

MEMORANDUM OF AGREEMENT

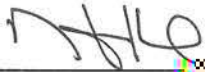
Procedure for the Evaluation of Faculty and Library Faculty

The University of Stockton Evaluation of Faculty and Library Faculty  
the Evaluation of Faculty and Library Faculty  
adopted in 2014, and the University of Stockton  
document.

This Agreement shall remain in full force and effect from this date until August 31, 2018 unless  
modified by changes in the University of Stockton or Agreement. The Agreement shall automatically be renewed  
from year to year unless either party gives written notice of  
its desire to terminate, modify or amend this Agreement. Said notice shall be given to the other  
party in writing no later than 30 days prior to the beginning of any succeeding year for which this Agreement is automatically renewed.

IN WITNESS THEREOF, the University and the Stockton Faculty Association  
this Memorandum of Agreement to be executed this 1<sup>st</sup> day of July 2018.

For: Stockton



Harvey Kesselman, Acting President



Anne E. P. Omerby, President



III.

H.	Sixth Year Reconsideration Review	34
V.	Review Cycle for Mid-Year Hires	35
<b><i>For Faculty Hired To Tenure Track Positions Prior To September 1, 2014</i></b>		
E.	Third Year Review	35
F.	Fourth Year Decision Review	36
G.	Fifth Year Reconsideration Review	36
V.	Review Cycle for Mid-Year Hires	37
VI.	Review Cycle for Library Faculty	38
A.	First Year Feedback Review	38
B.	The Faculty Plan	39
C.	Second Year Decision (“Action”) Review	39
<b><i>For Library Faculty Hired To Tenure Track Positions After September 1, 2014</i></b>		
D.	Third Year Feedback Review	42
E.	Fourth Year Decision Review	43
F.	Fifth Year Decision Review	43
G.	Sixth Year Reconsideration Review	44
<b><i>For Library Faculty Hired To Tenure Track Positions Prior To September 1, 2014</i></b>		
D.	Third Year Feedback Review	44
E.	Fourth Year Decision Review	45
F.	Fifth Year Reconsideration Review	46
VII.	Review Cycle for Part Time Faculty	46
VIII.	Review Cycle for Faculty Hired Pursuant to Article XIII-D	47
IX.	Review Cycle for Faculty Hired Pursuant to Article XIII-O	47



Tables Summarizing Review Cycles	55
Template for Faculty Plan	61
Template for Library Faculty Plan	62

**TITLE: PROCEDURE FOR EVALUATION OF FACULTY AND LIBRARY FACULTY**

**These Procedures govern the process for tenure, promotion, and range adjustment for faculty and library faculty. This Memorandum of Agreement is a companion document to the most current Faculty Evaluation Policy adopted by the Board of Trustees.**

**I. PREAMBLE, DEFINITIONS**

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 University, 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, XIII-O, and XIII-M faculty, but not adjunct, emeriti/ae or affiliated faculty.

**In-Program Mentor:** An In-Program Mentor is a tenured faculty member selected by a candidate in consultation with his or her Dean to provide program-specific guidance about the teaching, scholarly activity, and service expectations of the candidate. The In-Program Mentor may be a member of the candidate’s Program Review Committee. As appropriate, the senior faculty member will clearly explain the differences between the role of mentor and of peer evaluator to the candidate.

**Out-of-Program Mentor:** An Out-of-Program Mentor is a tenured faculty member selected by a candidate in consultation with his or her Dean to provide University-wide guidance about the teaching, scholarly activity, and service expectations of the candidates. The Out-of-Program Mentor may be a member of the candidate’s Faculty Review Committee. As appropriate, the senior faculty member will clearly explain the differences between the role of mentor and of peer evaluator to the candidate.

**Review Advisor:** A Review Advisor is a tenured faculty member that may be 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 may select a Review Advisor no later than the end of their second semester at Stockton. Tenured faculty seeking promotion to the rank of Full

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 the semester 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 University 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 University 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 University headed by an Academic Dean or other academic officer with line responsibility over faculty. For purposes of this definition,





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  
The Faculty Review Committee (FRC)  
Provost  
President  
Board of Trustees

The following additional persons at the University 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 and Continuing 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. Faculty candidates are strongly encouraged to select and meet with a Review Advisor early in the process of planning file construction, as needed for consultation during the process of file construction, and just prior to the closing of a constructed file. Candidates are also strongly encouraged to attend file construction, teaching excellence, scholarly-focused, and service-oriented sessions and workshops offered by the Institute for Faculty Development (IFD) and other professional development venues. The FRC shall collaborate with the IFD on such sessions each year (see Section III, H.3.)

