

RECONTRACTING AND TENURE FOR TENURE-TRACK FACULTY

Memorandum of Agreement

2026-2027

This document constitutes the memorandum of agreement that will be in effect for the academic year 2026-2027 and remain in effect until a new MOA is negotiated. Upon the request of the Administration and/or the Union, those parties will revisit this Memorandum of Agreement to address any issues or concerns.

Significant Changes for 2026-2027:

- 1. This MOA covers only full-time Tenure-Track Faculty. Non-Tenure-Track Teaching Faculty and Librarians are covered by separate documents.*
- 2. External review letters will be made confidential and only transmitted to the committees, not to the candidate.*
- 3. Candidates will submit student evaluations for 75% of sections per year to compensate for drop in total number after loads dropped to 2-2.*
- 4. Recommendation for individual criteria for candidates rather than shared departmental criteria. Effective 09.01.2027, updating the criteria document will be limited to occur within the first three years of the probationary period.*
- 5. Ability to request a terminal one-year contract if an employment termination decision is received in 4th or 5th year.*
- 6. A new consolidated section (Section 9) on external reviewers was created to put all guidance in one place. This includes increasing the list of potential reviewers from 7 to 10 to be prepared to invite more reviewers if initial invitations are declined.*
- 7. New appendix (Appendix D) listing adjustments for those using FACTS system for content management and submission.*
- 8. A Checklist was created for First-Year Candidates.*
- 9. A Department Recommendation Form was created for First-Year Candidates.*
- 10. A signed minority report was added to the Department/College/School Recommendation Form.*

SIGNATURE ON FILE

Henry Oh, System Vice President &
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CALENDAR FOR APPROVAL OF EVALUATIVE CRITERIA

<u>ACTION TAKEN ON OR BEFORE</u>	<u>DATE</u> ¹
Establish Department Tenure, Recontracting and Promotion (TR&P) Committee	MAY 31
Department TR&P Committee prepares and ratifies Evaluative Criteria for new faculty ^{2,3} .	OCT 28
Department TR&P Committee notifies Dean of any recommended changes to the evaluative criteria by providing the Dean the revised criteria using the Signature Sheet for Evaluative Criteria Form. Changes and any new language added to existing and approved criteria documents must be clearly marked in the new criteria document using the Track Changes function.	OCT 30
Dean consults with Provost (or designee) regarding the evaluative criteria.	
Dean informs the Department TR&P Committee of decision regarding the evaluative criteria <u>and returns the signature page to the Committee.</u>	NOV 30
Provost or designee approves evaluative criteria.	APR 1

NOTES

¹If a date falls on a weekend or holiday, the deadline shall be the following business day.

²The evaluative criteria will be revised on an as-needed basis, and it is only necessary for new hires. It is strongly recommended to have individualized criteria documents for new hires.

³It is strongly recommended that criteria documents be given to the Dean for review as early as possible.

REVIEW CYCLES FOR TENURE-TRACK FACULTY

YEAR OF SERVICE ¹	WHO REVIEWS	WHEN	FOR WHAT CONTRACT
FIRST ²	DEPARTMENT DEAN	SPRING	2 nd
SECOND (and THIRD)	DEPARTMENT AND HEAD COLLEGE/SCHOOL DEAN SENATE (process verification only) PROVOST or Designee (appeals, only in cases of recommendation for employment termination)	SPRING	3 rd & 4 th (only 4 th)
FOURTH (and FIFTH)	DEPARTMENT AND HEAD COLLEGE/SCHOOL DEAN SENATE (process verification only) PROVOST or Designee CHANCELLOR or Designee (appeals only)	FALL	5 th & 6 th (only 6 th)
SIXTH	EXTERNAL REVIEWERS DEPARTMENT AND HEAD COLLEGE/SCHOOL DEAN SENATE (process verification only) PROVOST or Designee CHANCELLOR or Designee (appeals only)	FALL	7 th & Tenure

NOTES

¹ Candidates appointed after December 31 of the current academic year shall be reviewed the following year as a first-year candidate, and their first spring semester of teaching should be included in their first-year review.

² Faculty in their first year of service are evaluated after they have already been reappointed to a second-year contract by the Board of Trustees.

