prior to March 1 but on or After October 1. In the event that a Tenure-Track Faculty member’s initial appointment begins on or after October 1 of the Academic Year but before March 1, the initial one-year appointment shall ordinarily extend to December 31 of the following Academic Year. The appointment will be renewable at the University’s sole discretion. Unless the University has given the Tenure-Track Faculty member written notice of nonrenewal, no later than three months prior to the expiration of the initial appointment, the Tenure-Track Faculty member shall be appointed to a second year, extending from January 1 to May 15 of the same Academic Year. This appointment is renewable at the University’s sole discretion. For all purposes, this year shall be the Tenure-Track Faculty Member’s second year. This appointment is renewable at the University’s sole discretion. Appointment to a third and subsequent years shall be made in accordance with Articles 3.6.a.1(iii) & (iv).

Decisions on tenure and promotion for such Faculty members shall follow the procedure stipulated in Article 5.1.d.

d. Term Faculty Procedures for Renewal
1. Contract Faculty

Contract Faculty are appointed for one-year renewable terms, for up to a total of five years. Reappointment of Contract Faculty requires the approval of the Department, the Dean, and the Provost. The University shall provide Contract Faculty written notice no later than April 15 of the Academic Year as to whether they will be reappointed. In the absence of such written notice, the contract shall automatically expire.

2. Faculty Associates and Lecturers

   i. First Year Appointment. Faculty Associates and Lecturers are appointed for an initial one-year term, renewable on the recommendation of the Department and with the approval of the Dean. Ordinarily appointments commence on August 15 of the Academic Year and end on May 15 of the Academic Year.

   ii. Second Year Renewal. No later than March 1 of the first year the Department must review the Faculty Associate or Lecturer and make a recommendation as to reappointment for a second one-year term. Written notification of reappointment must be given by the Dean no later than March 15.

   iii. Third through Fifth Years Renewal. No later than March 1 of the second academic year, the Department shall review the Faculty Associate or Lecturer and may recommend appointment for an additional term of three years. In special circumstances, Lecturers may be renewed for one or two years. Written notice of reappointment must be given by the Dean no later than March 15.

   iv. Subsequent Terms. No later than October 1 of the year in which the contract of a Faculty Associate or Lecturer expires, the Department shall review and by a majority vote of all Tenure-track and Tenured Faculty members recommend renewal of the contract. For Faculty Associates the term of renewal shall ordinarily be five years; for Lecturers the term shall ordinarily be three years. The Dean must approve the reappointment and notify the Faculty Associate or Lecturer no later than December 15. This process may be continued indefinitely.
v. **Appointments Made in the Middle of an Academic Year.** In the event that the appointment of a Faculty Associates occurs after September 1, the Letter of Appointment shall set forth whether (a) the current Academic Year shall serve as the initial term of the appointment; or (b) the current and subsequent Academic Year shall serve as the initial term of the appointment; or (c) the Faculty Associate, Dean, and Provost have agreed that some other time period shall serve as the initial term.

In the event that the Faculty Associate, Dean, and Provost utilize third option (c), the Letter of Appointment shall state by what date the University must give the Faculty Associate notice of nonrenewal. If the Letter of Appointment is silent, then the dates in Article 3.6.d.2 (i)-(iii) shall control.

vi. In the event that a Faculty Associate or Lecturer serving under a multi-year contract is not renewed under Article 3.6.d.2(iv), the Faculty Associate or Lecturer shall be offered a terminal one-year nonrenewable appointment. The latter shall not apply if Article 3.9 is invoked for dismissal with cause.

3. **Clinical Faculty**

i. **First Year.** Clinical Faculty are appointed for an initial one-year term, renewable at the sole discretion of the University, ordinarily commencing on August 15 of the Academic Year and ending on May 15 of the Academic Year.

ii. **Second and Third Year.** The University must give the Clinical Faculty member written notice of nonrenewal by no later than March 15 of her or his first Academic Year; if notice is not given, the Clinical Faculty member shall be appointed to a two-year term. This appointment is renewable at the University’s sole discretion. Clinical Faculty members are reviewed in the fall semester of their third year of service and upon the recommendation of the Department and the Dean, the Clinical Faculty members are reappointed for an additional three-year term. If the Department and Dean do not recommend a reappointment, the University must give the Clinical Faculty member
written notice nonrenewal no later than March 15th of her or his third year.

iii. **Subsequent Three-Year Terms.** No later than October 1 of the final year of a subsequent three-year term, the Department will complete a review of the Clinical Faculty member’s teaching, scholarship, and service. Upon the recommendation of the Department and the Dean, the Faculty member will be reappointed for an additional three-year term. If the Department and Dean do not recommend a reappointment, the University must give the Clinical Faculty member written notice of nonrenewal by no later than December 15 of her or his final Academic Year of any three-year appointment.

iv. There is no limit to the number of times that a Clinical Faculty member’s three-year contract may be renewed.

e. **Adjunct Faculty**

Adjunct Faculty are appointed on an at-will basis to teach specific courses in a given semester.

### 3.7 Summer/May Intersession Appointments

a. Appointments to the Faculty do not normally include the various summer and May intersession sessions offered at the University. The University is not obligated to offer the Faculty member summer/winter session assignments nor is the Faculty member obligated to accept summer/winter session assignments. In offering such session assignments, the University shall give preference to full-time Faculty members.

### 3.8 Resignations

a. A Faculty member may terminate his/her appointment effective at the end of an Academic Year, provided notice is given in writing at the earliest possible opportunity, but no later than thirty (30) days after receiving notification of the terms of his/her appointment for the coming year.

b. The Faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he/she would otherwise be denied
substantial professional advancement or other opportunity. Notification of resignation or of a waiver request shall be submitted in writing to the appropriate Dean.