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 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 accurate representations of one's achievements. Note that this Procedure outlines both required documents and also suggests optional materials to support an applicant's own assessment of his/her achievements 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

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. Materials Required for Part-Time Faculty, and Visiting Faculty Hired Pursuant to XIII-D and XIII-O**

In addition to the required background material, Part-time and Visiting Faculty should include: (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 University 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/her progress.

**Service:** The candidate should include a statement of service provided to the University 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 in or linked to an applicant's file. For convenience purposes, 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). 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.

Tenured faculty applying for promotion or range adjustment must include all results of past evaluations since their last positive personnel action or the past five years, whichever is shorter. **(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

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 review 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.)

**(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:**

**1. Selection of External Reviewers:**

- a. **Tenure, Associate Professor, Range Adjustment: (Optional):**



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 on other grounds shall confer with the Dean to select at least two external reviewers, 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. **In all cases (ranks),** 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

- 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.

- 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, University, 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 University.
- 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 University.
- 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 consi

- 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.
  - 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 reviewers' comments.
  - 2) No letter from an external reviewer will be considered over the objection of the candidate if it arrives after the closing of

review so affected will be given three 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.

- h. **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.

##### **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 University, 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. **(Required) Self-Evaluation (F):** 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.

##### **c. Documentation (as links or appendices):**

1. **Library Service (F):** 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.

2. **Scholarship/Creative Activity:** (S) 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.
3. **Teaching:** (a) (S) 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. (F) 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.  
(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.
4. **Community Service T y Service**

presenters of files, the materials contained in the files, the nature of the discussion, and the numbers of the positive and/or negative votes. Reviewers will be given access to the results of each of the subsequent levels of review at the conclusion of the cycle and are expected to keep such information confidential.

- 2. Access to Files/IDEA:** The University and SFT are transitioning to a fully electronic system for file submission. In the meantime, 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)**

- 1. General:** Consideration at the program level is by the Program Review Committees (PRC). Except as set forth in this section, a 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. The PRCs in programs with 10 or more tenured faculty members shall attempt to include a broad range of faculty in consideration of the diversity of faculty specialties and contributions. A 2/3 majority of the program faculty and the Dean may create any 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

present or opt to select PRC members to present each candidate's file for review. PRC members are expected to participate in the discussions of candidate files and be physically present to cast votes. PRC meetings may be held at any Stockton official campus or instructional site. PRC Chairs shall record all results of votes and supervise construction of all evaluation letters, including physical signatures by all members present at each vote. In the event that a PRC member is on sabbatical or at a professional conference and wishes to participate in the PRC meeting(s), s/he must make arrangements ahead of time with the Dean and the PRC Chair so that the files can be reviewed and the PRC member can participate synchronously via electronic communications.

### **3. 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, to attend and actively participate in deliberative meetings to discuss applicants and to vote on all recommendations. Faculty must not abstain from voting. The PRC can elect to vote by secret ballot, but the ballot can only have a yes/no option and the number of votes cast must equal the number of voters. 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 bylaws, if any exist.
  - 1. Where no recommendation is required (e.g. "Feedback Review"), the



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 or the process of deliberation 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.

- d.** The candidate may provide a letter of rebuttal to the program letter or

evaluation file. The evaluation file is then transmitted to the Library Personnel Committee

2. The candidate may provide a letter of rebuttal to the Supervisor's letter to the next level of review within three (3) working days after the recommendation's due date. The candidate's response letter also becomes part of the advancing file.

**E. Library Personnel Committee (LPC)**

The LPC shall consist of all tenured members of the library faculty, except that no

- b. **Membership:** The FRC consists of nine faculty members including at least one School Representative from each Academic School. In keeping with the expectations commensurate to their ranks, full and/or Distinguished Professors are encouraged to seek nominations in School

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 and Ethical Considerations.** Any FRC member may self-report a conflict of interest to the FRC Chair and the Provost as defined on page 2 and recuse themselves from participation. In addition, no member of the FRC shall apply for promotion or range adjustment during his/her term on the FRC. To avoid ethical concerns being raised, the FRC chair shall not apply for promotion or range adjustment in the year immediately following the conclusion of his/her term as chair. FRC members are encouraged to wait to apply for promotion or range adjustment for at least one academic year after his/her term on the FRC ends.