SIMPLIFIED TIMELINE FOR TENURE-TRACK FACULTY

Deadlines for TT Faculty in the First Year of Service (applying for Second Year contract)

<u>Who finishes?</u>	<u>Where does it go?¹</u>	<u>When Is It Due?</u>
Candidate	Department and Head ²	March 15
Department	Dean	April 1
Department Head ²	Dean	April 1
Dean	Candidate/Department	May 15
BOT	---	June ⁶

Deadlines for TT Faculty in the Second or Third Year of Service (applying for Third and/or Fourth Year contracts)

<u>Who finishes?</u>	<u>Where does it go?¹</u>	<u>When Is It Due?</u>
Candidate	Department and Head ²	January 24
Department	College/School	February 7
Department Head ²	Dean	February 7
College/School	Dean	March 7
Dean	Candidate and Provost	March 28
Candidate (appeal)	Provost ⁴	April 4
Senate ³	Provost ⁴	April 25
Provost (only final appeals)	Candidate	May 2
BOT	---	June ⁶

Deadlines for TT Faculty in the Fourth or Fifth Year of Service (applying for Fifth and/or Sixth Year contracts)

<u>Who finishes?</u>	<u>Where does it go?¹</u>	<u>When Is It Due?</u>
Candidate	Department and Head ²	October 11 ¹
Department	College/School	October 25
Department Head ²	Dean	October 25
College/School	Dean	November 15
Dean	Candidate and Provost	December 13
Senate ³	Provost	January 10
Provost	Candidate	January 31
Chancellor ⁵ (final appeals)		
BOT	---	TBD ⁶

**Deadlines for TT Faculty in the Sixth Year of Service
(applying for Seventh Year contract carrying Tenure)**

<u>Who finishes?</u>	<u>Where does it go?¹</u>	<u>When Is It Due?</u>
Candidate	Department and Head ²	September 20
Department	College/School	October 4
Department Head ²	Dean	October 4
College/School	Dean	October 25
Dean	Candidate and Provost	November 22
Senate ³	Provost	December 6
Provost	Candidate	January 24
Chancellor ⁵ (final appeals)		
BOT	---	TBD

If any of the above deadlines falls on a weekend or holiday, the deadline will be at 5 PM on the following business day.

NOTES

1. Evaluation letters should be sent to the candidate and chairs associated with all prior levels of review.
2. Applies to departments that have appointed heads whose department T&R committees have determined that the head will write a separate letter.
3. The Senate TR&P Committee's review is only upon candidate's request and focuses on potential procedural violations.
4. The Provost (or designee) holds managerial authority to recommend or not recontracting and will only evaluate candidates in cases of faculty appeals when the Dean has recommended employment termination.
5. The Chancellor (or designee) holds managerial authority to recommend or not recontracting/tenure and will only evaluate candidates in cases of faculty appeals when the Provost has recommended employment termination.

CALENDAR FOR THE EXTERNAL REVIEW PROCESS FOR FACULTY APPLYING FOR TENURE

(See Section 9 for details on each action)

<i>ACTION TAKEN ON OR BEFORE</i>	<i>DATE</i>
Candidates for tenure will provide a list of external reviewers to the Department TR&P Committee Chair for vetting.	Last Friday in April
The Department TR&P Committee Chair works with Dean to extend the list of possible reviewers and vet the credentials of external reviewers, and informs candidate of feedback and changes to the list (removals and suggested additions).	Second Friday in May
The Department TR&P Committee Chair sends the list of reviewers and CVs of reviewers to Dean for final verification.	Last Friday in May
The Dean confirms the final list of reviewers with the Department TR&P Chair.	Second Friday in June
Candidate assembles a dossier consisting of a CV, a comprehensive summary of their scholarly and creative activity during the probationary period (Assistant Professor rank and higher), and samples of their work products. The candidate transmits the dossier to the TR&P Department Committee Chair for transmittal to the reviewers.	Last business day in June
Deadline for external reviewers to deliver their letters to the TR&P Department Chair.	Last Friday in August

NOTE

These deadlines are recommendations and are flexible. Ensure that all parties in the Department/Office and Dean are aware of and approve the deadline dates established by the Department/Office and Dean in the previous semester.