3.9 Disciplinary Procedures and Dismissals

a. Termination of a Term or Tenure-Track appointment before its specified end, or termination of an appointment with tenure, shall be effected by the University only for adequate cause.

b. Adequate cause for a dismissal shall be related directly and substantially to the fitness of the Faculty member in his/her professional capacity. The burden of proof that adequate cause exists rests with the University. Such a termination shall not be used to restrain a Faculty member in the exercise of academic freedom or other legal rights.

c. Disciplinary and Dismissal proceedings under this article may be instituted only for one or more of the following reasons:

1. teaching incompetence;

2. continued neglect of scheduled academic duties in spite of written warnings;

3. serious violation of the rights and freedoms of fellow Faculty members, administrators, or students;

4. conviction of a crime directly related to the Faculty member's ability to fulfill his/her professional responsibilities to the University;

5. falsification of credentials or academic experience;

6. loss of required professional licensure;

7. serious act or acts of academic dishonesty as defined in Article 7.1(e).

This Article does not pertain to disciplinary proceedings under other University Policies.
d. Before procedures for the dismissal against a Faculty member with tenure, or for the termination of a Term or Tenure-Track appointment, are initiated, the following must take place:

1. Discussion must occur between the Faculty member and appropriate administrative officers in which the Faculty member is informed of the reasons for the disciplinary procedure and is provided the opportunity to respond. Ordinarily, the Department Chairperson and/or Dean initiate this discussion; however, the Provost must be informed if further action is to be taken. The Faculty member may be suspended with pay, or assigned other duties in lieu of suspension, if immediate harm to the Faculty member or others is threatened by continuance.

2. A Faculty member accused of misconduct may use the grievance procedure under Article 14 to initiate an investigation into alleged violations of the Faculty Guide and/or University Policy and may also be subject to a grievance.

3. A detailed statement of charges explaining the specific grounds for potential dismissal and the nature of the evidence supporting those charges must be presented by the Provost or his/her designated representative.

4. The Faculty member shall have thirty (30) Calendar Days after receipt of a certified letter to respond to the statement of charges. In this response, the Faculty member may elect to have the University’s statement of charges reviewed by a committee of Tenured Faculty members elected by the Senate. This committee shall consist of five full-time Tenured Faculty members. Members deeming themselves ineligible for reasons of bias or Conflict of Interest may remove themselves from the case (see Article 1.9). The charged Faculty member and the Provost each shall have two peremptory challenges. The committee shall adopt by-laws which are consistent with the current version of the 1958 “Statement on Procedural Standards in Faculty Dismissal Proceedings” approved by the AAUP. Should these temporary by-laws adopted by this ad hoc committee conflict with this Guide, the Guide shall prevail. In the conduct of its investigation, the committee shall enjoy the full cooperation of the University administration and of the Faculty member under review, with access to all documentation relevant to the issues relating to the dismissal proceedings, consistent with rights of privacy and other legal rights. If the
University deems it inappropriate to provide certain documentation, a
detailed explanation must be provided and all information specifically
relevant to the dismissal procedure must be extracted and made available.
This committee shall have thirty (30) Calendar Days to make its report
and recommendations to the Provost.

e. After considering the Faculty member’s response or, if applicable, the committee
report, the Provost shall inform the Faculty member and the committee in writing
within a period of thirty (30) Calendar Days of his/her decision. If the Provost’s
decision is counter to the committee’s recommendation, the Provost shall state in
writing his or her reasons for so doing, and shall provide opportunity for response.

f. A decision by the Provost to dismiss a Faculty member with a Term or Tenure-
Track appointment before the end of a specified term, or to impose a less severe
sanction (except for suspension with pay or written reprimand), may be
appealed to the President. Such an appeal must be filed with the President
within thirty (30) Calendar Days after the Faculty member has received effective
notice of said decision.

3.10 Terminations of Tenured Appointments by the University

a. Termination of tenured appointments by the University, other than dismissal for
cause, shall occur only from either or both of the following two circumstances:

1. A decision by the Dean, ratified by the College Faculty, to reduce or
terminate a Program following program review undertaken by the
University. The program review process may be invoked out of cycle either
by the Provost, Dean, or Chairperson, and/or Program Director if
substantive questions have been raised about the viability of the Program.

2. A decision by the Board of Regents, upon the recommendation of the
Provost, to reduce or terminate a Program or a Faculty position because of a
severe, drastic, and emergency University-wide situation.
b. It is understood that any reduction in force shall first take place from among non-tenured Faculty using existing procedures for nonrenewal, including notification dates.

c. With the consent of the Faculty member, early retirement may be arranged as an alternative to any of the steps described in Article 3.10.d below.

d. If it is determined that no alternative to further reduction in force is possible, the steps below shall be followed in order, as applicable, before termination of the appointment of a Tenured Faculty member.

1. Shared load between Programs, Departments, and Colleges. Whenever possible, an affected full-time Faculty member shall be given the opportunity to complete a full teaching load by teaching in his or her area of demonstrated competence in another Department or College. The procedures for a joint appointment shall be applied in this instance (see Article 3.4.c).

2. Reappointment to another Department or College. Prior to actual termination of any Tenured Faculty member, a good-faith effort shall be made to place that Faculty member in another Department or College of the University, provided that the Faculty member can be assigned courses which he or she is demonstrably qualified to teach, and provided that the reappointment of the Faculty member is acceptable to the receiving Department or College. The procedures for a joint appointment shall be applied in this instance (see Article 3.4.c).

3. Supplementation of teaching with non-teaching duties. Whenever possible, an affected full-time Faculty member shall be offered suitable, useful, and available non-instructional duties to complete a full load. In no case shall such non-instructional load be greater than the established teaching norm for that Faculty member.

