



Procedure for Evaluation of Faculty and Library Faculty

Effective September 1, 2012

Memorandum of Agreement

Procedure for the Evaluation of Faculty and Library Faculty

The College and the Stockton Federation of Teachers agree to adopt the attached Procedure for the Evaluation of Faculty and Library Faculty. This Procedure will replace the Procedure adopted in 2007. It is effective September 1, 2012, and the terms of the transition to the new Procedure are included in the document.

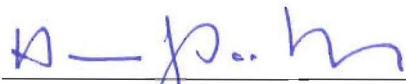
The College agrees that when this Procedure is posted on the College web site it will contain electronic links to relevant documents, such as the most recent local Agreement on student evaluation of teaching. There will also be internal links to facilitate readers' ready access to selected sections of the document.

The College and the SFT have consulted on adjustments to the Policy on Faculty Evaluation that will correspond to some of the new features in the Procedure.

The parties are committed to progressing toward a state of affairs in which evaluation files are fully electronic to the extent feasible. They agree to work together toward that end.

IN WITNESS THEREOF, the College and the Stockton Federation of Teachers have caused this Memorandum of Agreement to be executed this 30th day of July, 2012.

For Richard Stockton College



Herman J. Saatkamp, President

For the Stockton Federation of Teachers



Tim Haresign, President

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PROCEDURES

TITLE: PROCEDURE FOR EVALUATION OF FACULTY AND LIBRARY FACULTY

I. PREAMBLE, DEFINITIONS, & BASIC INFORMATION

A. **Scope:** The College conducts regular evaluations of all faculty, including adjuncts, for purposes related to their current employment status at the College. The evaluation procedure will vary depending on the purpose of the evaluation and the faculty member's employment status.

The procedures outlined below will govern the evaluation of faculty, part-time faculty, and library faculty, with the exception of adjunct faculty.

B. **Definitions:** Applicable to the document on POLICY and PROCEDURES.

All Applicable Standards: All Applicable Standards shall mean College, School, and Program Standards that apply to the candidate.

Faculty: The term "faculty" shall mean tenured and tenure-track teaching faculty, including part-time faculty and XIII-D and XIII-O faculty, but not adjunct, emeriti/ae, or affiliated faculty.

Review Advisor: A Review Advisor is a tenured faculty member selected by a candidate in consultation with his or her Dean to assist in compiling a file for retention, tenure, or promotion consistent with these Procedures. All non-tenured faculty shall select a Review Advisor no later than the end of their first semester at Stockton. Tenured faculty seeking promotion to the rank of Associate Professor or range adjustment may select a Review Advisor if they elect to use the formal process for eliciting external evaluators of scholarship. In those cases, the faculty member should select the Review Advisor no later than three months prior to applying for promotion or range adjustment.

Library Faculty: In these procedures the term "Library Faculty" shall be used to refer to Librarians covered under Article XVII of the Master Agreement.

Part-Time Faculty: Part-Time Faculty refers to faculty appointed to at least 50% but less than 100% of full-time faculty, but does not include those appointed on XIII-D or XIII-O, or adjunct faculty.

Long Term Part-Time Faculty: Part-time Faculty who have taught at the college for at least five consecutive years shall be referred to as "long term part-time faculty" for purposes of this Procedure.

Programs: A Program is an academic unit of the College with its own academic degree (major) at the graduate or undergraduate level and includes the program currently known

as FRST Studies. Those academic units with only minors or certificates are not considered programs for personnel evaluation purposes, with the exception of those minors to which full-time or part-time faculty lines have been assigned.

Schools: A School is a unit of the College headed by an Academic Dean or other academic officer with line responsibility over faculty. For purposes of this definition, the Library shall be considered a School but Graduate Studies shall not be considered a School. Any new School created by the College that meets this definition shall automatically be covered.

C. College, School, and Program Standards

The College Standards set forth in the 2007 Faculty Evaluation Policy are applicable to all faculty. Approved School and Program Standards are applicable to School and Program faculty respectively.

Review and Revision of Standards: Program standards will be reviewed every five years, either during or immediately after the regular 5-year program review process. (For accredited programs, those reviews take place concurrently with accreditation reviews and may occur less frequently than every 5 years, based on the accrediting body's review schedule). Additional reviews will be undertaken when necessitated by changed School or College Standards.

During the review year, a Program may propose revisions to Program Standards. Where approved by a majority of the Program Faculty, the proposed revision shall be forwarded to the Dean who shall have thirty days to object to the changes or recommend additional changes. If there is no objection or other recommendation by the Dean, the revisions shall be considered approved. If the Dean objects or proposes additional changes that are not acceptable to the faculty, the program may appeal to the Provost. If the appeal is denied, the Provost shall set forth his or her reasons in a written statement reflecting his/her concerns.

School Standards will be reviewed at the conclusion of the Middle States review cycle. At that time, a School may propose revisions to School Standards. Where approved by a majority of the School Faculty, the proposed revision shall be forwarded to the Dean. The Dean shall have thirty days to consider the proposals and to make a recommendation to the Provost. Where the Dean and Faculty agree to changes, the Provost shall be deemed to have accepted the proposals unless s/he sets forth his or her reasons for rejecting them in writing within thirty days. In the event that the Provost rejects a proposal that has been approved by both Dean and Faculty, s/he shall set forth his or her reasons in a written statement reflecting his/her concerns. The Dean and/or faculty may appeal the Provost's disposition to the President. If the appeal is denied, the President shall set forth his or her reasons in a written statement reflecting his/her concerns. Where the Dean and Faculty disagree, each shall convey their concerns to the Provost for further disposition as set forth in this section.

College Standards shall be reviewed by the Administration and the SFT at the conclusion of the Middle States review cycle.

Effective Date for Standards: Revisions to college, school, or program standards regarding reappointment and tenure shall be effective for faculty hired for the academic year following final approval, and thereafter unless and until revised. Revisions regarding promotion and/or range adjustment shall be effective two academic years following final approval and thereafter unless and until revised.

D. Participants in the Review of Faculty and Library Faculty: As set forth in this Procedure, the following persons at the college have responsibilities related to the review of faculty:

- Faculty applicants for reappointment, tenure, promotion, or range adjustment
- Associate Director of Library
- Tenured members of the Program Review Committee (PRC) and Library Personnel Committee (LPC)
- School Dean, or in the case of Librarians, the Director of the Library
- Faculty Review Committee (FRC)
- Provost
- President
- Board of Trustees

The following additional persons at the college are responsible as described for providing letters of evaluation to be considered by the Reviewers listed above:

- If requested by the faculty member, the Dean of General Studies with respect to the faculty member's contributions to General Studies.
- In the case of faculty members whose primary responsibility is for graduate teaching or administration in a graduate program, if requested by the faculty member, the Dean of Graduate Studies with respect to faculty contributions to the mission of the Program.

II. THE EVALUATION FILE – CONTENTS FOR FACULTY

It is the responsibility of the faculty member under review for reappointment and/or promotion to demonstrate in an accurate and timely manner the extent and quality of his/her performance relative to all applicable standards.

Performance is demonstrated through the preparation of a file of materials for consideration by the evaluating individuals and groups. At the beginning of each academic year, faculty shall be notified of the Personnel Actions Calendar and the deadlines for closing evaluation files.

Overview: The evaluation file is jointly structured by the faculty candidate (F) and his/her School. (S) It should be organized in the manner outlined below. The focus should be on *clarity and brevity*, providing evidence to support the candidate's own testimony, and an accurate representation of one's achievements. Note that this Procedure both outlines required documents and suggests optional materials to support an applicant's own assessment of his/her achievement in teaching, scholarship/creative activity, and service.

Candidates should organize their files so that evidence that supports the self-evaluation of their achievements is either hyperlinked to the Self-Evaluation or organized into appendices.

Candidates should remember that files from previous evaluations are maintained in Human Resources and will be made available to the candidate upon request. For review purposes, it is the School's responsibility to ensure that previous files are made available to evaluators. All evaluators have full access to the candidates' previous review files, except for materials that were in appendices (e.g. copies of publications, videos, etc.). For that reason, the new file need only include materials that relate to the faculty member's work from the time of his/her most recent evaluation, and supporting materials (e.g. copies of publications, videos etc.) Tenured faculty seeking promotion should generally include material since their last personnel action.

While candidates are allowed to add materials after the closing of files, they should understand that, except as set forth in this document with regard to External Evaluations of Scholarship, college evaluators at each stage do not consider materials entered after they have rendered their evaluations. When the Provost and President review a file they should consider all materials received prior to the signing of their letters.

The College and SFT are committed to moving toward electronic, protected, files. Faculty are encouraged to submit their files, and as much of their supporting materials as feasible, electronically on a flash-drive, CD, DVD, or other electronic device. The College agrees to provide needed support for electronic filing into a secure site.

A. Required Background Materials

- The appropriate file cover page as required by the College. (S)
- Official description of position responsibilities, including any unique contractual responsibilities. (S)
- Current curriculum vitae or professional resume. (F)
- Copies of all program, FRC, School Dean, and Provost letters of evaluation, including rebuttal letters, since the faculty member's employment at the College, arranged chronologically with the most recent on top. For tenured faculty, these documents are provided from their most recent review. For part-time faculty, these documents are provided for the past five years. (S)
- Required for Probationary Faculty beyond their first year: copy of the approved Faculty Plan. (F)

B. Core File Contents

1. Materials Required for First Year Tenure-Track Faculty

- In addition to the required background material, files of First Year Faculty should include a short (one-page) reflection on his/her first semester at Stockton (F), syllabi (F), and student evaluations (S) for first semester courses. Faculty members who have elected to invite a peer-evaluator to observe their class may include a report from that evaluator. (F) Absent extraordinary circumstances requiring documentation, no additional materials are required of First Year Faculty.

2. Core of File for Part-Time Faculty and Visiting Faculty Hired Pursuant to XIII-D and XIII-O

- (REQUIRED) In addition to the required background material, Part-time and Visiting Faculty should write (1) a brief self-evaluation of their contributions to teaching, research/creative activity, and service. The file should also include (2) representative course syllabi (F); (3) student evaluations (S); (4) Faculty members who have elected to invite a peer-evaluator to observe their class may include a report from that evaluator. (F)
- (OPTIONAL) Additional supporting documents as set forth below for tenure-track faculty. (F)

3. Core of File for Full-Time Tenure-Track Applicants beyond Year 1 and Tenured Faculty Seeking Promotion

- To assure that each faculty member is evaluated fairly, files should include both a self-evaluation and documentation of achievement in teaching, scholarly/creative activity and service, included as links or appendices to the Self-evaluation.

a. (Required) Self Evaluation Statement (F):

Faculty should strive for clarity and brevity in their statements. Probationary faculty should include as part of their Self-Evaluations, reflections on their success in achieving the goals and objectives set forth in their Faculty Plans. Attention also should be paid to any areas of concern in the previous evaluation(s). In general, in cases of unanimously positive prior evaluations, the Administration and SFT agree that the stronger the documentation, the less need for lengthy self-evaluations.

The self-evaluation should be written as a single document and no one but the faculty candidate should separate it into parts.

Recommendations for the order, content, and length of one's self-evaluation include:

Executive Summary: The self-evaluation should begin with a brief (one-two page) overall assessment of the applicant's achievements.

Teaching: One should briefly explain one’s pedagogical approach and how one’s courses fit into the program and college curriculum (including General Studies), articulate how one’s pedagogy attempts to meet the learning goals in one’s courses, and assess how well those goals have been met. Where applicable, the candidate should explain particulars, such as development of new courses or curriculum, unique teaching assignments and initiatives (e.g. freshmen or transfer seminars, Honors classes), mentoring students in research, independent study or creative activity, and/or steps taken to improve teaching. The candidate should explain how additional documentation in the linked teaching portfolio, such as student evaluations, supports his/her self-evaluation.