## **H. Operating Procedures**

- 1. **Organization:** The committee shall be convened by the Provost and charged with responsibility to elect a chair of the

- a. Each member of the FRC shall read all of the files.
- b. **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

3. **File Construction Workshop:** The Institute for Faculty Development in coordination with the FRC shall conduct several file construction workshops per year. The workshops should be sufficient in number to apply to the various categories of faculty (faculty in Years 1-3, faculty in Years 4-5, promotion, etc.) who will be under review. Members of the FRC shall make every attempt to assist at the workshop. Faculty members serving as Review Advisors are strongly encouraged to attend a workshop relevant to their role in the specific personnel action.
4. **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.)
5. **Rights of Candidates:** The candidate may provide a letter of rebuttal to the evaluation of the FRC, or to any dissenting letters to the Office of the Provost, within three (3) working days after the recommendation's due date. The candidate's response letter also becomes part of the advancing evaluation file.

#### **H. Provost**

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 at this utc su st<sup>2</sup> due } er]

## **I. President**

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

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



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. 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. The plan should be brief (approximately 3 pages). A template is provided on page 61.

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. In keeping with the Program, School, and University standards, the faculty member assembles a Faculty Plan to articulate his/her path toward excellence. It is understood that the plan is not a contract or a checklist and can evolve as opportunities arise. The role of the faculty member's program is to mentor him or her to help achieve the plan.

Plans may vary and change over time as a result of such factors as:

1. The nature of one's work before one's original appointment at the University
2. Particular contractual obligations, including those in the initial appointment
3. Previous evaluations at various levels of review
4. Approved changes in earlier plans
5. 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.



- 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

- a. In the faculty member's performance reviews, s/he 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.
  1. Candidates will be evaluated on the extent and quality of their performance on the evaluation criteria established by all applicable standards, and in the professional academic judgments of the reviewers, and should document their accomplishments accordingly.
  2. 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 eview**

1. **Timing:** Early in the Fall Term, the candidate will be solicited by the Office of the Dean for his/her Performance Review

specific areas where the faculty member is not making satisfactory progress toward tenure. Where the candidate's performance on any aspect of his/her Plan was not met, the PRC should make specific recommendations for the candidate to meet Program standards that should be included in any subsequent Plan.

- b. If the PRC recommends a single-year terminal contract, its letter should make its reasons transparent. The letter is to be signed by the members of the PRC and transmitted to the file, the Dean, and the faculty member in a timely fashion as determined by the Personnel Actions Calendar. In all cases where a member(s) of the PRC dissent(s) from the majority vote or the process of deliberation, the dissenting member(s) has/have the option to write and sign a dissenting letter to be transmitted to the Dean and the faculty member in a timely fashion as determined by the Personnel Actions Calendar.
  - c. **Rights of the Faculty Member under Review:** The Candidate has the right to respond formally to this letter or to any dissenting letter within three (3) working days. The response will be included as part of the candidate's review file.
4. **Dean Review and Recommendation:** The Dean shall review the file, including the recommendations of the PRC, and make a recommendation whether to terminate the candidate at the end of the year, to appoint for a third terminal year, or to reappoint for a third and fourth year. That recommendation shall be made in a letter that assesses 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. Where the candidate's performance on any aspect of his/her Plan were not met, the Dean should make specific recommendations to meet School standards that should be included in any subsequent Plan. If the Dean does not recommend reappointment for two years, the letter should make his/her reasons transparent.
- a. The Dean's letter should be transmitted to the candidate in a timely fashion as determined by the Personnel Actions Calendar. It becomes part of the candidate's Evaluation File.
  - b. If either the Dean or the PRC recommends termination at the end of the year or reappointment 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.
  - c. **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.

5. **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, and meet to fully discuss its merits in light of all applicable standards. A vote will be taken in accordance with the established procedures of the FRC under this MOA. The vote shall be recorded as part of a letter reflecting the vote and an assessment of the applicant'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. Where the candidate's performance on any aspect of his/her Plan







- 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 Fifth Year process that will provide new evidence of the candidate's meeting the standards for tenure and



apply for a Reconsideration Review in the Fall cycle of their year as determined by the University 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 three years of teaching at Stockton, or the candidate was originally appointed as a XIII-D, XIII-M 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 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.

Reconsideration Review in year five.

## **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.

included as part of the candidate's review file.