4. Shared teaching with other institutions. The University shall cooperate with affected Faculty members in their seeking either shared or full-time appointments in other Accredited Institutions.

5. Reduced load with proportionate reduction of compensation. Where available, the affected Tenured Faculty member shall have the opportunity to accept a reduced load without loss of tenure or fringe benefits, but with a
proportionate reduction of salary and University contributions to retirement.

6. Transfer to a non-teaching position. If it is not possible to retain a Tenured Faculty member in a teaching position, the University shall attempt to place the Faculty member in a University non-teaching position for which he or she is qualified with an appropriate adjustment in salary, provided that such placement does not adversely affect existing administrative or professional staff. While in this position, the Faculty member shall retain tenure as a Faculty member.

e. When termination becomes necessary, the procedures below shall be followed:

1. The Department shall initiate recommendations for termination based on criteria of seniority (as defined by the date of hire to full-time Faculty membership) giving due regard to the academic necessity of providing specialists in the relevant sub-disciplines.

2. Primary consideration shall be given to the responsibility to offer an appropriate range of courses and services despite reduction. Term and Adjunct Faculty may not be used to replace the instructional services provided by the terminated Tenured Faculty members.

3. When individuals fulfill the same disciplinary needs in a Department, seniority shall prevail. Seniority shall be based on the date of the initial appointment to full-time with the University if subsequent service has been continuous (including authorized leaves of absence but specifically excluding those leaves taken to assume administrative positions). Those who resign from the University and are reappointed later shall count seniority from the time of reappointment.

f. A terminated Tenured Faculty member shall continue to be employed by the University for one Academic Year following the Academic Year in which written notice is given.

3.11 Rights of Terminated Tenured Faculty Members

a. Tenured Faculty who are terminated, other than dismissal for cause, shall have recall rights for an available departmental position for a period of four (4) years from the date of written notice of termination. No new full-time Faculty member,
or the equivalent in Adjunct Faculty, shall be hired for a teaching position in the same area of competence in the Department as long as the terminated Faculty member retains recall rights. If more than one Faculty member is found to have recall rights within the same area of competence, seniority shall prevail. Recalled Faculty members shall have tenure and rank reinstated and shall have the time of termination counted in total years of service for purposes of seniority.

b. If a Faculty member is recalled and fails to respond in writing within sixty (60) Calendar Days after receipt of written recall, the Faculty member is deemed to have forfeited recall rights.

c. In all cases of termination under Article 3.10, the facilities of the University may continue to be utilized free of charge by the Faculty member in seeking employment elsewhere.
ARTICLE 4
APPOINTMENT, PROMOTION, AND TENURE STANDARDS

4.1 General Conditions

a. In considering an applicant for appointment, promotion, and tenure, all parties involved shall evaluate the application with reference to the criteria for the appointment, promotion, and tenure status for which application is made.

b. In general, teaching and service performed and scholarly or creative works published before coming to the University are the basis for appointment; teaching and service performed and scholarly or creative works published after the appointment are the basis for the first promotion and/or tenure; and teaching and service performed and scholarly or creative works published after submission of an application for a previous successful promotion are the basis for the next promotion. “Published” in this context is understood to mean official public dissemination of a scholarly work or public performance or presentation of creative work. Exceptions permitting previously published works and/or teaching at previous institution to be considered for tenure or promotion must be specifically noted in writing and signed by the Faculty member and Dean and approved by Provost at the time of appointment (see Article 3.4.a.3 and 3.4.a.5).

c. Each Department, and in the case of the Library, the College, that evaluates an application for promotion or tenure shall have on file in the Dean and Provost’s office a clear set of Departmental Guidelines stating the procedures and criteria for tenure and promotion as mandated in Article 5.2.a.

d. Evaluations of candidates for tenure and promotion on all levels shall be based on evidence presented as part of the candidate’s application viewed in light of Departmental Guidelines and Faculty Guide standards for tenure and promotion. Such evidence may include external reviews of scholarship as well as internal recommendations from colleagues and students documenting teaching effectiveness and service contributions where the department has set up processes for these. External reviews and internal recommendations are added to the candidate’s application by the Department Chairperson at the time of its submission for departmental review.

4.2 Teaching Effectiveness (applicable to all except library Faculty members).
Evidence of teaching effectiveness that may be submitted with the application includes but is not limited to the following items. Department Guidelines may determine which of these items are mandatory:

a. Applicant’s statement of teaching objectives and significant teaching activities.

b. Samples of instructional materials such as syllabi, lab manuals, or other materials developed by the instructor for use by students in courses. Applicants do not need to include all instructional materials, but effective documentation requires a good sampling of materials from lower and upper division courses and, where appropriate, graduate courses.

c. Evaluation and grading methods: a statement on the use of examinations and papers and other instruments as a means of determining student success in handling the materials in the course. The relationship between testing and the objectives of the course should be emphasized.

d. Records of supervision of independent study courses, honors theses, graduate theses and dissertations, field trips, internships, clinical supervision, and practica.

e. Development of new courses or labs, or new approaches to teaching.

f. Formal student evaluations of teaching, in accordance with Departmental Guidelines.

g. Teaching observation by the Chairperson and/or by senior Faculty members delegated to that task by the Chairperson. Each Department will approve and make available written guidelines for the implementation of regular teaching observation of Tenure-Track and Clinical Faculty members.

h. Publication of books or articles, or conference presentations and invited lectures on teaching methods.

i. Enrollment in courses or programs designed to improve teaching or to broaden one’s expertise.

j. Evidence of revision and improvement of teaching practices incorporating input from evaluations, classroom observation, experience, and mentoring.