Scholarship/Creative Activity: The candidate should include a short statement of his/her overall program of scholarship and/or creative activity and a self-assessment of his or her progress.

Service: The candidate should include a statement of service provided to the college and in broader arenas, and a self-assessment of his or her effectiveness in service.

b. Documentation of Teaching - Teaching Portfolio:

Evidence to support self-evaluation of teaching performance should be demonstrated by documentation included as appendices or linked to an applicant’s file. For the purpose of convenience, we refer to these linked documents collectively as one’s “teaching portfolio.”

(Required) (1) Representative Course Syllabi (F)

(Required) (2) Student Evaluations of Teaching (S): Candidates should consult the most current MOA on Student Evaluation of Teaching for details concerning their rights and responsibilities with regard to formal instruments for student evaluation of teaching (IDEA and Alternate Forms.)

Tenured faculty applying for promotion or range adjustment must include all results of those evaluations since their last positive personnel action or the past five years, whichever is shorter. Probationary, part-time, and Visiting (XIII –D and XIII-O) faculty are required to evaluate all classes and all results are included in their files.

(Optional) (F) Faculty may include their own analyses of the data and/or student comments, along with additional written feedback from students.

(3) Peer Observation and Evaluation of Teaching (F): Files must include required written, peer-evaluations of teaching and may include additional peer-evaluations of teaching. **(Required)** All probationary

faculty shall be observed in at least two classes annually by a tenured faculty member chosen by the faculty candidate in consultation with the Dean and the Review Advisor. (For purposes of tracking annual observations, in the case of faculty beginning service in September “annually” refers to a sequence of fall term and spring term; for faculty beginning mid-year “annually” refers to a sequence of spring term and fall term.) At least once prior to tenure, all probationary faculty who are contractually obligated to teach General Studies courses shall be evaluated teaching one of his/her General Studies courses. **(Optional)** Additional evaluations may be requested by a probationary faculty member. **(Optional)** Tenured faculty seeking promotion or range adjustment may request peer observations of their teaching by any tenured Stockton faculty member. **(Optional)** While peer observations and evaluation of teaching are not required for visiting faculty hired under XIII(D) or XIII (O), faculty in those positions who are hopeful of becoming tenure track faculty should consider asking peers to observe and evaluate their teaching using the above process, and may include such evaluations in their review files.

Classroom Observations: Where the course being evaluated is a classroom-course, the peer evaluation shall be based on a review of syllabi, assignments, other course materials, and direct classroom observation by the peer evaluator in accordance with this agreement. Observations shall take place in a class and at a time mutually agreed upon between the candidate and the evaluator. Observers shall describe and evaluate in writing the quality of teaching, with reference to all applicable standards for excellence in teaching. This statement shall be shared with the faculty member being evaluated within two weeks of the classroom observation.

Evaluations on Non-classroom Modalities: Peer-evaluators, in consultation with the faculty candidate, are responsible for creating appropriate equivalent methods for evaluating courses taught by non-classroom modalities (e.g. distance learning, hybrid courses, internships).

(4) (Optional) Other evidence of Peer Reviews: (F) Candidates may include other evidence of peer review of teaching, including but not limited to reviews of portfolios or course materials.

(5) Re-negotiation of this section: The Administration and SFT agree that the procedures regarding peer evaluations of teaching may be reviewed and re-negotiated in light of recommendations that may grow out of the Summer Institute on Peer Evaluation of Teaching and/or related initiatives.

(6) (Required) Student Evaluations of Precepting: (S) Pursuant to the

2008 MOA (“Evaluation of Precepting”), students evaluate their preceptors in the spring of each academic year after they have consulted with their preceptor and the preceptor has “released” them to do the evaluation. Results of these formal student evaluations of precepting are included in the file.

(7) Additional Material: (Optional) (F) Teaching Portfolios may include additional support for the applicant’s self-evaluation of his/her teaching. The following are intended as examples:

- Additional student feedback (e.g. optional mid-term evaluations, unsolicited student feedback)
- Representative student projects and/or performances
- Grading samples
- Relevant materials from available program assessment activities that shed light on student learning, including any available feedback from graduates in various stages of their careers.
- Handouts, manuals, etc., prepared for students
- Evidence of achievement in precepting (e.g. advising syllabus or other materials developed for preceptees, student feedback, solicited or unsolicited.)

c. Documentation of Achievement in Scholarship and/or Creative Activity

Evidence to support the candidate’s assessment of his/her achievement in scholarship or creative activity should be linked or included in an appendix. **(F)** Examples of such evidence include:

- **Samples of scholarly/creative work.** Whether the work was juried, adjudicated, invited, competitive, refuted, or otherwise professionally reviewed and acknowledged should be noted. Wherever possible, samples should be made available electronically. In the case of books, a faculty member may link a scanned cover and copyright page to the file, and make the book available to evaluators during the review process, to be returned when review is done.
- **Copies of reviews** of publications, panel respondents, grants reviewers, or theatre/dance adjudicators who are cited in the applicants self-evaluation.
- **Notifications of Awards** for scholarly or creative work.
- **Letters of External Reviewers**

(Required) (S) External reviewers solicited through the “Formal Procedure” described herein are required for those seeking promotion to Professor or Distinguished Professor. Faculty may elect to solicit additional external reviewers. **(Optional) (S)** At least two external reviewers solicited through these procedures are recommended, but not required, for those seeking tenure and/or promotion to Associate Professor. Faculty seeking Range Adjustment may also elect to use the formal process for eliciting letters from external reviewers. All faculty candidates may elect to solicit additional external letters at any time without invoking this formal process. **(F)**

Formal Procedure for Soliciting External Reviewers for Scholarship/Creative Activity:

1. Selection of External Reviewers:

- a. Tenure, Associate Professor, Range Adjustment (Optional):** No later than three months prior to the due date for the candidate’s file, a candidate for promotion to Associate Professor, or range adjustment who chooses to invoke the formal procedure for soliciting external reviewers shall consult with the Dean to designate a mutually agreed upon tenured faculty member of the college to serve as “Review Advisor.” (A Review Advisor may be, but does not have to be, the applicant’s Program Coordinator). These candidates, along with candidates for tenure who choose to invoke the formal procedure for soliciting external reviewers will meet with their Review Advisor to select external reviewers. Normally, the faculty member’s dissertation advisor will not be one of the selected reviewers. It is advisable but not required that the Dean be consulted on the selection. Should the faculty applicant and Review Advisor be unable to reach consensus on reviewers in a timely manner, the Dean will meet with them and render a decision. If requested by the candidate, a union observer may be present at this meeting. No reviewer will be selected over the objection of the faculty candidate. The Review Advisor shall have two days from the date of selection to submit the names to the Dean.
- b. Professor (Required):** No later than three months prior to the closing date for the candidate’s file, a candidate for promotion to the rank of Professor will confer with the Dean to select at least three external reviewers. At least one of the reviewers recommended by the Dean will be selected. Once informed of the Dean’s choice, the candidate may register an objection, along with providing a rationale for the objection. The objection will not be

unreasonably ignored in making the final selection of external evaluators.

- c. Distinguished Professor (Required):** No later than three months prior to the closing date for the candidate's file, a candidate for promotion to the rank of Distinguished Professor on the basis of scholarship shall confer with the Dean to select at least five external reviewers. At least two of the reviewers recommended by the Dean will be selected. A candidate for promotion to Distinguished Professor based primarily on teaching and/or service shall confer with the Dean to select at least two external reviewers to document excellence in scholarship, at least one of which should be a reviewer recommended by the Dean. Once informed of the Dean's choice, the candidate may register an objection along with providing a rationale for the objection. The objection will not be unreasonably ignored in making the final selection of external evaluators.
- d.** The Dean shall have two working days to contact the persons selected to ascertain their willingness to serve as external reviewers. In the event that one or more decline, the Dean shall notify the candidate that s/he will need to select alternates, following this same process. The Dean shall notify the candidate when all reviewers have agreed to serve. In the event that the requisite number of reviewers do not agree to serve, the candidate shall meet with the Review Advisor or Dean, as set forth above, to select additional reviewers.

2. Materials to Reviewers:

- a.** No later than two and one half months prior to the due date for the candidate's file, the candidate shall provide the Dean's office with copies of his/her scholarly or creative work to be reviewed and commented on by the external evaluator. Where possible, these should be provided in digital form. The candidate may also include other material bearing on the judgment of their scholarly/creative activity. All material sent to the external reviewers will become part of the appendices to the candidate's file.
- b.** As soon as possible after receiving the work to be reviewed, the Dean's office shall send a letter to the external reviewers, along with copies of the scholarly/creative work or other professional materials to be reviewed, the candidate's curriculum vitae, the candidate's Plan(s) for Promotion and Tenure, and all applicable standards for tenure and promotion. These materials may be sent electronically.

- c. The Dean's letter shall indicate that the reviewer is to make a written judgment regarding whether the candidate's materials evidence that the candidate has met all applicable standards for tenure and/or promotion in the area of scholarly/creative activity, including those matters that may bear on the judgment of the candidate's record in these areas. The letter shall request that letters containing the reviewer's written judgment should be returned three weeks prior to the due date of the candidate's file. The faculty member will receive a copy of the Dean's letter accompanying the materials to be evaluated.
- d. The reviewer's comments shall be returned to the Dean, who will provide the candidate with copies of the comments within three days of receiving them.

3. Candidate's Rights:

- a. The candidate may include a response to the reviewer's comments in her or his file and the response will be placed in the section of the file adjacent to the reviewer's comments.
- b. No letter from an external reviewer will be considered over the objection of the candidate if it arrives after the closing of the candidate's file. In the event that an external reviewer fails to submit a timely letter, a letter will be added to the file by the Dean that explains that the external reviewer's letter is missing due to circumstances beyond the control of the candidate and that no negative inference shall be drawn from its absence. If the letter arrives late but prior to the file's closing, the candidate shall have a minimum of 2 weeks to prepare an (optional) written response to the reviewer's comments, and the letter and response will be added to the file at the same time.
- c. In the event that one or more external reviewers do not submit a timely letter through no fault of the candidate, the candidate may elect to solicit additional letters from other reviewers through this formal process or informally.
- d. In the event that the candidate's response to a late-arriving external review is received into the file after any level of review has rendered a judgment, all those levels which have rendered such a judgment will be given a copy of the external reviewer's comments, along with any written response prepared by the candidate. Those bodies in the levels of review so affected will be given three (3) working days to reconsider their

recommendations and revise if necessary.

- e. Any revised recommendation above shall carry with it the same option for candidate response as the original recommendation by the review body.

d. Documented Effectiveness of Service Contributions:

Areas may include program, college, community, profession or discipline, and academe. Evidence of effectiveness of service should demonstrate the significance of the contribution and the impact of such service. (F) Examples of such evidence include:

- 1) Awards won by the applicant, students, or others who benefited from the applicant's service.
- 2) Testimony from internal or external sources. Such testimony (e.g., letters) should focus on the impact and results of the service.

3) External Reviews of Service:

- a. **(Required):** Candidates for promotion to the rank of Distinguished Professor on the basis of distinguished service are required to solicit at least five external reviews of the impact of their service contributions. (S) These service contributions may include service internal to the College.
- b. **(Optional):** Upon the request of a faculty candidate for promotion to the rank of Distinguished Professor on the basis of scholarship or teaching, and for tenure or promotion to other ranks, the Dean will solicit up to five letters from external reviewers of a candidate's service contributions through this formal procedure. (S) These service contributions may include service internal to the College.
- c. **Procedure:** It is the candidate's responsibility to notify the Dean no later than 45 days prior to the closing of files that s/he wants the Dean to solicit these external reviewers.
- d. The letter from the Dean shall include a copy of the candidate's curriculum vitae, Plan for Promotion and Tenure, if any, all applicable standards for tenure and promotion, and a statement from the candidate regarding the specific service activities to be considered by the particular reviewer. It is the candidate's responsibility to provide the Dean with whatever additional material s/he wishes the reviewer to consider.