RECONTRACTING AND TENURE PROCEDURES

Preamble

The goal of the recontracting process is to evaluate faculty performance and to encourage the professional growth of individuals who may become tenured members of the faculty of Rowan University. This process requires a careful and fair evaluation of every candidate, and built-in guarantees that every individual's rights are fully protected.

The University expects that in each year of the probationary period candidates will demonstrate increased professional growth and achievement. Tenure will be offered at the end of the probationary period to those individuals who have demonstrated achievement and established a proven record as scholars that guarantees sustainable and continued growth. All submissions will be in PDF format and should be fully searchable with a “clickable” (hyperlinks) table of contents. Scanned images may be used for the student evaluations, peer observations, supervisor evaluations, supplementary material, and other similar documents, but should not be used for written portions of the documentation produced by the candidate.

The University and the Union have agreed to the following processes and procedures for recontracting; these processes and procedures remain in place until a new MOA is renegotiated.

1. Evaluative Criteria and Responsibilities for Probationary Faculty

The processes described herein and in accordance with the State/Union Agreement shall evaluate probationary faculty in the following areas: Teaching Effectiveness; Scholarly and Creative Activity; Contribution to University Community; and Contributions to the Wider and Professional Community. While different manifestations of the work in these categories may arise from a single work or activity of a probationary faculty member, identical work or activity should **not be counted in more than one category**.

1.1 Criteria for Evaluation of Probationary Faculty

- 1.1.1 Appropriate Teaching Effectiveness
- 1.1.2 Appropriate Scholarly and Creative Activity
- 1.1.3 Contribution to the University Community
- 1.1.4 Contribution to the Wider & Professional Community

The evaluative criteria developed in the first year of service between the probationary faculty member and their department (see Section 1.2) shall remain in effect for the duration of the probationary period, unless updated in accordance with the procedures listed in Section 1.3.

1.2 Approving Evaluative Criteria

- 1.2.1 Departments, in collaboration with first year probationary members, will develop clear, unambiguous criteria under which the member will be evaluated during the

probationary period. This should include expectations and appropriate forms of accomplishments in teaching, scholarly and creative activity, service to the university community, and service to the wider and professional community.

- 1.2.2 The Department will provide these criteria with the Signature Sheet for Evaluative Criteria Form to the Dean for discussion and approval.
- 1.2.3 The Dean will then send the revised evaluative criteria to the Provost or their designee for discussion and final approval.
- 1.2.4 The final approved criteria and signature sheet will be sent back to the Department (to be shared with the probationary members) and included in the candidate's recontracting packets.

1.3 Updating Evaluative Criteria

The candidate Evaluative Criteria may be updated during the first three years of the probationary period (effective 09/01/2027).

- 1.3.1 Revisions may be initiated by the candidate, the department, or the dean; however,
- 1.3.2 The proposed revision must be substantiated by clear proof of significant changes in the job description and activities required of the faculty member. These changes must be agreed upon by the Department, Dean, and Provost following the procedure described in Section 1.2.
- 1.3.3 At least two (2) months must be allowed for the revisions to be reviewed.

2. Procedures for Candidates

Within this document, including where mentioned in the following sections and on the checklists, the term “current (review) cycle” refers to the period from the submission date of the previous review cycle to the day before the submission date for the current cycle. Therefore, the candidate must specifically narrate accomplishments in the current review cycle, while omitting those from the previous cycle(s). For narrative purposes, the current cycle may include the current semester. Those applying for tenure, should provide a clear narrative trajectory of the pre-tenure period as a frame for the accomplishments of the current review cycle. In other words, tenure candidates can refer back to previous accomplishments to tell their pre-tenure story to show their cumulative achievements while focusing on the final cycle.

In addition, student evaluations for 75% of the courses taught each year during the cycle of review should be included in the application. Student evaluation raw data and peer observations from both the current and previous review cycles should be included in the Supplemental Folder. For second year of service candidates (TT faculty applying for third- and fourth-year contracts), the term “current (review) cycle” refers to the point of hire to the present (not since the

submission date of the first-year packet).