4.3 Professional Effectiveness (applicable only to library Faculty members).
Evidence of professional effectiveness which may be submitted with the application includes but is not limited to:

a. Evidence of effectiveness in the development and use of library resources for undergraduate, graduate, and research programs:
   1. Developing and building the library collection.
   2. Skillful interpretation of the users’ needs and the retrieval of bibliographic information to meet those needs.
   3. Teaching activity, broadly defined, of groups or individuals, e.g., teaching formal classes, orientation lectures, aiding students in finding and using information sources, aiding Faculty colleagues in using library resources effectively to supplement and enrich the classroom experience.
   4. Continuing education (additional degrees, diplomas, certificates, or a substantial number of credit hours at the graduate level beyond the required two master’s degrees).
   5. Internships, consultancies, mentoring student theses, or evaluating library or Academic Programs.

b. Evidence of effectiveness in the performance of library or technical operations enabling the creation and/or development of, access to, preservation of, or organization of important intellectual resources in support of the Libraries’ mission.

c. Evidence of the initiation, development and implementation of policies, programs, or services within the Libraries’ mission.

d. Evidence of responsibilities for Departments or Programs where applicable.

e. Evidence of contributions to relationships with other areas of the University.

f. Evaluation of performance by a committee of Tenured Faculty members as per Article 3.6.a.1.i.

4.4 Scholarship, including Research or other Creative Work

a. In evaluating the merits of research or other creative work, primary consideration shall be given to the norms and standards of the applicable discipline as articulated in Departmental Guidelines. Greater weight shall be given to original authorship than to editorial work, to refereed books, articles in referred journals and law
review articles than to non-refereed publications; to non-refereed publications than to self-published or unpublished materials; for creative works, greater weight shall be given to public performance and display open to review than to performance in private closed venues. In cases of multiple authorship, the extent of the applicant’s role must be described.

b. Department Guidelines must specify the weight assigned to various forms of scholarship in assessing applications. Evidence of scholarly achievement and potential for future scholarship may include, but is not limited to: lectures and papers presented to professional organizations and educational institutions, articles, chapters in edited volumes, books, translations, significant editorial work, reviews, research grants, commissions, applied research, bibliographic research, unpublished manuscripts, scripts, manuals, works of art, public performances, professional work performed as a practitioner, media appearances, films, computer software, multimedia presentation, blogs and other online presentation of scholarship, and emerging forms of information technology. Applicants may also submit evidence of recognition of scholarship including but not limited to reviews of published works, awards, nominations, commendations, citations and/or citation metrics, and other indicators.

c. The applicant shall document scholarship in full bibliographic detail using generally accepted standards for attribution. A copy of each publication or other research or creative material shall be submitted along with any evaluations by colleagues, reviews, citations, awards, and other forms of scholarly recognition. Completed manuscripts accepted for publication must be accompanied by a written affirmation of a final decision to publish from the editor and/or publisher. Such publications must be identified as “in press” and shall count toward tenure and/or promotion as publications. Completed research that is not yet accepted, including manuscripts under review, may not be listed under publications. The applicant shall clearly distinguish research in progress from publications.

4.5 Service to the University, the Profession, and the Community

Service, whether compensated or not, includes but is not limited to the following. In all cases, specific documentation of the activities performed and contributions should be provided. In documenting service, applicants should endeavor to show how it advances the mission of the University.

a. Service to the University
1. Service to students such as serving as Faculty advisor to a student organization, honor society, or engaging in extra-academic activities with students.

2. Service to the Faculty such as serving on Department, College, or Faculty Senate committees, Faculty governance bodies, and major curricular development projects.

3. Service to the University such as serving as Department Chairperson or Program Director, or serving on University-wide task forces or committees.

b. Service to the profession. Offices, leadership positions, and committee work in professional organizations; contributing consultative, advisory, peer-review or editorial service in a professional capacity.

c. Service to the community. Lectures, performances, panel discussions, membership on advisory boards or civic committees; involvement in community, political, or charitable organizations; services to religious bodies or to government. To have weight toward tenure and promotion, service to the community must be connected to the candidate’s areas of professional competence and/or the mission of the University.

4.6 General Criteria for Academic Ranks — Tenure-Track Faculty

a. Instructor. A master’s degree or its equivalent in an appropriate field from an Accredited Institution. Evidence of teaching effectiveness or potential to teach effectively; evidence of or potential for scholarly publication, research, or other creative work in the appropriate discipline or field.

b. Assistant Professor. A doctoral degree or the commonly accepted terminal degree for that discipline or field from an Accredited Institution as specified in the applicable Departmental Guidelines; evidence of teaching effectiveness or potential to teach effectively; evidence of, or potential for, scholarly publication, research, or other creative work in the appropriate discipline or field. In exceptional cases, outstanding professional or scholarly achievements may serve as a substitute for the terminal degree. Such exceptions must be explained in the applicant’s letter of appointment.
c. Associate Professor. In addition to the credentials for Assistant Professor: four (4) years of full-time teaching experience at an Accredited Institution, evidence of teaching excellence, scholarly publication, research, or other creative work in the appropriate discipline or field as defined in Departmental Guidelines; service to the University, the profession, or the community. For promotion to Associate Professor, the four (4) years of full-time teaching experience must take place at the University at the rank of Instructor or Assistant Professor unless specifically waived in writing by the Provost. Unlike the two lower ranks, promotion to this rank rests on proven ability and accomplishments. In exceptional cases, the University may waive teaching experience for an initial appointment at this rank.