- e. The Dean's letter shall indicate that the reviewer is to make a written judgment regarding whether the candidate's materials evidence that the candidate has met all applicable standards for tenure and/or promotion in the area of service, including those matters that may bear on the judgment of the candidate's record in these areas. It shall request that letters containing the reviewer's written judgment should be returned three weeks prior to the due date of the candidate's file. The faculty member will receive a copy of the Dean's letter accompanying the materials to be evaluated.
- f. The reviewer's comments shall be returned to the Dean, who will provide the candidate with copies of the comments within three days of receiving them.

g. **Candidate's Rights:**

- 1) The candidate may include a response to the reviewer's comments in her or his file and the response will be placed in the section of the file adjacent to the reviewer's comments.
- 2) No letter from an external reviewer will be considered over the objection of the candidate if it arrives after the closing of the candidate's file. In the event that an external reviewer fails to submit a timely letter, a letter will be added to the file by the Dean that explains that the external reviewer's letter is missing due to circumstances beyond the control of the candidate and that no negative inference shall be drawn from its absence. If the letter arrives late but prior to the file's closing, the candidate shall have a minimum of 2 weeks to prepare an (optional) written response to the reviewer's comments, and the letter and response will be added to the file at the same time.
- 3) In the event that one or more external reviewers do not submit a timely letter through no fault of the candidate, the candidate may elect to solicit additional letters from other reviewers through this formal process or informally.
- 4) In the event that the candidate's response to a late-arriving external review is received into the file after any level of review has rendered a judgment, all those levels which have rendered such a judgment will be given a copy of the external reviewer's comments, along with any written response prepared by the candidate. Those bodies in the levels of review so affected will be given three (3) working days to reconsider their recommendations and revise if necessary. Any revised recommendation above shall carry with it the same option for candidate response as the original

recommendation by the review body

- e. **Other Items (Optional):** At his or her discretion, an applicant may include other items that demonstrate achievement in activities related to the evaluation criteria. These may include items that become available after the closing of files. (F)

4. Files for Library Faculty

Overview

To assure that each library faculty member is evaluated fairly, files should include both self-reflections (“Self-evaluation”) and documentation of achievement in library service, scholarship, teaching (where appropriate), and community service included as links or appendices to the Self evaluation. As in the case of faculty, files include documents provided by the School (S) and by the faculty. (F)

a. Required Background Information for Library Faculty

1. Official description of position responsibilities. (S)
2. Current curriculum vitae or professional resume. (F)
3. Previous Evaluations: Probationary Library Faculty should provide copies of all program, Library Personnel Committee, Library Administrator, and Provost letters of evaluation, including rebuttal letters, since the faculty member’s employment at the College, arranged chronologically with the most recent on top. Tenured faculty members seeking promotion or range adjustment should provide these documents from their last promotion or range adjustment. (S)

b. Self-Evaluation (Required): Candidates should strive for clarity and brevity in their self-evaluation. The statement should begin with a brief (one-two page) overall assessment or executive summary of the applicant’s achievements, and should explain the candidate’s aims, goals, and accomplishments and discuss steps taken toward improvement. In general, in cases of unanimously positive prior evaluations, the Administration and SFT agree that the stronger the documentation, the less need for lengthy self-evaluations. (F)

c. Documentation (as links or appendices):

- **Library Service:** Evidence to support the applicant’s self-evaluation of library service, including evidence of improvement, should be provided. Such evidence might include the following: materials such as handouts, reports, Web pages, student and faculty feedback, service assessment, and

other relevant documentation. (F)

- **Scholarship/Creative Activity:** External evaluation of scholarship for library faculty will follow the procedures for the external evaluation of scholarship/creative activity for faculty in general. The Director of the Library will perform the functions of the Dean. (S)
- **Teaching:** (a) Library faculty who teach full term courses will have those courses evaluated following the same procedures for evaluation of teaching as adjunct faculty and the results of those Formal Instruments for Student Evaluation of Teaching shall be included in the file. (S) The quality of their teaching will be evaluated by a teaching portfolio as described in this agreement. (F) This may include optional peer evaluations of teaching, as set forth in this document. (F)
(b) Library faculty who provide bibliographic or other instruction as one or more sessions within a course taught by another faculty member who is the teacher of record, are not subject to the peer evaluation of classroom teaching rules set forth in this agreement for faculty.
- **Community Service:** (F) Documented Effectiveness of Service Contributions: Areas may include program, college, community, profession or discipline, and academe. Evidence of effectiveness of service should demonstrate the significance of the contribution and the impact of such service. (F) Examples of such evidence include:
 - Testimony from internal or external sources. Such testimony (e.g., letters) should focus on the impact and results of the service.
 - Awards won by the applicant, students, or others who benefited from the applicant's service.
 - Evidence of service to professional organizations such as VALE.
- **Other Items: (Optional)** At his or her discretion, an applicant may include other items that demonstrate achievement in activities related to the evaluation criteria. These may include items that become available after the closing of files. (F)

III. EVALUATORS OF CANDIDATES

A. General Principles

- **Confidentiality:** All Reviewers shall hold confidential all matters pertaining to the faculty review process including in the case of committees, the names of the presenters of files, the materials contained in the files, the nature of the discussion, and the numbers of the positive and/or negative votes.
- **Access to Files/IDEA:** The College is committed to converting to a secure online file-system. When that occurs, reviewers will have confidential online access to a secure file as soon as files close. Such access will end after the reviewer (e.g. PRC, Dean, FRC) has submitted their evaluation.

Until that system is in place, Deans shall grant members of the PRC access to program Evaluation Files and IDEA scores in an appropriate central space as soon as files close. Those files may be removed temporarily to permit the PRC committee to do its work of meeting and voting, to be returned to the secure space when evaluations are complete. The office of the Provost shall make all Evaluation Files available, in a room designated by the Provost after Program letters have been placed in the files. After the Dean's letters, IDEA forms are transferred to the designated file room.

B. Program Review Committees (PRC): (First Level, Faculty)

1. **General:** Consideration at the program level is made by the Program Review Committees (PRC). Except as set forth in this section, the PRC consists of all tenured members of the faculty member's program.
2. **Composition of PRC:** In programs with 10 or more tenured faculty members, the PRC will consist of no fewer than 7 tenured faculty elected for a term of two years by secret ballot and a simple majority. A 2/3 majority of the program faculty and the Dean may create additional appropriate guidelines.

A PRC should have no fewer than three (3) tenured faculty members. If fewer than three tenured faculty members are eligible and able to serve, the Dean in consultation with the Program Coordinator may select up to three (3) tenured faculty members from related disciplines to serve on a PRC that consists of three (3) tenured faculty members. Selection of such faculty is subject to the approval of a majority of the program faculty.

In some cases a program may comprise two or more distinct groups of faculty such that their areas are significantly different with regard to one or more of subject matter, pedagogy, or modes of scholarship/creative activity, to the extent that they believe it is appropriate to create two separate PRCs. Such a request, if endorsed by both groups of faculty and supported by the Dean, will be considered by the Provost, based on the above criteria and comparability across the College.

3. **Operation of PRC:** A program has discretion to codify its operating principles (e.g. review, deliberation, and voting procedures). Such by-laws may not contradict any part of the procedures described in this MOA. They should be shared with the Dean.
4. **Responsibilities of the PRC:**
 - a. **In General:** The evaluation of colleagues is one of the most important aspects of faculty responsibility, in part because scholars in a particular field or activity have the chief competence for judging the work of their colleagues. Implicit in that is the responsibility for both adverse and favorable judgments. For this reason, all members of the PRC are expected to participate in the thorough reading of materials, attend and actively participate in deliberative meetings to discuss applicants, and vote on all

recommendations. Faculty should not abstain from voting. In the case of a conflict of interest, the faculty member should recuse himself/herself from the deliberations and vote regarding that applicant. Program Faculty are also expected to be available to colleagues for consultation and advice regarding Faculty Plans, and to participate in deliberations and approvals of those Plans.

- b. **Limitations:** Except under unusual circumstances where a faculty member has had a unique interaction that requires explanation (e.g. co-authorship with a candidate, as peer evaluator of teaching based, e.g., on classroom observation) members of the Program Review Committee shall not generate general peer letters advocating for or against a program member's application for reappointment, tenure, promotion, or range adjustment.
 - c. **Review:** Members of the PRC shall review the evaluation file and hold a meeting in accordance with this agreement and the Program's by-laws.
 - i. Where no recommendation is required (e.g. "Feedback Review"), the PRC will meet face to face with the candidate to provide feedback and to discuss his or her performance. After the meeting, the PRC will provide the candidate with a written summary of the meeting and any recommendations for performance made by the PRC.
 - ii. Where the review requires action by the PRC ("Decision Review"), the PRC will vote, and report the vote and recommendations in a letter explaining its recommendations. The letter should be signed by those who participated in the deliberations and voted on the recommendation. Any member(s) of the program who disagree(s) with the majority vote may provide a letter of explanation for such disagreement. Both the PRC letter and any dissenting letter(s) will be provided to the candidate and will become a part of the candidate's evaluation file as it advances through the Review Process, and part of the applicant's official personnel file.
5. **Candidate's Rights:** The candidate may provide a letter of rebuttal to the program letter or to any dissenting letters within three working days of the PRC letter's due date. The candidate's letter becomes part of the advancing file.

C. Dean: (Second Level, Faculty)

1. Responsibilities:

The Dean shall thoroughly read the file, provide an independent evaluation of the faculty member, taking into consideration the recommendations of the PRC, and transmit her/his letter to the candidate. Where a decision is required, the Dean shall make her/his recommendation in a letter that explains her/his reasons to the candidate, and transmit the letter to the candidate. The Dean's letter becomes part of the

evaluation file. The evaluation file is then transmitted to Provost or the Faculty Review Committee as appropriate depending on the type of review and nature of the personnel action.

2. **Candidate's Rights:** The candidate may provide a letter of rebuttal to the Dean's letter within (3) days after the recommendation's due date. The candidate's response letter also becomes part of the advancing file.

D. Faculty Review Committee (FRC): (Third Level, Faculty)

1. Membership & Election Process

- a) **Eligibility:** Tenured faculty at the rank of Associate Professor or higher are eligible to serve on the college-wide Faculty Review Committee.
- b) **Membership:** The FRC consists of nine faculty members including at least one School Representative from each Academic School. Following the election of School members and alternates, any remaining seats will be elected from the faculty at-large during a second election. However, at no time shall there be more than two persons from any one Academic School serving on the FRC at the same time.
- c) **Nominations:** Nominations shall be opened and closed in the Fall of each year as determined by the College's Personnel Actions Calendar. There will be two separate voting cycles in the election and separate slates will be prepared for each cycle:
 1. Each Academic School nominates at least one person to serve as its MEMBER and at least one person to serve as its ALTERNATE to the FRC according to the election-rotation cycle above. Eligible Faculty may also self-nominate to be a MEMBER or ALTERNATE to the FRC representing his/her School
 2. After the winners of the election for School Members have been announced, faculty may self-nominate or nominate any eligible person from any School who agrees to serve as an At-Large Member.
- d) **Elections:** In order to fill vacant seats, the Provost's Office shall conduct an online elections, with secret ballots, in which all faculty except 13-D, 13-O, 13-M, emeritus/a, and affiliated faculty are eligible to vote for all open positions (i.e. for representatives from all Schools).
 1. Members will be elected in two sequential ballots, the first of which shall elect Members and Alternates and the second of which shall elect At-Large representatives.
 2. The initial Ballot will include at least one eligible nominee for each MEMBER vacancy and (separately listed) at least one eligible nominee for ALTERNATE vacancy.