2.1 Candidate Responsibilities

Candidates applying for recontracting should carefully follow the timelines listed in this document and adhere to the page limits for each section as specified in the checklists (see Appendix D). Tables and charts are also excluded from the page count, but they should be used sparingly.

2.1.1 Recontracting Files (minimum size font 11 and minimum line-spacing of 1.15).

Candidates must compile fully searchable PDF documents (both main and supplemental files) that include the following items (see Checklists in Appendix D for full item lists):

2.1.1.1 A hyperlinked table of contents (in addition to the Checklist) that allows for easy navigation of the document in which clicking on each title/item takes the reader to the corresponding section of the document.

2.1.1.2 A current curriculum vitae. CVs should always include the candidate's dissertation title and their dissertation committee members and the advisor(s).

2.1.1.3 The form documenting the courses taught and adjusted load received during the current review cycle.

2.1.1.4 An executive summary of no more than three (four for first-year candidates) pages that outlines the candidate's teaching performance, scholarly/creative activity, and service.

2.1.1.5 A self-appraisal of performance in all evaluated categories that includes an analysis and discussion of the following within page limits as specified in the checklist. Candidates should consult their departmental criteria for more elaborate guidance on definitions and expectations for teaching, scholarship or creative activity, and service in their respective disciplines and/or position. If issues in candidate performance were identified in the previous review cycle in the department's, college's, dean's, and/or provost's review(s), the candidate's current packet should explicitly address that feedback and discuss how they attended to those issues in the current cycle.

2.1.2 Self-Appraisal of Performance

2.1.2.1 Teaching Effectiveness

Tenured faculty should be strong teachers. Pretenure faculty are expected to develop as teachers during the probationary period and to demonstrate continuous improvement and growth as educators. Teaching effectiveness should be evaluated through all data points included in their T&R packets (see below). Student evaluations especially should not be read in isolation when evaluating

teaching effectiveness of faculty, nor should they be used as a sole or primary measure of teaching effectiveness.

Documents regarding teaching should include:

2.1.2.1.1 Candidate's narrative that includes a description of goals, activities, approaches, innovations, student involvement, evaluation techniques, and activities to meet different student learning needs. This discussion should address the following five areas of teaching, using their departmental criteria for guidance:

- 1) Academic instruction
- 2) Developing learning activities
- 3) Efforts to develop as a teacher
- 4) Strategies for inclusive teaching
- 5) Student mentoring activities

2.1.2.1.2 Summary of student responses and candidate's analysis of the responses for the current review cycle. If response rates are low, the candidate should explain their current methods of ensuring good response rates, what they will do in the future to improve the rates, and/or relevant context for response rates. (See Checklist for placement)

2.1.2.1.3 Candidate's analysis of peer observation(s) of teaching performance for the current review cycle (See Checklist for placement)

2.1.2.1.4 Plans for Future Growth: A description of goals and plans for future growth as a teacher.

2.1.2.1.5 Additional documentation should be placed in the Supplemental file.

2.1.2.2 Scholarly and Creative Activity

Scholarly Contributions/Deliverables

All faculty should maintain an active scholarly agenda that involves in-depth study and investigation within a specific field aimed at making meaningful contributions to knowledge. Scholarship is evaluated based on peer recognition of its originality, significance, and impact on the field's development, and scholarly contributions should take forms valued by the candidate's discipline. These forms include but are not limited to:

- high-quality, refereed publications, such as journal articles and scholarly books
- designing and executing applied research in laboratories or field settings
- presenting papers at organized scholarly meetings—typically at the national or international level

- securing external funding
- securing competitive fellowships and awards relevant to the faculty member's area of study
- acquiring significant patents
- editing, translating, compiling information, and developing materials to enhance access to knowledge for researchers, scholars, and practitioners.
- lecturing in professional and public forums
- for faculty in the creative arts: performances, peer-reviewed publications, and/or juried exhibitions in professionally recognized venues

Creative Activities

A faculty member in the creative or performing arts may choose to focus primarily on scholarship or creative activities, or strike a balance between the two, depending on their appointment and the particular stage of their career. For these faculty members, artistic achievement in fields such as literature, music, art, dance, or drama is typically demonstrated through the dissemination of their work via performance, publication, or juried exhibition in professionally recognized venues, mostly outside of the University. The artist's work should hold intrinsic value comparable to scholarship and shall be subject to equally rigorous evaluation.