d. Professor. In addition to the credentials for Associate Professor: four (4) years of full-time teaching experience at an Accredited Institution; demonstrated professional recognition of meritorious publications, research, or other creative work in the form of peer-review, citations, scholarly reviews, awards, grants, or press or venue prestige as appropriate to the discipline and as defined in Departmental Guidelines; continued and consistent excellence in teaching; substantial service and leadership in the university, the profession, or the community. For promotion to Professor, the four years of full-time teaching must take place at the University unless specifically waived in writing by the Provost prior to submission of the application. To hold the rank of Professor, Faculty members must have previously attained tenure or be awarded tenure concurrently with promotion or appointment. In exceptional cases, the University may waive teaching experience for an initial appointment at this rank.

e. The criteria for Associate Professor are applicable to the granting of tenure except that an additional consideration for tenure must be the needs of the Program, Department or College. If the initial appointment is at the level of Associate Professor, the granting of tenure requires ongoing teaching, scholarship and service commensurate with that rank. Granting of tenure to an Associate Professor or Professor requires fulfillment of the requirement of four years teaching at the University unless tenure is recommended at the time of appointment and subsequently granted by the Board of Regents in accordance with Article 3.1.a.2.i.

f. Any additional criteria for rank specific to particular disciplines shall be enumerated by departments in their Departmental Guidelines as specified in Article 5.2.a.

4.7 Criteria for Academic Ranks — Clinical Nursing Faculty

a. Clinical Instructor Qualifications for appointment:
1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
2. Master’s degree in field of nursing specialty.
3. Experience of at least 4 years in clinical specialty area.

b. Clinical Assistant Professor Qualifications for appointment:

1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
2. Master’s degree in nursing specialty, and an earned terminal doctoral degree in Nursing; either PhD, EdD or DNP.
3. Certification in a nursing specialty.
4. Publications in peer-reviewed journals. Those publications can be in clinical, professional, and/or research journals.
5. A minimum of two years teaching experience.

c. Clinical Associate Professor Qualifications for Appointment:

1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
2. A master’s degree in nursing specialty and an earned terminal degree in Nursing; either PhD, EdD or DNP.
3. Certification in a nursing specialty.
4. Evidence of professional leadership.
5. Progressive record of publications in peer-reviewed journals. A minimum of four years teaching experience.

d. Clinical Professor Qualification for Appointment:

1. Licensed (unrestricted) to practice nursing in the State of New Jersey.
2. A master’s degree in nursing specialty, and an earned terminal doctoral degree in Nursing; either PhD, EdD or DNP.
3. Certification in a nursing specialty.
4. National and/or international leadership in clinical specialty area.
5. Progressive record of publications in peer-reviewed journals.
6. A minimum of six years of teaching experience.

e. Promotion to Clinical Ranks

1. Promotion to a higher clinical rank requires ongoing teaching, scholarship, and service commensurate with that rank. Promotion to the ranks of
Associate Professor or Professor requires fulfillment of the requirement of four years teaching at the University unless waived in writing by the Provost.

2. Promotion from the rank of Clinical Instructor to the rank of Clinical Assistant Professor takes place upon the completion the necessary terminal degree as specified in article 4.7.b.

4.8 Criteria for Academic Ranks — University Library

Standards of professional effectiveness applicable to criteria for University library academic ranks are understood as defined in Article 4.3.

a. Librarian IV (Instructor). An M.L.S. from an Accredited Institution and evidence of potential for professional effectiveness.

b. Librarian III (Assistant Professor). In addition to the credentials for Librarian IV: a master’s degree in a subject or disciplinary field from an Accredited Institution; evidence of professional effectiveness or the potential for same; evidence of scholarship or the potential for same.

c. Librarian II (Associate Professor). In addition to the credentials for Librarian III: four (4) years of full-time library service at the College or University level; a documented record of professional effectiveness and of scholarly activity; a documented record of service to the University, the profession, and/or the community. Unlike the two lower ranks, promotion or appointment to this rank rests on proven ability and accomplishments.

d. Librarian I (Professor). In addition to the credentials for Librarian II: four (4) years of full-time library service at the College or University level; a continuing and consistent record of excellence in professional effectiveness and of leadership in the University, the profession, or the community; demonstrated professional recognition of meritorious publications, research, or other creative work.

e. The criteria for tenure are identical to the criteria for Librarian II except that an additional consideration for tenure must be the needs of the library. If the initial appointment is at the rank of Librarian II (Associate Professor) the granting of tenure requires ongoing teaching, scholarship, and service commensurate with that rank. For promotion to the rank of Librarian II (Associate Professor) the four (4) years of full-time service must take place at the University at the rank of Librarian I or Librarian II unless specifically waived in writing by the Provost.
4.9 General Criteria for Academic Ranks — Senior Faculty Associate and Senior Lecturer

a. Five (5) years teaching at the University. Demonstration of teaching excellence as defined in Article 4.2.
b. Service on the College and Departmental level.
c. Fulfillment of contractual responsibilities as specified in the applicant’s Letter of Appointment.
ARTICLE 5
PROMOTION AND TENURE PROCEDURES

5.1 General Requirements

a. Each applicant for promotion or tenure shall submit an application with documentation. Faculty members who do not submit an application by the deadline before mandatory tenure review shall be terminated at the end of that Academic Year.

b. All applications for promotion and tenure must be submitted on appropriate forms provided by the University. The application must include a table of contents listing every item submitted by the applicant.

c. Applications for promotion to the rank of Assistant Professor may be submitted at any time and such promotion, if approved, shall be effective immediately upon approval. Such applications shall be submitted to the Department (or, in Colleges without Departments, to the Dean). The Department shall submit its recommendation to the Dean whose decision, if favorable, is final. An applicant may appeal an unfavorable decision to the Provost.