3. Members will be selected on the following basis: The Candidate for MEMBER and for ALTERNATE from each Academic School who receive the highest number of votes for the position of School Representative/Alternate will be designated the Representatives of their Academic Schools. At-large MEMBERS will be chosen from those candidates with the highest numbers of votes unless that would result in there being more than one at-large representative from a single Academic School. In such cases, the selection will skip to the next-highest vote getter.
- e) **Term of Service:** Members of the Faculty Review Committee, including alternates serve staggered two year terms, such that approximately half of the FRC is elected each year for a two year term. Faculty who are elected to the FRC are expected to serve for the full term. If for extraordinary reasons, such as health or serious illness of a family member, an elected Member is unable to serve during one or more personnel cycles, s/he should make a written request to the Provost, explaining the reasons why s/he needs to be replaced for that cycle.
 - f) **Alternates:** If required to serve, Alternates will only serve during those personnel cycles for which they are needed. In the event that the Member who is unable to serve is an At-Large Member, or where neither a Member nor the Alternate from his/her School is able to serve, a duly elected Alternate from any Academic School shall be randomly chosen to serve.
 - g) **Conflict of Interest:** No member of the FRC shall apply for promotion or range adjustment during his/her term on the FRC.

2. Operating Procedures

- a) **Organization:** The committee shall be convened by the Provost and charged with responsibility to elect a chair of the committee for one-academic year. Election of the chair shall be by majority vote of the whole committee, conducted by secret ballot. The chair is responsible for handling administrative chores, running meetings, and facilitating various communications. If a procedural conflict cannot be resolved informally by the chair, it will be resolved by simple majority vote of the committee.
- b) **Review of Files and Evaluation:**
 1. Each member of the FRC shall read all of the files.
 2. **Presentation of Files:** Files are assigned to a member of the FRC to be presented when the FRC convenes to discuss and vote. Presenters will lead the discussion about each of their assigned files. Presenters are not expected to advocate for or against a file. In all cases the presenter is “at some distance” from the applicant, i.e., not in the same program and not a close friend. Most often, the presenter is not a member of the School of the applicant. Any personal connections between any applicant and any

- committee members are acknowledged before discussion of the applicant's file takes place. A member who has a conflict of interest that makes it impossible for him/her to judge an applicant fairly should recuse himself/herself from all discussion and vote on that applicant. Members of the FRC shall recuse themselves from discussion and vote on the files of any faculty members they evaluated as a member of a PRC in the same evaluation cycle.
3. **Discussion of candidates:** Members are expected to participate in discussion of each candidate. It is the responsibility of the chair to ensure that discussions are based on material in the applicant's file and all applicable standards.
 4. **Vote:** After full review and consideration of a file takes place, a vote by secret ballot is taken, and the results announced and recorded. Any two (2) members of the FRC may call for one re-vote for any individual candidate. Re-votes are preceded by a brief discussion of the file and are again voted upon by secret ballot. In the case of a re-vote, only the results of the final re-vote are recorded. No record is kept of the previous vote(s) and neither is a record kept or reported as to whether or not re-votes took place. Ballots are shredded at the end of the cycle.
 5. **Letters of Recommendation:** The FRC shall use a uniform format for letters including a "Template" opening sentence/paragraph for each category. After consideration and vote, the presenter shall write the first draft of the letter to the applicant based on verbal recommendations from the committee on the contents of the letter. All draft letters are reviewed and edited by all members of the committee. Any disagreements about the language of the letters are resolved by the chair. After the editing process is completed, each committee member initials the letter. Each member also signs the signature page that accompanies the letter to the applicant. The chair reviews all letters for any minor editorial corrections before they are delivered to mailboxes by the Office of the Provost. Letters will be delivered in a timely fashion.
- c) **File Construction Workshop:** The FRC shall conduct at least one workshop annually to which all members of the faculty are invited to provide general advice on such matters as "common mistakes in file construction." Members of the FRC shall make every attempt to assist at the workshop.
 - d) **Limitations on Members:** Members of the committee shall refrain from writing individual letters of recommendation for any candidate, except under extraordinary circumstances requiring input from the member (e.g. co-author, team-teacher.)
 - e) **Rights of Candidates:** The candidate may provide a letter of rebuttal to the evaluation of the FRC or to any dissenting letters, within three (3) working days after the recommendation's due date. The candidate's response letter also becomes part of the advancing evaluation file.

In the event that a faculty member believes there was a procedural violation by one or

more members of the FRC, the procedures for addressing the concerns that were agreed to in the Memorandum of Agreement between the College and the SFT (2005) shall be followed.

E. Provost: (Fourth Level, Faculty)

1. Whenever a Dean's positive recommendation constitutes the last step of review, the evaluation file will be forwarded to the President via the Provost.
2. Where the Provost is to make a formal recommendation to the President, the Provost reviews the file as appropriate, prepares a letter that summarizes the candidate's strengths and weaknesses on the evaluation criteria, and makes a recommendation "yes" or "no" appropriate to the personnel action under consideration. The letter should make clear the basis for the recommendation.
3. The letter of the Provost will be provided to the candidate and will become a part of the candidate's file as it advances through the review process.
4. **Candidate's Rights:** The candidate may provide a letter of rebuttal to the Provost within three (3) working days after the due date of the Provost's letter. The candidate response letter also becomes part of the file.

F. President: (Fifth Level, Faculty)

1. All recommendations to the Board of Trustees are made by the President.
2. In situations in which the President is to make an evaluation before a recommendation to the Board of Trustees, the President reviews the file as appropriate. The President makes a recommendation for renewal, tenure, promotion, or range adjustment to the Board of Trustees and notifies the candidate in writing of the recommendation. Where, in the President's best academic judgment, such a recommendation is not warranted, the President also notifies the faculty member by letter.
3. **Candidate's Rights:** A candidate who disagrees with the recommendation of the President may meet with the President within three days after the due date of the President's recommendation.
4. The President may, within twenty-four hours of any meeting as described above, make a revised recommendation and notify the candidate. The President then makes this recommendation to the Board of Trustees.

G. Board of Trustees: (Final Level, Faculty)

The Board of Trustees will review and act upon affirmative recommendations of the President in accordance with its procedures. Written notification will be sent to the candidate within one day

of the Board's decision. The decision of the Board is final and may not be reconsidered, except as provided within the Master Agreement or by law.

H. Associate Director of Library (Supervisor): (First Level, Library Faculty)

1. The Associate Director of the Library shall thoroughly read the files and provide an independent evaluation of the faculty member s/he supervises in a letter transmitted to the candidate. Where a decision is required, the Supervisor shall make her/his recommendation in a letter that explains her/her reasons to the candidate, and transmit the letter to the candidate. This letter becomes part of the evaluation file. The evaluation file is then transmitted to the Library Personnel Committee.
2. **Candidate's Rights:** The candidate may provide a letter of rebuttal to the Supervisor's letter within (3) working days after the recommendation's due date. The candidate's response letter also becomes part of the advancing file.

I. Library Personnel Committee (LPC): (Second Level, Library Faculty)

The LPC shall consist of all tenured members of the library faculty, except that no tenured member who is applying for promotion shall serve on the LPC during the year when s/he makes such application.

1. The LPC shall have at least three members. If fewer than three Library Faculty members are eligible and able to serve, the Director of the Library, following consultation with the Library Faculty, shall select from among faculty serving on the Library Committee of the Faculty Senate a sufficient number to constitute an LPC of three members.
2. Responsibilities of the LPC and the candidate's rights shall be the same as those set forth above for Program Review Committees.

J. Director of the Library: (Third Level, Library Faculty)

1. **Responsibilities:**
The Director of the Library shall thoroughly read the file, provide an independent evaluation of the faculty member, taking into consideration the recommendations of the Associate Director and the LPC, and transmit her/his letter to the candidate. Where a decision is required, the Director of the Library shall make her/his recommendation in a letter that explains her/his reasons to the candidate and transmit the letter to the candidate. The Director's letter becomes part of the evaluation file. The evaluation file is then transmitted to the Provost.
2. **Candidate's Rights:** The candidate may provide a letter of rebuttal to the Director's letter within (3) working days after the recommendation's due date. The candidate's response letter also becomes part of the advancing file.

K. Provost: (Fourth Level, Library Faculty)

1. Whenever the Director's positive recommendation constitutes the last step of review, the evaluation file will be forwarded to the President via the Provost.
2. Where the Provost is to make a formal recommendation to the President, the Provost reviews the file as appropriate, prepares a letter that summarizes the candidate's strengths and weaknesses on the evaluation criteria, and makes a recommendation "yes" or "no" appropriate to the personnel action under consideration. The letter should make clear the basis for the recommendation.
3. The letter of the Provost will be provided to the candidate and will become a part of the candidate's file as it advances through the review process.
4. **Candidate's Rights:** The candidate may provide a letter of rebuttal to the Provost within three (3) working days after the due date of the Provost's letter. The candidate response letter also becomes part of the file.

L. President: (Fifth Level, Library Faculty)

1. All recommendations to the Board of Trustees are made by the President.
2. In situations in which the President is to make an evaluation before a recommendation to the Board of Trustees, the President reviews the file as appropriate.
3. The President makes a recommendation for renewal, tenure, promotion or range adjustment to the Board of Trustees, and notifies the candidate in writing of the recommendation. Where, in the President's best academic judgment, such a recommendation is not warranted, the President also notifies the faculty member by letter.
4. **Rights of the Candidate:** A candidate who disagrees with the recommendation of the President may meet with the President within three days after the due date of the President's recommendation.
5. The President may, within twenty-four hours of any meeting as described above, make a revised recommendation and notify the candidate. The President then makes this recommendation to the Board of Trustees.

M. Board of Trustees: (Final Level, Library Faculty)

The Board of Trustees will review and act upon affirmative recommendations of the President in accordance with its procedures. Written notification will be sent to the candidate within one day of the Board's decision. The decision of the Board is final and may not be reconsidered, except as provided within the Master Agreement or by law.

IV. REVIEW CYCLES FOR TENURE TRACK FACULTY

A. Overview

Newly hired tenure-track faculty, including Library Faculty, shall be given a two-year contract. In accordance with the Master Agreement, all untenured faculty shall receive yearly performance reviews. Described in detail below, the review cycles for various categories of faculty are also summarized in the Tables at the end of this Procedure. Specifically:

Table 1 summarizes the review cycles for probationary tenure track faculty.

Table 2 summarizes the review cycles for tenured faculty seeking promotion or range adjustment.

Table 3 summarizes the review cycles for part-time faculty.

Table 4 summarizes the review cycle for XIII-D and XIII O faculty.

Table 5 summarizes the review cycles for library faculty.

Table 6 summarizes the review cycles for faculty hired mid-year.

Dates in the tables and in the text below are approximate and are included in order to suggest the sequence of the various reviews. The timing of reviews is dependent on at least the following considerations: adequate time for candidates to prepare their files, availability of relevant information such as formal student evaluations of teaching, appropriate time intervals for reviews at each level, the need to provide candidates with timely notification of recommendations and results, the need for timely recommendations to the Board of Trustees, and efficient distribution of review cycles across the academic year. Specific dates will be included in each year's Personnel Actions Calendar, which will be prepared by the College after appropriate consultations. The Personnel Actions Calendar will be published for all faculty at the beginning of each academic year.

B. First Year Feedback Review

No decision about reappointment is made in the first year. Instead, first year faculty receive a feedback review based on an abbreviated first-year file and write a draft Faculty Plan for tenure and promotion.