Documents regarding scholarship should include:

2.1.2.2.1 Scholarly and Creative Activity Narrative

2.1.2.2.1.1 The research and/or creative activity narrative should include a discussion of the candidate's contributions to research and scholarship/creative activity goals and impact of their publications, grants, and other forms of scholarly/artist outputs. If there was a change in the candidate's research agenda or previous plans (e.g., output listed as "work in progress" in previous cycles), the changing scholarly circumstances should be discussed in the narrative. Candidates should also discuss the outcome of any scholarly output that had been listed as a "work in progress" in the previous recontracting cycle.

2.1.2.2.1.2 The candidate also should discuss the significance of these accomplishments relative to their goals as a researcher and their unique contribution in the case of multi-authored scholarly outputs.

2.1.2.2.1.3 Supporting documentation associated with these activities can be included in the Supplemental File.

2.1.2.2.2 Plans for Future Growth in Scholarly/Creative Activity: The

candidate also should discuss next steps for their scholarship/creative activity and future directions of their research program/creative activity.

2.1.2.3 Contributions to the University Community

During the pre-tenure period, candidates should develop a service portfolio at the institution but be mindful not to compromise their development as a teacher and researcher (see Section 2.3). Candidates should consult with their Department Chair and T&R Committee to make sure the levels of time commitment and responsibility associated with service are appropriate for their years of service.

2.1.2.3.1 Service Narrative: Candidates should include a discussion of service on Department, College/School, and University committees and/or discrete roles they have taken on at the university outside of teaching.

2.1.2.3.2 Plans for Future Growth in Service to the University: The candidate also should discuss their plans to deepen or expand their service to the university over time. Particularly in the later probationary period, this could include leadership roles they intend to take on.

2.1.2.4 Contributions to the Wider and Professional Community

Similar to university service, candidates in their pretenure period should begin to get involved in the wider and professional community but be mindful not to take on levels of responsibility that might compromise their development as a teacher and researcher. Again, candidates should consult with their Department Chair/Head and T&R Committee to make sure the levels of time commitment and responsibility associated with service are appropriate for their years of service.

2.1.2.4.1 Wider & Professional Community Service Narrative: Candidates should include a discussion of their contributions to the wider and professional community, per their departmental criteria.

2.1.2.4.2 Plans for Future Growth in Service to the Wider & Professional Community: The candidate also should discuss their plans to deepen or expand their service to the wider and/or professional community over time. Particularly in the later probationary period, this could include leadership roles they intend to take on.

2.1.2.5 Copies of all prior and current reappointment evaluations letters, including evaluations by the Department and the College/School TR&P Committees, the Dean, and the Provost (as applicable). Upon candidate request, a Senate TR&P Committee review may be included if the

candidate received a split vote at the department or college/school level or received an employment termination recommendation from the Dean.

2.1.3 Tenure Candidate's Responsibilities for External Review

Six-year review candidates for tenure (faculty at rank of Assistant Professor and higher) will be reviewed by at least three external reviewers. The reviewers and the reviews provided by those individuals, in their entirety, are confidential. The transmission of reviews will be handled by the department's TR&P Committee chair. See Section 9 for a full description of the tasks and stages involved in the external review process.

2.1.4 Supplemental file: Candidates must create a Supplemental file, a separate and independent document.

2.1.4.1 Content should include, at a minimum, these required documents:

- the job announcement from which the candidate was hired
- the approved department recontracting and tenure criteria at the time of hiring (or an updated version, when applicable), including the signature sheet
- raw data of the student evaluations and peer observations discussed in the main packet
- any additional materials the candidate deems pertinent. Additional materials shall be included at the end of the Supplemental file and may not exceed 10 pages.

2.1.4.2 This file should contain its own hyperlinked table of contents for easy navigation.

2.1.5 Retain Copies: The completed electronic copies of the files submitted for recontracting will be retained by the candidate from year to year until the candidate has received an appointment leading to tenure or has left the university.