d. Tenure review must begin no later than the eleventh (11th) semester of full-time service on a Tenure-Track appointment at the University unless otherwise specified in a Letter of Appointment or Supplement thereto as specified in Articles 3.4 and 3.5. Faculty members whose eleventh semester begins in January, shall adhere to the deadlines for that Academic Year and submit their application to their Department by October 1 of the previous semester. Faculty members are expected to complete the maximum allowable period before applying for tenure. Departments may accept and recommend for further consideration applications from Tenure-Track Faculty members for tenure (and Associate Professor) who have demonstrated exceptional performance before they have completed the maximum allowable period provided they have met the minimum requirements for applying for tenure, as specified in Article 4.6.e, including four years of teaching at the University. Acceptance of such an application does not constitute a vote for approval of the application.

e. All promotion and tenure committees shall keep records of their proceedings, which shall include a tabulation of all formal votes taken. Any recusals must be entered into the record of the committee’s proceedings. These records are strictly confidential and shall be kept by the responsible administrator at each level
(Department Chairperson, Dean, and Provost) for a period of at least six (6) years following the date fixed for notification by the Board of Regents.

f. The applicant has the right to make a personal appearance and presentation to the Dean, and to the Department, College, and University Rank and Tenure Committees. This right may be waived by the applicant, but such waiver must be in writing.

g. At each level, voting shall be by secret written ballot. All eligible committee members shall vote either positively or negatively on each application, except for a clear Conflict of Interest as defined in Article 1.9. Members with such a conflict must declare their recusal with stated justification prior to the start of deliberation on an application. Notification of the recusal must be included in the committee chair’s letter stating the committee’s vote. All eligible committee members shall also include on their ballots a simple statement of reasons for their votes. The ballots shall be included in the record kept by the committee of its proceedings. All records of the committee including the ballots shall be provided to the Office of the Provost at the conclusion of the committee’s activity.

h. Faculty members who intend to submit an application for promotion and/or tenure must ordinarily submit a notice to this effect to their Department Chairperson not later than May 15 of the Academic Year prior to submission of the application.

i. Written documents shall be the primary evidence considered at all levels in the promotion/tenure process. College Rank and Tenure Committees and the University Rank and Tenure Committee may, during the course of their deliberations, invite the responsible official(s) at each level (Department Chairperson, committee chairperson/Dean/Provost) to present evaluative statements and/or respond to questions. The record shall summarize these statements/responses, and the Chair shall notify the candidate of who was invited.

j. Procedures specifically applicable to the promotion of non-Tenure-Track Faculty members such as Nursing Clinical Faculty, Faculty Associates and Lecturers are specified in article 5.10.

k. Notwithstanding the above, the University reserves the right to conduct reviews and investigations of faculty as elsewhere specified in the Faculty Guide and other University Policies.

5.2 Departmental Review
a. Departmental Tenure and Promotion Guidelines

1. All Departments shall create written guidelines for promotion and tenure that include a statement of expectations for tenure, promotion to Associate Professor, and promotion to Professor in the areas of scholarship, teaching, and service (“Departmental Guidelines”). The Departmental Guidelines should also specify procedures for pre-tenure departmental review.

2. Departmental Guidelines must be consistent with all standards and procedures established in the Faculty Guide, including Articles 3.6.a, 4, and 5.

3. Departmental Guidelines must specify voting procedures for promotion to the rank of Professor in the event that no Faculty members are serving at that rank in the Department.

4. Guidelines must be formally approved by a majority vote of all Tenured and Tenure-Track Department members and provided to the Dean for formal review. Once approved by the Dean, Department Guidelines apply at all stages of the tenure and promotion process and must be provided to the Office of the Provost.

5. All Tenure-Track and Tenured Faculty members must receive these Departmental Guidelines at the time of appointment.

6. Review for tenure is governed by the Departmental Guidelines in effect at the time of an applicant’s appointment. Review for promotion is governed by the Departmental Guidelines in effect at the time of the more recent promotion or the Departmental Guidelines in effect six (6) years prior to the application, whichever is the lesser interval of time. Changes introduced to Departmental Guidelines shall not be otherwise retroactive unless explicitly agreed upon by a unanimous vote of all Tenure-Track and Tenured members of the Department and the approval of the Dean and the Provost.

b. External Review

1. Departments may solicit and submit external reviews of their applicants’ scholarship from scholars in their fields. Departments conducting external review shall state their policies and procedures in accordance with the provisions below in their Departmental Guidelines.
2. External reviewers shall be chosen by the Department Chairperson after consultation with the applicant. External reviewers should have made significant contributions to scholarship within the applicant’s field and should hold an academic rank equal to or above the rank to which the applicant is applying.

3. When soliciting evaluations from reviewers, the Department Chairperson shall compose a letter to be sent to all reviewers stating the points to which the reviewers shall respond and providing whatever contextual information is considered necessary. In the letter, reviewers shall be instructed to explain the nature of their relationship with the applicant. Chairpersons shall share this letter with the applicant before it is sent. The letter shall be added to the applicant’s portfolio along with the external reviews.

4. Reviewers shall be provided with copies (paper or electronic) of all publications included in the applicant’s portfolio along with the Departmental Guidelines, and must be provided with ample time to review the materials and produce a written evaluation before the application is submitted for departmental review. External reviews may not be added to the applicant’s portfolio any later than the start of departmental review on October 1.

5. External reviews are added to the application by the Department Chairperson and must be taken into consideration at every stage of the review for tenure or promotion.

6. External reviews are strictly confidential with regard to the identity of their individual authors. Applicants are not to see the full review letters submitted by external reviewers. At the request of the candidate, the Department Chairperson may reveal to the applicant information from the external letters without revealing the identities of the authors.

c. Submission of Applications

1. All applications for promotion to the ranks of Associate Professor, Professor, and for tenure are initially submitted to the Department and, after departmental review and recommendation, to the Dean. In Colleges without Departments, a committee of Tenured Faculty members performs the function of departmental review.
2. Applications shall be submitted to the Department or its equivalent by October 1 and become available to the Dean and to the College Rank and Tenure Committee on November 1.