1. **Notification and Scheduling:** By the end of the Fall semester, the Dean shall notify each first year faculty member to prepare a first year file in preparation for a First Year Performance ("Feedback") Review. This Review should be scheduled early during the Spring term.
2. **PRC Meeting:** The Feedback Review is an opportunity for the candidate to reflect on his/her first semester at Stockton and to receive constructive feedback from program faculty and the Dean. It is based on all applicable standards, with a focus on teaching. The candidate should meet with the PRC and engage in a serious conversation ("Feedback Review") regarding progress toward reappointment and tenure. The purpose of this face-to-face conversation is to encourage the candidate in his or her professional development, to offer honest feedback and constructive advice, and to provide structure

to the Program's responsibility to mentor its untenured faculty members.

3. **Summary:** This conversation is then summarized in the form of a letter to the candidate from the PRC.
4. Coordinators/Directors should note that the discussion should be a meaningful one and that the letter (about 1-2 pages) should characterize the conversation and address the faculty member's strengths and weaknesses. This letter shall include the phrase, "by signing this letter, I agree that its contents summarize the discussion between the PRC and the candidate" and should be signed by all members of the PRC and the candidate.
5. **Rights of the Faculty Member under Review:** The Faculty member under review has the right to respond formally to this letter. The response will be included as part of the candidate's review file.
6. **Review by Dean:** The Dean reviews the PRC letter and the faculty member's file and writes a short letter providing his/her assessment of the faculty member's strengths and weaknesses. This letter becomes part of the file and is forwarded to the candidate and the Provost.
7. **Rights of the Faculty Member under Review:** The Faculty member under review has the right to respond formally to this letter within three (3) working days. The response will be included as part of the candidate's review file.

C. The Faculty Plan

1. Purpose

Tenure-track faculty, including Library Faculty, are required to articulate a Plan for Tenure and Promotion ("Plan"). A "Plan" is a statement of intent to meet all applicable standards over a designated period of time in a specific manner. As such, it will contain anticipated activities and a delineation of the evidence/measurable outcomes that might be used to judge the quality of their achievement.

Individual faculty Plans will be constructed on the basis of all applicable standards involving teaching, scholarship/creative activity, and service, as well as the general responsibilities of a faculty member. Plans may vary and change over time as a result of such factors as:

- The nature of one's work before one's original appointment at the College
- Particular contractual obligations, including those in the initial appointment
- Previous evaluations at various levels of review
- Approved changes in earlier Plans
- New challenges and opportunities

Faculty who fit the description of "practitioners or clinicians" in section 5.01 of the Policy on Faculty Evaluation should create Faculty Plans with a view toward building a case for

tenure based primarily on demonstrating excellence in teaching and service, and documenting progress in scholarship/creative activity and potential for meeting the standards for promotion to Associate Professor within a reasonable time after achieving tenure.

It is the responsibility of the tenured members of the Program faculty to make themselves available for meaningful consultation and discussion with the candidate and among themselves until a Plan is approved by all parties to the approval process.

2. Preparation and Approval of the Initial Faculty Plan

Early in a faculty member's first year at Stockton, the faculty member should begin to create a Faculty Plan, in consultation with the PRC and Dean, with the goal of completing a draft Plan by the end of the first academic year. The draft Plan should contain specific goals and expectations, a description of the evidence to be used to measure the quality of their having been accomplished, and a timeline and general steps for reasonably attaining those goals. A sample template for creation of a Faculty Plan is provided as an Appendix to this Procedure.

Draft Plan: Prior to the second Precepting Date in a first year faculty member's second semester, the chair of the PRC shall convene a meeting with the faculty member, PRC and the Dean to discuss draft Plans, including the types of evidence that will demonstrate that goals have been met, and to make suggestions for changes. After this discussion, the candidate shall generate a final draft of his/her Plan, consulting with PRC members and the Dean as necessary.

Faculty hired pursuant to XIII(D) or XIII(O) are not considered tenure-track and are not required to write a Plan for Tenure and Promotion. Faculty members who begin teaching fulltime at Stockton as visiting faculty under XIII(D) or XIII(O) and are appointed to a tenure track position after one year as a XIII-D or XIII-O should draft a Plan for tenure and promotion during their first year as a tenure track faculty member. Those who are hired as a XIII-D or XIII-O and who are appointed to a tenure track position after more than one year as a XIII-D or XIII-O are not required to draft Plans, but are encouraged to work with their Dean and PRC to create an informal Plan for tenure and promotion.

3. Second Year: Approval of Finalized Faculty Plan ("Plan")

- a) **Overview:** Tenure track faculty in their second year are expected to finalize an approved formal Plan, to prepare an Evaluation File, and to undergo a Decision Review. As explained in this section, that review generally will be by the Program Review Committee (PRC) and the Dean.
- b) **Timing and Notification:** At the beginning of the first semester of a candidate's second year, the Dean shall notify each second year faculty member to complete a draft of his/her Plan to be approved by the PRC by the first precepting date, and advise candidates that they will need to prepare a file for a Second Year Decision Review to be scheduled

early during the following term.

- c) **Approval of Faculty Plan:** Probationary Faculty should expect their Plan to be approved by the end of their third semester at Stockton. Once the Draft Plan has been completed, and in no case later than the first precepting date of the candidate's third semester at Stockton, the PRC will forward it to all tenured members of the program for acceptance of the goals and expectations.
- 1) **Program Approval:** If the candidate and the PRC cannot agree on the specifics of the Proposed Plan, the candidate can request a vote by all of the tenured program members on the acceptability of the Proposed Plan. A positive vote by a simple majority of the tenured faculty constitutes acceptance of a Plan. If not accepted, it is returned to the candidate and PRC for revision. If revisions are recommended, it is incumbent on the tenured faculty to provide a specific list of areas that need to be strengthened or otherwise changed. It is the responsibility of the candidate to revise his/her Plan to address those concerns. Revised Plans will be resubmitted to the tenured faculty for a vote of approval. If the Program does not vote to disapprove a Plan by the first precepting date of the candidate's third semester, the proposed Plan is treated as approved by the Program faculty.
 - 2) **Dean's Approval:** Upon acceptance of a Plan by the first precepting date of the candidate's third semester, whichever is sooner, the PRC will forward the Plan to the Dean. The Dean shall have 30 days from the first precepting date to review, comment, and approve or disapprove the Plan. If the Dean disagrees with the proposed Plan, s/he will outline concerns in writing and work with the candidate and program to resolve any differences. If the Dean does not send written disapproval of a Plan by the deadline, the proposed Plan is treated as approved by the Dean and forwarded to the Provost.
 - 3) **Provost's Opinion:** Where the candidate, program and Dean cannot reach agreement on a Plan, the candidate may appeal to the Provost. The Provost will have thirty days to render an opinion explaining his/her reasons for finding the Plan to be acceptable or not.
 - 4) **Candidate's Response:** The candidate may revise his/her Plan in response to the Provost's opinion.
 - 5) **Revisions of Faculty Plans:** In response to new opportunities or unexpected challenges, probationary faculty may propose revisions of their Plans and seek approval through the process described above.

4. Use and limitations of the Plans in Review Cycles

- i. In the faculty member's performance reviews, he or she should report on the accomplishment of those goals outlined in the Plan as well as on the quality of their having been accomplished, on progress in meeting all applicable standards leading toward tenure, and other activities as seem appropriate.
- ii. Candidates will be evaluated on the extent and quality of their performance on the evaluation criteria established by all applicable standards and on the professional academic judgments of the reviewers, and should document their accomplishments accordingly.
- iii. Under normal circumstances, strong positive performance in accomplishing the comprehensive goals outlined in an approved Plan will lead to reappointment, reappointment with tenure, and/or promotion, but under no circumstances will such actions be guaranteed.

D. Second Year Decision ("Action") Review

1. **Timing:** Early in the Spring Term, the candidate initiates his or her Performance Review by creating a Review File as described in this MOA. In addition to the required documents, the candidate should include a brief (recommended: five pages) self-evaluation of his or her progress towards the goals set forth in the Faculty Plan, and such additional supporting evidence as s/he deems appropriate.
2. **Standards for Action:** It is understood that candidates will generally be reappointed unless their teaching is judged to be so inadequate as to warrant termination at the end of the academic year. Candidates who are not making sufficient progress towards tenure but whose teaching is judged adequate will be reappointed for a terminal year. Candidates who, overall, are making satisfactory progress toward tenure will be reappointed for two years.
3. **Review by PRC and Dean:** All files are reviewed by the PRC and the Dean. The PRC, in the manner described in Section III.B. above, shall makes its recommendation (reappointment for two years, a terminal one-year appointment, or non-reappointment) and forward its recommendation to the Dean in a letter (copied to the candidate) that makes its reasons transparent. A tie vote by the PRC results in a recommendation for a terminal one-year appointment, which is treated as a negative vote relative to triggering a review process.

Rights of the Faculty Member under Review: The Candidate has the right to respond formally to the PRC's letter or to any dissenting letter within three (3) working days. The response will be included as part of the candidate's review file and forwarded to the Dean to be considered before s/he makes her or his recommendation. The Candidate has the

right to respond formally to the Dean's letter within three (3) working days. The response will be included as part of the candidate's review file.

If the PRC and Dean have recommended reappointment for two years, the file will be forwarded by the Provost to the President for a recommendation to the Board of Trustees and the Provost will not undertake an independent review.

If either the Dean or the PRC recommends termination at the end of the year or re-appointment for a single-year terminal contract, the file should be transmitted to the FRC in a timely fashion, as determined by the Personnel Actions Calendar.

4. **FRC Review:** The FRC shall review the files of candidates who were not recommended for reappointment for two years by either the PRC or Dean in accordance with the procedures set forth in Section III.D. above and transmit its recommendation to the Provost with a copy to the candidate.

Rights of the Faculty Member under Review: The Candidate has the right to respond formally to the FRC's letter within three (3) working days. The response will be included as part of the candidate's review file.

5. **Provost's Review:** If either the PRC or Dean did not recommend reappointment for two years, the Provost will undertake an independent review of the candidate's file and make a recommendation to the President for non-reappointment, reappointment for a terminal year, or for reappointment for the third and fourth years. The Provost's recommendation regarding reappointment is recorded in a letter that should reflect her/his assessments of the candidate's strengths and weaknesses relative to all applicable standards and should point out specific areas where the faculty member is not making satisfactory progress toward tenure. The Provost's letter should be transmitted to the candidate and to the President in a timely fashion as determined by the Personnel Actions Calendar.

Rights of the Faculty Member under Review: The Candidate has the right to respond formally to this letter within three (3) working days. The response will be included as part of the candidate's review file.

6. **President's Review:** If at any stage in the review process a recommendation is made against reappointment for two years, the President shall review the file as she/he deems appropriate. Where s/he determines that reappointment for two years is appropriate, the President shall transmit such recommendation to the Board of Trustees for action at its February meeting. Prior to making her/his recommendation and by the date as determined by the Personnel Actions Calendar, the President shall indicate in writing to the candidate whether or not she/he intends to recommend reappointment. If the President does not intend to recommend reappointment, the candidate may request and be granted a meeting with the President, within three (3) working days of having received the President's notification.

7. **Board of Trustees Action:** Final recommendations for reappointment are transmitted to the Board of Trustees for action at its February meeting.

E. Third Year Decision Review

Overview: Faculty entering their third year will be working under two kinds of contracts. Those who received a terminal one-year contract will not be eligible for a third-year decision review. Those who were reappointed for their third and fourth year will prepare an Evaluation File and undergo a Decision Review during the spring cycle under the abbreviated process set forth for Second Year Faculty. If reviewed positively, the candidate will be recommended for a new contract for years four and five, superseding his/her existing contract through year four, and the review cycle will end with a recommendation sent to the Board of Trustees prior to their May meeting. If not reviewed positively, the candidate will not receive a new contract but will serve through the end of the existing contract, i.e. through year four.