**B. The Faculty Plan**

Tenure-track library faculty are required to prepare a Faculty Plan for the Library (2010) (final 10/2011) ("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. A template is provided on page 62. 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 University
- 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**

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



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

## **FOR LIBRARY FACULTY HIRED TO TENURE TRACK POSITIONS AFTER SEPTEMBER 1, 2014 ALL OTHERS SKIP TO PAGE 44**

### **D. Third Year Feedback 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 receive no review. Those who were reappointed for their third and fourth year will prepare a more complete Evaluation File as set forth in Sections II A and II B of this document. That file shall be the basis for a Performance (“Feedback”) Review during the Spring cycle, following the procedures set forth for the First Year Feedback Review in Section VI A of this document.

### **E. Fourth Year Decision Review**

**Overview:** Library Faculty entering their fourth year will prepare an Evaluation File and undergo a Decision Review during the spring cycle. That process shall be the same as the abbreviated process set forth for Second-year Decision (Action) Review in Section VI C.

### **F. Fifth Year Decision Review**

1. **Overview:** Faculty entering their fifth year will be working under two kinds of contracts. Those who received a terminal one year contract will receive no review. Tenure-track faculty undergo an expanded review in the Spring cycle of their fifth year. This review is essentially a review for reappointment with tenure for a seventh 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 appointed under the terms of Section 5.01 of the Policy on Faculty Evaluation provided that their Faculty Plans specifically include the proposal that they be exceptions and 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 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





4. **File:** The faculty candidate should submit a clear and brief statement explaining why s/he believes s/he 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 Fifth Year Review.

## **FOR LIBRARY FACULTY HIRED TO TENURE TRACK POSITIONS PRIOR TO SEPTEMBER 1, 2014**

### **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 contra

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 University 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.
  - a. The candidate was a mid-year hire whose Fourth Year Review took place after three years of library service at Stockton.
  - b. During the Fourth Year Review Process, there was a positive recommendation for tenure by any level of review.
  - c. By the clos



annually in this manner. Continued employment for the full term of the appointment is conditioned upon the faculty meeting performance standards as demonstrated by an affirmative evaluation.

If an opening develops at the University 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. If XIII-O appointments precede acceptance of a tenure-track position, the visiting years apply to tenure as stipulated in New Jersey Administrative Code and Statute 18A:60-16 and 18A:60-17.

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

XIII-D or XIII-O faculty who are appointed to tenure track positions in year two will receive an initial contract for one year. They will create a Faculty Plan in the Fall of year two. In early Spring of year two 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 five they will be entitled to a Reconsideration Review in year six.

Those who are appointed to tenure track positions in year three will receive an initial contract for two years. They are not required to develop Faculty Plans but may do so informally as noted above. In Spring of year three, they will prepare a complete Evaluation File as set forth in sections II A and II B of this document. That file shall be the basis for a Performance (“Feedback”) Review and follows the procedures set forth for the First Year Feedback review in Section IV B of this document. They will be reviewed in spring of year four and will be recommended for either a two year contract for years five and six with a tenure review in year five or a terminal one year contract for year five. The review in year four 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 five and are not recommended for tenure will be entitled to a Reconsideration Review in year six.

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

## **XI. FACULTY HOLDING JOINT APPOINTMENTS IN MORE THAN ONE UNIVERSITY 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 applicable 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

- b. [F] A narrative description of the contributions that fulfill the expectations for the award.
- c. [F] Examples of those contributions that have been regarded as exemplary or significant to the respective award.





additional specific accomplishments since the last personnel action in his/her file that merit the request.

## **XV. POST-TENURE REVIEW**

All faculty and library faculty members who have been awarded tenure at the University 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, and 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**

1. 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 University; (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 s/he 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.
2. 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, XIII-M,**



## Tables Summarizing Review Cycles









**Table 5: Review Cycles for LIBRARY FACULTY HIRED TO TENURE TRACK POSITIONS PRIOR TO SEPTEMBER 1, 2014**


Table 6: Review Cycles for Faculty Hired Mid -Year


## Template for Faculty Plan

Date: [Click here to enter a date.](#)

### 1. Excellence in Teaching

Provide a rationale for each objective related to excellence in teaching (generally 2-to-4). Include a method(s) of measuring the accomplishment of each objective and the approximate date of completion, recognizing that continuous improvement in teaching is ongoing.

### 2. Excellence in Scholarship

Provide a rationale for each objective related to excellence in scholarship (generally 2-to-4). Include a