3. In the case of a recommendation for initial appointment of a Faculty member with tenure, the deadlines for submission of an application and for review by committees and administrators may be extended and/or expedited. In such instances, the Provost in consultation with the appropriate committee chairs and administrators shall determine the applicable deadlines for their respective determinations and/or actions. In such cases a Departmental vote of Tenured Faculty is required for the granting of tenure.

4. Once submitted to the Department, the application may not be modified, amended, or abridged, except with the explicit written consent of the applicant and the Provost.

d. Departmental Procedures

1. The Department Tenure and Promotion Committee for a given application shall be comprised of all full-time members of the Department holding an academic rank and tenure status equivalent to or higher than the rank for which the application was submitted. An exception may be made for applications for promotion to Professor in Departments with no Faculty members at that rank. In such cases the Department shall follow the procedures stipulated in its Departmental Guidelines.

2. Departments shall conduct a review of the application, which must include a personal interview scheduled by the Department Chairperson unless waived in writing by the applicant.

3. Departmental votes are to be submitted on uniform ballot forms prepared in advance by the Chairperson and must be accompanied by a statement explaining the reasons for the vote.

4. Upon receipt of the ballots, the Department Chairperson shall prepare a letter stating the results of the departmental vote. The letter shall also include the Chairperson’s review of the application, pursuant to the applicable provision of this Guide and the Departmental Guidelines. Both the Chairperson’s letter and the ballots are made available to the applicant and subsequent reviewers of the application after the Chairperson’s letter has
been added to the application and submitted to the Dean for College level review. The failure of the Department or Chairperson to submit timely evaluations regarding tenure or promotion shall not prevent the review process from continuing.

5.3 College Review

a. Composition of a College Rank and Tenure Committee is determined by the Faculty of the College, but in no case shall any member of a College Rank and Tenure Committee hold an untenured appointment, vote on a promotion to a rank higher than his/her own rank, vote on his/her own promotion, or have a Conflict of Interest.

b. The Faculty of each College shall adopt by-laws governing the conduct of the College Rank and Tenure Committee; a copy of the by-laws shall be on file in the Office of the Provost and shall be made available to the University Rank and Tenure Committee.

c. The Dean shall convene the Rank and Tenure Committee of the College, provide pertinent information, and answer any questions from committee members. Thereafter, the Dean shall be excused from the deliberations and the committee shall proceed to its review and recommendations of individual applicants.

d. Each College Rank and Tenure Committee shall elect a chairperson who shall be responsible for ensuring that proper records are kept of committee proceedings, and that deliberations are carried out in accordance with the provisions of the committee’s Bylaws and the Faculty Guide. All communication with applicants for tenure and promotion on behalf of the committee shall take place through the chairperson.

e. All applicants for tenure and promotion shall meet with the College Rank and Tenure Committee in fulfillment of their rights under article 5.1.f prior to any vote on their applications. Applicants shall be allocated reasonable time both to give a presentation on their applications and to respond to questions. The committee chairperson is responsible for scheduling meetings with applicants unless the applicant specifically waives the right to a meeting in writing.

f. Review of applications shall be based on the materials included in the applicant’s portfolio viewed in light of the standards established by this Guide and the Departmental Guidelines. In exceptional cases, the committee may address
questions either in person or in writing to responsible officials (Department Chairpersons, Deans, Provost) with knowledge of the applicant’s qualifications. The making of such inquires shall be entered into the committee’s record and shared with the applicant.

g. Voting shall take place as specified in Article 5.1.g. Ballots and the accompanying statements shall become part of the record of the committee’s proceedings and shall be made available to the applicant upon completion of the committee’s work.

h. The committee chairperson shall compile the committee’s ballots and report the number of positive and negative votes and any recusals. Each College Rank and Tenure Committee shall submit its report to the Provost on or before December 15. A copy of the report shall be forwarded to the applicant at the same time.

5.4 Dean’s Review

a. All applicants for tenure and promotion shall meet with their Dean in fulfillment of their rights under Article 5.1.f prior to the submission of the Dean’s recommendation to the Provost. The Dean is responsible for scheduling this meeting unless the applicant waives the right to a meeting in writing.

b. Each Dean shall submit a separate recommendation for each applicant addressing the applicant’s portfolio viewed in light of the standards established by this Guide, the Departmental Guidelines and any other applicable University Policies (as well any other relevant information) on or before December 15. The Dean’s recommendation shall be added to the application and made available to the Provost and the University Rank and Tenure Committee. A copy of the recommendation shall be forwarded to the applicant at the same time.

5.5 University Review

a. Composition of the University Rank and Tenure Committee

1. The University Rank and Tenure Committee shall consist of eleven (11) Tenured Faculty members holding the rank of Professor.

2. Each of the constituent schools of the University in which tenure is granted must be represented on the committee and three (3) of its members shall hold tenured rank in the College of Arts and Sciences, two (2) of its members shall hold tenured rank in the W. Paul Stillman School of Business, and two
(2) of its members shall hold tenured rank in the College of Education and Human Services. The College of Nursing, the School of Diplomacy, the College of Communication and the Arts, and the Library will be represented on the committee by one member each. If a College has fewer than five (5) Faculty holding Professorial rank, then a Tenured Faculty member with the next highest rank shall be eligible to serve on the University Rank and Tenure Committee and have rights equal to those of the other members.

3. Members shall be recommended by the Deans and appointed by the Provost of the University for staggered two-year terms. Once appointed, Faculty members are obliged to serve. No Faculty member shall serve more than once on the committee until all other eligible Faculty members at the same rank from the appropriate College have served on this committee.