F. Fourth Year Decision Review

1. **Overview:** Tenure-track faculty undergo an expanded review in the spring-cycle of their fourth year. This review is essentially a review for reappointment with tenure for a sixth year and consideration for promotion to the rank of Associate Professor. Because this review is considered a tenure review, all levels of review including the President will make independent evaluations.

The expectation is that those deemed eligible for tenure will also be recommended for promotion to the rank of Associate Professor; normally, those not deemed eligible for promotion to the rank of Associate Professor will not be recommended for tenure. Exceptions to this expectation are those faculty appointed under the terms of Section 5.01 of the Policy on Faculty Evaluation provided that their Faculty Plans, proposing that they be exceptions, have been approved. Promotion concurrent with the award of tenure is not the norm for faculty hired at the Associate Professor level or above. However, all evaluators will provide separate recommendations on tenure and promotion.

2. **Timing:** The Fourth Year Decision Review process begins with the Dean notifying the Faculty candidate to prepare a file for tenure and promotion for the spring cycle as determined by the Personnel Actions Calendar. Those candidates invoking the formal process for eliciting external reviews of scholarship/creative activity will need to meet a fall deadline for selecting those reviewers (three months prior to closing of files.)
3. **Responsibility of Candidate:** It is the responsibility of the Faculty Candidate to ensure that his/her file fully documents his/her claims of meeting all appropriate standards for promotion and tenure. While brevity and clarity remain the goals for self-evaluations, it is recognized that such evaluations will be longer than in previous years.
4. **Responsibilities of Reviewers:** As this is a tenure review, it is incumbent upon all evaluators (PRC, Dean, FRC, Provost, and President) to write letters that provide a full

and fair assessment of the applicant's strengths and weaknesses relative to the appropriate standards. The reasons for denying reappointment for a sixth year and/or promotion should be transparent and evaluators should be as clear as possible. Positive recommendations for reappointment to a sixth year with or without promotion are transmitted by the President to the Board of Trustees for action at the May Board meeting.

G. Fifth Year Reconsideration Review

1. **Overview:** Fifth year faculty who were not reappointed for a sixth year, may apply for a Reconsideration Review in the Fall cycle of their Fifth year as determined by the College Personnel Actions Calendar based on grounds set forth in this Procedure. The procedure followed is the same as that set forth for the full Fourth Year Review.
2. **Grounds for Reconsideration Review:** A faculty member who meets any of the following criteria is eligible for reconsideration review.
 - a. The candidate was a mid-year hire whose Fourth Year review took place after 3 years of teaching at Stockton, or the candidate was originally appointed as a XIII-D or XIII-O faculty member and subsequently became tenure track.
 - b. During the Fourth Year Review Process, there was a positive recommendation for tenure by any level of review.
 - c. By the closing of files for the Fall cycle, the candidate will be able to document new accomplishments in scholarship/creative activity and/or service during the period since the Fourth Year process that will provide new evidence of the candidate's meeting the standards for tenure and/or promotion to the rank of Associate Professor.
3. **Timing:** The review process is initiated by the faculty candidate notifying the Dean, in writing, that s/he is requesting a reconsideration review and indicating the grounds for that request. This letter must be received by the Dean by September 15 of the candidate's fifth year.
4. **File:** The faculty candidate should submit a clear and brief statement explaining why s/he believes she meets the standards for tenure and promotion (new self-evaluation) and submit as links or in appendices appropriate new and additional documentation.
5. **Review Process:** The reconsideration review replicates steps of the full Fourth Year Review.

V. REVIEW CYCLE FOR MID-YEAR HIRES

Faculty hired mid-year will receive initial contracts for one-and-one-half years, i.e. through the end of Year 2. In the fall of Year 2 each such faculty member will develop a Faculty Plan – both the candidate and the PRC should note that this allows less time for the process than there is for faculty who begin in September. These faculty will undergo a Decision

Review early in the Spring Term of the second year, under the same terms as other tenure track faculty. The remainder of their review cycles will also be the same as for other tenure track faculty, except that if they are not recommended for tenure as a result of their tenure review in Year 4, they will be entitled to a Reconsideration Review in Year 5.

VI. REVIEW CYCLE FOR LIBRARY FACULTY:

A. First Year Feedback Review: No decision about reappointment is made in the first year. Instead, first year library faculty receive a feedback review based on an abbreviated first-year file, and write a draft Faculty Plan for tenure and promotion.

- 1. Notification and Scheduling:** By the end of the Fall semester, the Director of the Library shall notify each first year library faculty member to prepare a first year file in preparation for a First Year Performance (“Feedback”) Review. This Review should be scheduled early during the Spring term.
- 2. LPC/Associate Director Meeting:** The Feedback Review is an opportunity for the candidate to reflect on his/her first semester at Stockton and to receive constructive feedback from program faculty and the Associate Director. It is based on all applicable standards, with a focus on professional library service. The candidate should meet with the LPC and engage in a serious conversation (“Feedback Review”) regarding progress toward reappointment and tenure. The purpose of this face-to-face conversation is to encourage the candidate in his or her professional development, to offer honest feedback and constructive advice, and to provide structure to the Program’s responsibility to mentor its untenured faculty members.
- 3. Summary:** This conversation is then summarized in the form of a letter to the candidate from the LPC. LPC members should note that the discussion should be a meaningful one and that the letter (about 1-2 pages) should characterize the conversation and address the faculty member’s strengths and weaknesses. This letter shall include the phrase, “by signing this letter, I agree that its contents summarize the discussion between the LPC and the candidate” and should be signed by all members of the LPC, the Associate Dean, and the candidate.
- 4. Rights of the Faculty Member under Review:** The Faculty member under review has the right to respond formally to this letter within three (3) working days. The response will be included as part of the candidate’s review file.
- 5. Director of Library Review:** The Director of the Library reviews the LPC letter and the faculty member’s file and writes a letter summarizing his/her assessment of the candidate’s strengths and weaknesses. This letter shall be sent to the candidate and the Provost.
- 6. Rights of the Faculty Member under Review:** The Faculty member under review has the right to respond formally to this letter within three (3) working days. The response will be included as part of the candidate’s review file.

B. The Library Faculty Plan

Tenure-track Library Faculty are required to articulate a Plan for Tenure and Promotion (“Plan”). A “Plan” is a statement of intent to meet all applicable standards over a designated period of time in a specific manner. As such, it will contain anticipated activities and a delineation of the evidence/measurable outcomes that might be used to judge the quality of their achievement.

Individual Faculty Plans will be constructed on the basis of all applicable standards involving professional library service, scholarship/creative activity, community service, and teaching as appropriate, as well as the general responsibilities of a faculty member. Plans may vary and change over time as a result of such factors as:

- The nature of one’s work before one’s original appointment at the College
- Particular contractual obligations, including those in the initial appointment
- Previous evaluations at various levels of review
- Approved changes in earlier Plans
- New challenges and opportunities

It is the responsibility of the tenured members of the Library faculty to make themselves available for meaningful consultation and discussion with the candidate and among themselves until a Plan is approved by all parties to the approval process.

Tenure-track library faculty shall follow the same timelines and procedures regarding developing and approving Plans for tenure and promotion as other faculty, except that the Library Personnel Committee (LPC) shall take the place of the PRC; the Associate Director of the Library shall substitute for the Dean, and the Director of the Library shall substitute for the Provost.

C. Second Year Decision (“Action”) Review

1. Overview: Tenure Track Library Faculty in their second year are expected to finalize an approved formal Plan, to prepare an Evaluation File, and to undergo a Decision Review. As explained in this section, that review generally will be by the program Associate Director, Library Personnel Committee and the Director of the Library.

2. Notification and Scheduling: At the beginning of the Fall semester, the Director shall notify each second year faculty member to complete a draft of his/her Plan to be approved by the LPC by the first precepting date, and advise the candidate s/he will need to prepare a file for a Second Year Decision Review to be scheduled during the following semester.

- a. Early in the Spring Term, the candidate initiates his or her Performance Review by creating a Review File as described in this MOA. In addition to the required documents, the candidate should include a brief (recommended: five pages) self-

evaluation of his or her progress towards the goals set forth in the faculty Plan and such additional supporting evidence as s/he deems appropriate.

3. Standards for Action: It is understood that candidates will generally be reappointed unless their professional librarian service is so inadequate that reviewers determine that allowing the person to continue at Stockton beyond the contract year will be detrimental to the delivery of Library services. Candidates who are not making sufficient progress towards tenure but whose continued presence is not deemed detrimental to the delivery of Library services will be reappointed for a terminal year. Candidates who, overall, are making satisfactory progress toward tenure will be reappointed for two years.

4. Review by Associate Director: All files are reviewed by the Associate Director. The Associate Director will make his/her recommendation (reappointment for two years, a terminal one-year appointment, or non-reappointment) in the manner described in Section III.H. above, and forward this recommendation to the LPC in a letter (copied to the candidate) that makes his/her reasons transparent.

Rights of the Library Faculty Member Under Review. The Candidate has the right to respond formally to the Associate Director's letter within three (3) working days. The response will be included as part of the Candidate's review file and forwarded along with the file to the LPC.

5. Review by the LPC: The LPC, in the manner described in Section III.I. above, will make its recommendation (reappointment for two years, a terminal one-year appointment or non-reappointment) and forward its recommendation to the Director in a letter (copied to the Candidate) that makes its reasons transparent. A tie vote by the LPC results in a recommendation for a terminal one-year appointment, which is treated as a negative vote relative to triggering a review process.

Rights of the Library Faculty Member under Review: The Candidate has the right to respond formally to the LPC's letter or to any dissenting letter within three (3) working days. The response will be included as part of the Candidate's review file and forwarded to the Director to be considered before s/he makes her or his recommendation.

6. Review by Director: The Director will make his/her recommendation in the manner described in Section III.J. above, in a letter that makes her or his reasons transparent. The letter becomes part of the file which is then transmitted to the Provost. A copy is provided to the Candidate.

Rights of the Library Faculty Member under Review: The Candidate has the right to respond formally to the Director's letter within three (3) working days. The response will be included as part of the Candidate's review file.

If the Associate Director, LPC, and Director have recommended reappointment for two years, the file will be forwarded by the Provost to the President for a recommendation to the Board of Trustees.

If either the Associate Director, LPC, or Director recommends termination at the end of the year or re-appointment for a single-year terminal contract, the file should be transmitted to the Provost in a timely fashion, as determined by the Personnel Actions Calendar, for his or her review.

7. Provost's Review: The Provost will undertake an independent review of the Candidate's file and make a recommendation to the President for non-reappointment, reappointment for a terminal year, or for reappointment for the third and fourth years. The Provost's recommendations regarding reappointment are recorded in a letter that should reflect her/his assessments of the Candidate's strengths and weaknesses relative to all applicable standards and should point out specific areas where the faculty member is not making satisfactory progress toward tenure. The Provost's letter should be transmitted to the Candidate and to the President in a timely fashion as determined by the Personnel Actions Calendar.

Rights of the Faculty Member under Review: The Candidate has the right to respond formally to this letter within three (3) working days. The response will be included as part of the Candidate's review file.

8. President's Review: If at any stage in the review process a recommendation is made against reappointment for two years, the President shall review the file as she/he deems appropriate. Where s/he determines that reappointment for two years is appropriate, the President shall transmit such recommendation to the Board of Trustees for action at its February meeting. Prior to making her/his recommendation, and by the date as determined by the Personnel Actions Calendar, the President shall indicate in writing to the Candidate whether or not she/he intends to recommend reappointment. If the President does not intend to recommend reappointment, the Candidate may request and be granted a meeting with the President, within three (3) working days of having received the President's notification.