2.1.6 Acknowledge Observations: Where peer observations are used, both the observer and the observed candidate must sign and date the observations.

2.1.7 It is the sole responsibility of the candidate and the Department TR&P Committee chair to verify that the files are complete, searchable, and that all the proper formatting has been followed.

2.1.8 Pagination and Organization: It is the candidate's responsibility to number the pages of both the main recontracting file and the supplemental file and collate the pages in the order indicated in the appropriate checklist and the clickable table of contents (formatted with hyperlinks that will direct the reader to the appropriate page and section of the document). The Department TR&P Committee chair will verify the formatting and reject documents that do not comply. By initializing the

Recontracting Checklist Form, the Department TR&P Committee chair attests to the compliance with the file's requirements. Non-conforming documents submitted to the dean will not be reviewed and, instead, they will be sent back to the Department TR&P Committee chair for correction. Candidate reappointments may be delayed under these circumstances.

2.2 Candidate Rights

In addition to participation in all departmental decisions and in addition to other rights, probationary department members have the rights:

- 2.2.1 To participate in the department meeting held to formally ratify the document describing the criteria to be utilized in evaluating candidates for recontracting and tenure, and to receive approval in writing from the Administration.
- 2.2.2 To participate in the department meeting held to elect a Department TR&P Committee and a department representative to the College/School TR&P Committee.
- 2.2.3 To be informed of the members of the College/School TR&P Committee.
- 2.2.4 To participate in the department discussions to determine the method of peer observation and student evaluations that will be utilized in the evaluation process and to mutually agree on the appropriate individuals and times to administer these processes.
- 2.2.5 To request additional observations beyond the minimum required.
- 2.2.6 To be observed by no more than two persons at a time.
- 2.2.7 To have at least three business days to review each evaluative report from any committee and administrator that is included as part of the evaluation process. Further, to have the opportunity to respond in writing to each report that will be included as part of the recontracting file and to affix their signature and date on evaluative reports to indicate that they have reviewed them.
- 2.2.8 To request a meeting with any/all the TR&P committee(s) and/or the Dean to discuss the candidate's evaluation and the recontracting/tenure recommendation.
- 2.2.9 To request administrative (early) tenure. While one may petition the Provost directly for administrative tenure consideration, the support of the Department and Dean are vital in these matters, and candidates are encouraged to consult with their department and meet with their Dean prior to formally requesting administrative tenure consideration. Early tenure is solely an administrative determination and without the full written support from the dean, the Provost will not consider the request on appeal. Faculty must serve at least two (2) consecutive

years at the University before early tenure may be considered.

2.2.10 To request an extension of the tenure clock due to an extensive break in service (see Section 10 for process details).

2.2.11 To file a grievance at any juncture during the Tenure and Recontracting process (see Section 11 for process details).

2.2.12 To appeal employment termination decisions (see Section 8 for the detailed appeal process).

2.3 Recontracting Reviews

2.3.1 An expectation for recontracting (and tenure) is that a candidate is demonstrating appropriate professional progress in the three major domains of teaching, scholarship/creative activity, and service. Candidates should consult their departmental criteria for more specific benchmarks, but these are the general expectations for the pretenure period for faculty across disciplines:

2.3.1.1 The first two (2) years of probationary service will focus principally on starting to establish their research/creative activity program, and on skills for teaching effectiveness. Faculty should provide evidence of an established research and/or creative program by the end of their first year.

2.3.1.2 During their third and fourth years of service, probationary faculty should demonstrate excellent teaching and should present evidence of success in scholarly and creative activities both in quality and quantity. During the first four years, probationary faculty should also show a developing record of service contributions to the university community and the wider and professional community.

2.3.1.3 By the middle of the fifth/sixth year of service, faculty who seek a tenure appointment should be able to demonstrate evidence of excellence in teaching and in scholarly and creative activities. The achievements in scholarly and creative activities should show a firm and steady progress towards building an independent and sustainable scholarly program. Faculty should also have evidence of service contributions at a level of quality appropriate for a positive tenure decision, as specified in their departmental criteria

2.3.2 Candidates have the responsibilities and rights described in Sections 2.1 and 2.2.

2.3.3 Formative review (see Review cycle table)

2.3.3.1 Tenure-track faculty in their first year of service will undergo a formative recontracting review. They will be evaluated by the Department TR&P

Committee and the Dean after they have already been reappointed to a second-year contract by the Board of Trustees. The Dean's decisions are final and not subject to any further administrative review. Despite the Board of Trustees Approval, reappointments to a second-year contract may be withheld or withdrawn for cause, a change in programmatic need, or fiscal reasons.