4. No Faculty member shall serve on this committee while serving on a College Rank and Tenure Committee during a single Academic Year.

5. The committee shall elect one of its members as chairperson. The Provost shall appoint a secretary to this committee, who shall have no vote and who shall not hold Faculty rank.

b. The Provost shall convene the University Rank and Tenure Committee no later than December 20 and answer any questions from committee members. Thereafter, the Provost shall be excused from the deliberations and the committee shall proceed to its review of individual applicants.

c. The University Rank and Tenure Committee shall adopt Bylaws which shall be made available to member of the Faculty and to the Provost. The Provost shall keep such Bylaws on file and provide the most recent version of such Bylaws to the committee at the time that the committee is convened under subsection b.

d. The committee shall keep a record of its proceedings, including all votes taken.

e. All applicants for tenure and promotion shall meet with the University Rank and Tenure Committee in fulfillment of their rights under Article 5.1.f prior to any vote on their application unless the applicant specifically waives the right to a meeting in writing. The chairperson of the committee is responsible for scheduling meetings with applicants unless the applicant has waived the right to a meeting.
f. Review of applications shall be on the materials included in the applicant’s portfolio viewed in light of the standards established by this Guide and the Departmental Guidelines. In exceptional cases, the committee may address questions either in person or in writing to responsible officials (Department Chairpersons, Deans, Provost) with knowledge of the applicant’s qualifications. The making of such inquires shall be entered into the Committee’s record and shared with the applicant.

g. Voting shall take place as specified in Article 5.1.g. Ballots and the accompanying statements shall become part of the record of the committee’s proceedings and shall be made available to the applicant upon completion of the committee’s work.

h. The chairperson shall compile the committee’s positive and negative votes accounting for any recusals due to Conflict of Interest as per Article 5.1.g. The committee shall submit its report of votes to the Provost on or before March 1st. Applicants shall be informed of the report at the same time that it is communicated to the Provost.

5.6 Provost Review

a. The Provost will review applications for tenure and promotion concurrently with the University Rank and Tenure Committee. A meeting between the Provost and applicant is not required but may be arranged at the discretion of the Provost.

b. The applicant may submit to the Provost a supplementary statement, but not additional documentation, no later than March 15.

c. Each applicant shall be notified of the Provost’s action on the application by April 1.

d. Should an application for tenure or promotion be denied by the Provost on its merits, the decision of the Provost may be appealed to the President provided that the application had been positively recommended by majority vote of the University Rank and Tenure Committee. The appeal must be made by letter addressed to the president within 15 days of effective notice of denial.

e. Should a decision favorable to the candidate be reached on appeal to the president and subsequently approved by the Board of Regents, the effective date of promotion or appointment with tenure is August 15 of the Academic Year following that in which the application was filed, regardless of the date on which the decision is reached.
5.7 Board of Regents Review

a. Applications positively endorsed by the Provost are forwarded to the Board of Regents for final review. Applications denied by the Provost are not so forwarded unless the applicant successfully appeals to the President to reverse the recommendation of the Provost. As per Article 3.1.a.2.i, tenure maybe only be granted by a positive action of the Board of Regents.

b. Each applicant shall be notified of the action of the Board of Regents by April 30.

c. If the decision of the Board of Regents on promotion or tenure is favorable, the effective date of such promotion or appointment with tenure is August 15 of the following Academic Year.

5.8 Notification

a. At each step of the process the appropriate chairperson of the Department, College, and University Rank and Tenure Committee and the Dean shall inform the applicant and the applicant’s Department Chairperson in writing of his or her recommendation, or that of the Committee.

b. Notification shall be effective if personally delivered to the Faculty member or if sent by certified mail postmarked by the date specified. The certified letter shall be sent to the Faculty member’s residence as reported to Human Resources.

5.9 Withdrawal

a. An applicant has the right to withdraw an application for promotion at any stage of the process.

b. An applicant who withdraws from a mandatory tenure review must submit a written letter of resignation from the University to be effective no later than the end of the current Academic Year.

c. An applicant who requests or agrees to a tenure review prior to the year of mandatory tenure review may withdraw the application at any stage of the process.

d. All notifications of withdrawal shall be submitted in writing to the Provost with copies sent to the Department Chairperson and Dean. A record of the stages of the
process which were enjoined, the results of these stages, and the fact of withdrawal shall be kept in the Faculty member’s official personnel file.

5.10 Promotion of Term Faculty

a. Faculty Associates and Lecturers who have served the University at that rank for a period of at least five full Academic Years may apply in their sixth year or later for promotion to Senior Faculty Associate/Senior Lecturer according to the Department’s criteria for that position in its Departmental Guidelines. Clinical Nursing Faculty members may apply for promotion to a higher rank when they have served the times required by Article 4.7.

b. Promotion of Term Faculty members requires review by, and a majority vote of, the Tenured members of the Department and the College Rank and Tenure Committee as well as review and approval by the Dean and the Provost.

c. Consistent with Article 6.2.d, a leave of absence shall not count as a part of the pre-promotion period for promotion to a higher Clinical Faculty rank, Senior Faculty Associate or Senior Lecturer, unless this provision is waived in writing by the applicant and the Provost.

d. Appointments and reappointments as Senior Faculty Associate and Senior Lecturer follow the same rules as Faculty Associate or Lecturer appointments. Clinical Faculty who have been promoted continue to follow the rules for appointment and reappointment as set forth in Article 3.6.d.3.

e. Procedures for the promotion of Faculty Associates, Lecturers, and Clinical Faculty are identical to those described above except that these applications are not reviewed by the University Rank and Tenure Committee.