9. Board of Trustees Action: Final recommendations for reappointment are transmitted to the Board of Trustees for action at its February meeting.

D. Third Year Decision Review

Overview: Library Faculty entering their third year will be working under two kinds of contracts. Those who received a terminal one-year contract will not be eligible for a third-year decision review. Those who were reappointed for their third and fourth year will prepare an Evaluation File and undergo a Decision Review during the spring cycle under the abbreviated process set forth for Second Year Faculty. If reviewed positively, the candidate will be recommended for a new contract for years four and five, superseding his/her existing contract through year four and the review cycle will end with a recommendation sent to the Board of Trustees prior to their May meeting. If not reviewed positively, the candidate will not receive a new contract but will serve through the end of the existing contract, i.e. through year four.

E. Fourth Year Decision Review

1. Overview: Tenure-track library faculty undergo an expanded review in the spring-cycle of their fourth year. This review is essentially a review for reappointment with tenure for a sixth year. Where permissible under this MOA, fourth year library faculty may elect to apply for promotion to a higher rank at the same time they undergo review for tenure. Because this review is considered a tenure review, all levels of review including the President will make independent evaluations. All evaluators will provide separate recommendations on tenure and promotion.

2. Timing: The Fourth Year Decision Review process begins with the Director notifying the faculty candidate to prepare a file for tenure and promotion for the spring cycle as determined by the Personnel Actions Calendar. Those candidates invoking the formal process for eliciting external reviews of scholarship/creative activity will need to meet a fall deadline for selecting those reviewers (three months prior to closing of files.)

3. Responsibility of Candidate: It is the responsibility of the Candidate to ensure that his/her file fully documents his/her claims of meeting all appropriate standards for promotion and tenure. While brevity and clarity remain the goals for self-evaluations, it is recognized that such evaluations will be longer than in previous years.

4. Responsibilities of Reviewers: As this is a tenure review, it is incumbent upon all evaluators (Associate Director, LPC, Director of the Library, Provost, and President) to write letters that provide a full and fair assessment of the applicant's strengths and weaknesses relative to the appropriate standards. The reasons for denying reappointment for a sixth year and/or promotion should be transparent and evaluators should be as clear as possible. Positive recommendations for reappointment to a sixth year with or without promotion are transmitted by the President to the Board of Trustees for action at the May Board meeting.

F. Fifth Year Reconsideration Review

1. Overview: Fifth year faculty who were not reappointed for a sixth year, may apply for a Reconsideration Review in the Fall cycle of their Fifth year as determined by the College Personnel Actions Calendar based on grounds set forth in this MOA. The procedure followed is the same as that set forth for the full Fourth Year Review.

2. Grounds for Reconsideration Review: A candidate who meets any of the following criteria is eligible for reconsideration review.

- i. The candidate was a mid-year hire whose Fourth Year review took place after 3 years of library service at Stockton.
- ii. During the Fourth Year Review Process, there was a positive recommendation for tenure by any level of review.
- iii. By the closing of files for the Fall cycle, the candidate will be able to

document new accomplishments in the period since the Fourth Year process that will provide new evidence of the candidate's meeting the standards for tenure.

3. **Timing:** The review process is initiated by the faculty candidate notifying the Director, in writing, that s/he is requesting a reconsideration review and indicating the grounds for that request. This letter must be received by the Director by September 15 of the candidate's fifth year.

4. **File:** The faculty candidate should submit a clear and brief statement explaining why s/he believes she meets the standards for tenure and promotion (new self-evaluation) and submit as links or in appendices appropriate new and additional documentation.

5. **Review Process:** The reconsideration review replicates steps of the full Fourth Year Review.

VII. REVIEW CYCLE FOR PART TIME FACULTY

1. During their first four years of teaching, part-time faculty will be reviewed at the levels of the PRC and Dean, and will be reviewed by the FRC, Provost and President only if there is a negative recommendation at a lower level.
2. In their fifth year, review will also include review by the FRC and Provost.
3. If reappointed to a sixth year, part-time faculty will subsequently be eligible for reappointment to two-year contracts. Part-time faculty applying for two-year reappointments will be reviewed at the levels of the PRC and Dean, and will be reviewed by the FRC, Provost, and President only if there is a negative recommendation at a lower level.
4. In all cases where a part-time faculty member is recommended for reappointment, the recommendation to the Board of Trustees will be made by the President. The President reserves the right to review all files.

VIII. REVIEW CYCLE FOR FACULTY HIRED PURSUANT TO ARTICLE XIII-D

Master Agreement: Contracts of Faculty hired pursuant to XIII-D are governed by the Master Agreement. These faculty are subject to review, but are not recommended for reappointment to a second year. However, if employment extends beyond one (1) academic year, visiting XIII-D faculty will be on a normal contract and will be considered for reappointment in the normal manner unless reappointed to replace an employee on leave or to fill a position where there was no bona fide affirmative action search or to fill a grant-funded position. Visiting faculty may serve a third year under XIII-D only if reappointed to replace an employee on leave or to fill a grant-funded position. In no event will a visiting faculty be on a XIII-D appointment beyond three years.

Review: All XIII-D visiting faculty should prepare a file as described for First Year Tenure Track Faculty to be reviewed under the procedures for First Year Tenure-Track Faculty up to and including the level of Dean.

If an opening develops at the College for which the faculty member is eligible, s/he may apply, and the materials developed in the aforesaid evaluation procedures will be considered along with any additional information the employee presents.

Tenure: Those who anticipate the possibility of later applying for a tenure-track position at Stockton should understand that current State law grants tenure to a faculty member who teaches full-time for more than five consecutive years. For that reason, all faculty in their fourth year of full-time teaching at Stockton will undergo a tenure review as set forth in this document. With this in mind, visiting XIII-D faculty who anticipate seeking a tenure-track position should consider consulting with colleagues and their Dean to create an informal plan for achieving tenure.

IX. REVIEW CYCLE FOR FACULTY HIRED PURSUANT TO ARTICLE XIII-O.

Master Agreement: Contracts of Faculty hired pursuant to XIII-O are governed by the Master Agreement.

Review: Faculty hired pursuant to XIII-O should prepare a file as described for First Year Tenure Track Faculty to be reviewed under the normal procedures for First Year Tenure-Track Faculty up to and including the level of Dean.

Tenure: Those who anticipate the possibility of later applying for a tenure-track position at Stockton should understand that current State law grants tenure to a faculty member who teaches full-time for more than five consecutive years. For that reason, all faculty in their fourth year of full-time teaching at Stockton will undergo a tenure review as set forth in this document. With this in mind, visiting XIII-O faculty who anticipate seeking a tenure-track position should consider consulting with colleagues and their Dean to create an informal plan for achieving tenure.

X. REVIEW CYCLES FOR FACULTY APPOINTED UNDER ARTICLE XIII-D OR XIII-O WHO SUBSEQUENTLY BECOME TENURE TRACK FACULTY

XIII-D or XIII-O faculty who are appointed to tenure track positions in Year 2 will receive an initial contract for one year. They will create a Faculty Plan in the fall of Year 2. In early spring of Year 2 they will undergo an action review the same as other tenure track faculty, and their subsequent reviews will also be the same as for other tenure track faculty, except that if they are denied tenure in Year 4 they will be entitled to a Reconsideration Review in Year 5.

Those who are appointed to tenure track positions in Year 3 will receive an initial contract for one year. They are not required to develop Faculty Plans but may do so informally as noted above. They will be reviewed in spring of Year 3 and will be recommended for either a two-year contract for Years 4 and 5 with a tenure review in Year 4 or a terminal one-year contract for

Year 4. The review in Year 3 will be by the PRC and Dean unless either of these levels recommends a terminal one-year contract, in which case the review will extend to the FRC, Provost, and President. Those who have a tenure review in Year 4 and are not recommended for tenure will be entitled to a Reconsideration Review in Year 5.

Those who are appointed to tenure track positions in Year 4 will receive an initial two-year contract through Year 5. They will have a tenure review in Year 4 the same as other tenure track faculty. If not recommended for tenure they will be entitled to a Reconsideration Review in Year 5.

XI. FACULTY HOLDING JOINT APPOINTMENTS IN MORE THAN ONE COLLEGE PROGRAM OR REASSIGNED FACULTY

The Program active in the faculty member's performance review is the faculty member's primary program at the time of review.

XII. AFFILIATED FACULTY

Affiliated faculty will be reviewed informally by the Dean three months before the conclusion of the appointment. The Dean may consult with others, including appropriate faculty, as appropriate and necessary. At the conclusion of the review, the Dean may recommend to the Provost that the appointment of the affiliated faculty member be renewed for a specified period of time. The Provost will consider the request and bring a recommendation to the President, who will make a decision and notify the Provost. Recommendations to renew such appointments are taken to the Board of Trustees for formal action.

XIII. REVIEW FOR PROMOTION OF TENURED AND PART-TIME FACULTY (See separate section on Promotional reviews for Library Faculty)

A. General Principles

General promotional procedures for faculty eligible for promotional consideration are governed by the Agreement between the State of New Jersey and the Council of New Jersey State College Locals. The College procedure for promotion to specific ranks follows below.

Assistant Professors normally apply for and are reviewed for promotion to the rank of Associate Professor concurrent with their reviews for tenure, and normally the advancement in rank is awarded concurrent with tenure.

Assistant Professors who are tenured and who meet the qualifications for the higher rank, may request consideration for promotion to the level of Associate Professor at any time, following the procedures and schedule outlined for promotion consideration, including the (optional) formal procedure for procuring external letters, outlined in this MOA.

Associate Professors who meet the qualifications for the higher rank may request consideration for promotion to the level of Professor at any time, by following the procedures and schedule

outlined for promotion consideration outlined in this MOA. Note that promotion to the rank of Professor requires formal solicitation of external reviewers of scholarship, through a process that begins three months prior to the closing of files. For further details see Section II.B.3.c. Those promoted prior to tenure will be judged for tenure at the higher rank. For Faculty hired at the rank of Associate Professor or Professor, promotion to a higher rank concurrent with the awarding of tenure is not the norm.

Professors who meet the qualifications for Distinguished Professor must be nominated by a minimum of three current faculty members who hold the rank of Professor. Note that promotion to the rank of Distinguished Professor requires formal solicitation of external reviewers of scholarship, through a process that begins three months prior to the closing of files. For further details see Section II.B.3.c.

B. Review Files for Candidates seeking Promotion:

1. Candidates for promotion to Associate or Professor should prepare files following the format described in this Procedure for the Evaluation Files of candidates for tenure.
2. Candidates for promotion to Distinguished Professor should prepare a file that includes the following:
 - a. The standard required background information.
 - b. A narrative description of the contributions that fulfill the expectations for the award. (F)
 - c. Examples of those contributions that have been regarded as exemplary or significant to the respective award. (F)
 - d. External letters evaluating and commenting on the candidate's meeting all expectations for the rank of Distinguished Professor, elicited through the formal process for eliciting external reviews of scholarship and, where appropriate, for service as set forth in this agreement. (S)

C. Promotional Procedure for Library Faculty:

General promotional procedures for faculty eligible for promotional considerations are governed by the Master Agreement between the State of New Jersey and the Council of New Jersey State College Locals.

1. **Timing and Files:** As set forth in the Master Agreement, promotion of library faculty is initiated by an announcement by the President that opportunities are available for growth and/or structural promotions.

Once announcements have been made, the Library Faculty member initiates an application for promotion by notifying the Associate Director and Director of his/her intent to apply and by compiling and submitting a file for promotion no later than November 1 for Growth Promotions and by specified deadlines for Structural Promotions. The file should follow the format described in this Procedure for tenure files

and should demonstrate that the applicant meets the criteria established for rank in the College Standards.

2. **Procedure for Review:** Review of applications shall follow the procedures set forth in this Procedure for tenure for Library Faculty, except for the following:
 - a. In accordance with the requirements of the Master Agreement, evaluators shall rank order all acceptable applications. These rankings shall include one ranking for each available structural promotion and one overall ranking for any available growth promotions.
 - b. In accordance with the requirements of the Master Agreement, materials shall be submitted to the Director of the Library no later than February 1 for growth promotions and within 30 days of the application closing date for structural promotions. A copy of the summary evaluations shall be sent to each affected faculty applicant.
 - c. In the event that a Master Agreement ratified after the signing of this agreement changes the requirements or procedures for library promotions, this agreement will be deemed modified and amended to conform to the Master Agreement.

XIV. PROCEDURES FOR FACULTY SEEKING RANGE ADJUSTMENT

A. Intent: The merit-based range adjustment program is not intended to replace or supersede the established promotion process for members of the faculty, but is intended to supplement the established promotions process in the unusual case where an individual faculty member does not meet the objective criteria for promotion to another, higher rank, or who is at the Professor rank, and who for reasons of superior performance within rank is deemed worthy of a range adjustment within his or her rank.

B. Criteria: Full-time faculty members who believe they meet the following criteria may apply for merit-based range adjustment within rank:

- 1) The applicant is at the rank of Professor or is below the rank of Professor and does not satisfy the objective criteria for promotion.
- 2) The applicant has not received a promotion or range adjustment within the prior six calendar years.
- 3) The applicant has satisfied all of the College's expectations regarding his or her responsibilities at the College and meets or exceeds the following criteria:
 - a. The applicant presently exhibits and has consistently demonstrated over a significant period of time extraordinary and superior quality of performance in teaching and in either or both of the following areas: professional service and scholarly/creative activity.

- b. The applicant presently exhibits and has consistently demonstrated over a significant period of time a cooperative effort to achieve the goals and objectives of the College.
- c. The applicant has acted in a professional capacity which brings credit to himself or herself, the College and to his or her professional field.

C. Procedure:

- 1) **Application:** The faculty member shall prepare and submit a letter of application and file for review according to the procedures established for promotion of tenured faculty, except that applications for range adjustment and for promotions shall be made in alternate semesters. The application file shall be organized similar to a file for promotion and submitted electronically. It should include the following:
 - a. Part I: **Required Background Materials** as set forth in this Procedure.
 - b. Part II: **Written Statement (F):** A written statement explaining how the applicant **believes** s/he has met the criteria set forth above. Applicants should strive for brevity and clarity, and should limit their statements to no more than 15 pages.
 - c. Part III: **Supporting Documents (F):** The candidate is free to provide additional material as deemed appropriate and necessary to support her/his claims that s/he merits range adjustment.
- 2) **Review Process:**
 - a. Applications for range adjustment shall follow the same review process as applications by tenured faculty for promotion to Associate Professor, except that such applications shall be reviewed during alternate semesters.
 - b. Each application will be considered on its own individual merits, and not in comparison with other applications which may be submitted for consideration.
 - c. If the President of the College approves the application, s/he will make a positive recommendation to the Board of Trustees for a two-range adjustment.
 - d. If approved by the Board of Trustees, the merit-based range adjustment within rank will be effective at the beginning of the Fall semester following the action by the Board.

XV. POST-TENURE REVIEW

All faculty and library faculty members who have been awarded tenure at the College will be reviewed every five years in accordance with the law and the most recent Master Agreement. A procedure will be negotiated if required by changes in the law or in the Master Agreement.

XVI. GENERAL PROVISIONS:

A. Deadlines for all Procedures: The deadline for submission of applications and all actions subsequent shall be established and published in the “Personnel Actions Calendar” which shall be promulgated on or before October 1 of each academic year.

B. Additional verification: Reappointment, Tenure, Promotional Reviews: The Provost or the President may seek additional verification beyond information submitted in the file.

C. Withdrawal of Application: Faculty and Library Faculty may withdraw an application for reappointment, tenure, promotion, or range adjustment at any time prior to the issuance of the President’s letter of recommendation.

D. Letters of Reappointment:

- i. The Master Agreement provides that members of the AFT negotiations unit shall be provided with a letter of reappointment that shall include: (a) the name of the College; (b) the dates for which the letter of appointment or reappointment is effective; (c) the title for the position; (d) the salary rate; and (e) a list of the field or fields in which he or she is expected to teach or work. Each employee upon initial appointment shall also be provided with a copy of the Master Agreement and the current salary schedule.
- ii. The letter of appointment for members of the AFT negotiations unit will state that the faculty member will be subject to a performance review on an annual basis pursuant to the reappointment procedures established herein.

E. Funding: All appointments and reappointments are subject to the appropriation of appropriate funding by the Legislature of the State of New Jersey; and letters of appointment shall so state.

F. Effective Date of These Procedures and their Review:

1. **Newly Hired Faculty:** Faculty hired to begin teaching and Library Faculty hired to perform Library Service beginning September 1, 2012 or later shall be subject to these procedures.
2. **Currently Tenured Faculty:** Tenured faculty applying for promotion or range adjustment shall be subject to these procedures beginning Fall 2012.

3. **Part-Time Faculty, Faculty Hired on Article XIII (D) and XIII (O) contracts, and Faculty with joint appointments to other institutions:** Shall be subject to these procedures beginning Fall 2012.

4. **Probationary Tenure-Track Faculty and Library Faculty:**

- a. Tenure track Faculty and Library Faculty who will be in their second or third year in Fall 2012 will continue on the review cycle outlined in the 2007 Procedure. However, beginning with their Decision Review in Spring 2013, their files should be constructed in accordance with this Procedure, and in their second and third years their files will be reviewed only up through the level of the Dean unless there is a negative recommendation by the PRC or Dean.
- b. Tenure track faculty who will be in their fourth year in Fall 2012 and who have contracts through year 5 will undergo a tenure review in the Spring of 2013. They should construct their files for that review in accordance with this Procedure. Should they not be recommended for tenure, any request for a reconsideration review will be evaluated under the terms of this Procedure.
- c. Tenure track faculty who will be in their fifth year in Fall 2012 and who have been granted a reconsideration review should construct their files in accordance with this agreement. The procedure followed will be in accordance with this agreement.

Tables Summarizing Review Cycles:

Table 1: Review Cycles for Tenure Track Faculty

Type of Review	Basis of Review	Order of Review	Additional Steps if Negative Review	Timing and Possible Outcomes
First year feedback review	Applicable standards, focus on teaching	PRC Dean		Early spring term
Development of faculty plan	All applicable standards	PRC Dean	Provost to settle disagreements	Draft in 2 nd semester of year 1; finalized fall of year 2
Second year action review	All standards; progress on plan	PRC Dean	FRC Provost President	For February BOT Possible outcomes: <ul style="list-style-type: none"> • No reappointment • One-year terminal • Two-year contract
Third-year action review	All standards, progress on plan	PRC Dean	FRC Provost President	For May BOT Possible outcomes: <ul style="list-style-type: none"> • No extension • Extension through year 5
Fourth-year tenure review	All standards, progress on plan	PRC Dean FRC Provost President		For May BOT Possible outcomes: <ul style="list-style-type: none"> • Tenure granted for year 6 • Tenure not granted
Fifth-year reconsideration review. (if Grounds are satisfied)	Pertinent accomplishments that meet applicable standards	PRC Dean FRC Provost President		For December BOT Request by September 15

Table 2: Review Cycles for Tenured Faculty Seeking Promotion or Range Adjustment

Type of Review	Basis of Review	Order of Review	Additional Steps if Negative Review	Timing and Possible Outcomes
Promotion	All standards	PRC Dean FRC Provost President		For December BOT
Range adjustment	Criteria per Procedure	PRC Dean FRC Provost President		For May BOT

Table 3: Review Cycles for Part-Time Faculty

Type of Review	Basis of Review	Order of Review	Additional Steps if Negative Review	Timing and Possible Outcomes
Annual reviews, years 1-4	Applicable standards, in view of nature of appointment	PRC Dean	FRC Provost President	For February BOT
Annual review, year 5	Applicable standards, in view of nature of appointment	PRC Dean FRC Provost President		For February BOT
Subsequent annual reviews	Applicable standards, in view of nature of appointment	PRC Dean	FRC Provost President	For February BOT Two-year contracts; feedback reviews in intervening years.
Promotion	Applicable standards	PRC Dean FRC Provost President		For February BOT, in conjunction with any scheduled review

Table 4: Review Cycles for Faculty Appointed Under Article XIII-D or XIII-O

Type of Review	Basis of Review	Order of Review	Additional Steps if Negative Review	Timing and Possible Outcomes
XIII-D	Applicable standards, focus on teaching	PRC Dean		Early spring No action follows
XIII-O Initial contracts for 2 or 3 years	Applicable standards, in view of nature of appointment	PRC Dean	FRC Provost President	Early spring Note: continued employment is contingent on meeting performance standards

Table 5: Review Cycles for Library Faculty

Type of Review	Basis of Review	Order of Review	Additional Steps if Negative Review	Timing and Possible Outcomes
First-year feedback review	Service in first semester	LPC Director		Early spring term
Development of faculty plan	All applicable standards	LPC Associate director	Director to settle disagreements	Draft in 2 nd semester of year 1; finalized fall of year 2
Second-year action review	All standards; progress on plan	Associate Director LPC Director	Provost President	For February BOT Possible outcomes: <ul style="list-style-type: none"> • No reappointment • One-year terminal • Two-year contract
Third-year action review	All standards, progress on plan	Associate Director LPC Director	Provost President	For May BOT Possible outcomes: <ul style="list-style-type: none"> • No extension • Extension through year 5
Fourth-year tenure review	All standards, progress on plan	Associate Director LPC Director Provost President		For May BOT Possible outcomes: <ul style="list-style-type: none"> • Tenure granted for year 6 • Tenure not granted
Fifth-year reconsideration review. (if Grounds are satisfied)	New accomplishments that meet applicable standards	Associate Director LPC Director Provost President		For December BOT Request by September 15

Table 6: Review Cycles for Faculty Hired Mid-Year

Type of Review	Basis of Review	Order of Review	Additional Steps if Negative Review	Timing and Possible Outcomes
Initial contract is through year 2; no review in year 1				
Development of faculty plan	All applicable standards	PRC Dean	Provost to settle disagreements	Fall of year 2
Second year action review	Same as other tenure track faculty			
Third-year action review	Same as other tenure track faculty			
Fourth-year tenure review	Same as other tenure track faculty			
Fifth-year reconsideration review. (automatically granted for these faculty)	Same as other tenure track faculty			

Appendix: Suggested Template for Faculty Plan

Submitted by:

Date:

Teaching

Objective 1:

Methods of accomplishing objective:

Methods for measuring accomplishment of objective:

General date by which objective will be accomplished:

Objective 2:

Methods of accomplishing objective:

Methods for measuring accomplishment of objective:

General date by which objective will be accomplished:

Etc.

Scholarship

Objective 1:

Methods of accomplishing objective:

Methods for measuring accomplishment of objective:

General date by which objective will be accomplished:

Objective 2:

Methods of accomplishing objective:

Methods for measuring accomplishment of objective:

General date by which objective will be accomplished:

Etc.

Service

Objective 1:

Methods of accomplishing objective:

Methods for measuring accomplishment of objective:

General date by which objective will be accomplished:

Objective 2:

Methods of accomplishing objective:

Methods for measuring accomplishment of objective:

General date by which objective will be accomplished:

Etc.