2.3.4 Comprehensive (summative) reviews (see Review cycle table)

2.3.4.1 Tenure-track faculty candidates will undergo three comprehensive (summative) reviews during their probationary period. After the first comprehensive review (in their second year of service) and second comprehensive review (in their fourth year of service), candidates may be granted up to two-year contracts (years 3 and 4 and years 5 and 6, respectively). Candidates who receive a positive recommendation from the Provost/designee in their third comprehensive review (in their sixth year of service) will be offered a 7th-year contract carrying tenure.

2.3.4.2 If there is insufficient evidence to support a two-year contract, a one-year contract may be issued instead. To continue employment, candidates will have to re-apply the following year to request recontracting for the second year of what would normally have been the two-year contract period.

2.3.4.2.1 A termination of a tenure-track appointment at the fourth or fifth year review because of subpar performance in scholarly and/or creative activities may be followed by a one-year terminal **temporary** contract as teaching faculty in the same academic rank held priorly. Accepting a one-year terminal contract will forfeit the candidate's right to appeal the Provost's employment termination decision to the Chancellor. The request for the one-year terminal contract must be made, in writing, to their dean. The terminal one-year contract is subject to the Provost's final approval whose decision is not subject to appeals or further administrative review.

2.3.4.3 The first comprehensive review is conducted at the department, college/school, and Dean level. The Dean holds managerial authority to recommend or not recontracting, and the Provost (or designee) will only evaluate candidates in cases of faculty appeals when the Dean has denied recontracting. Provost's decisions are final and not subject to any further administrative review.

2.3.4.4 The second and third comprehensive reviews are conducted at the department, college/school, Dean, and Provost level. The Provost (or designee) holds managerial authority to recommend or not recontracting/tenure and the Chancellor (or designee) will only evaluate candidates in cases of faculty appeals when the Provost has denied recontracting/tenure. Chancellor's decisions are final and not subject to any further administrative review.

2.3.4.5 Candidates who believe there was a process violation--including being evaluated by criteria not specified in their departmental criteria--during the department committee review, college committee review, or Dean level review can request that the Senate TR&P Committee review the case. The Senate TR&P Committee will provide a written report to the candidate, department and college/school TR&P committees (as applicable) and the Dean, who will include it in the candidate's file. This review is limited only to verifying that there have been no process violations while assessing the candidate at the department, college/school, or Dean levels. The review process will be placed on hold until the Senate TR&P Committee finalizes the process verification and issues its report.

3. Department Responsibilities

In the absence of a department structure, an academic program or other functional equivalent of a department within a college/school shall perform the duties of a department.

3.1 Prepare a Document Establishing the Evaluative Criteria

Before the evaluation of candidates, the department will work with the newly hired faculty member to prepare and review and then formally ratify an individualized document articulating the criteria to be utilized in evaluating them for recontracting and tenure during their probationary period. If the department believes that some scholarly outputs are more significant than others, this should be specified. This document, along with the Signature Sheet for Evaluative Criteria Form, must then be sent to the Dean and Provost for final approval. After final acceptance, a copy of the criteria with all signatures should be shared with the Department (and the candidate that this document was prepared for). If there is a need for changes to the evaluative criteria during an individual's probationary period, this shall be documented in the file using the Signature Sheet for Evaluative Criteria Form, and follow the same approval process as the original criteria document.

3.2 Elect a Department Tenure, Recontracting, and Promotion Committee

3.2.1 All tenured, tenure-track faculty and teaching faculty in each department shall elect a committee responsible for evaluating and recommending department faculty who are candidates for recontracting, tenure, and promotion. These committees must be formed by **the last Friday of May** of the academic year before they will become active. Until the new department committee is instated, all tenure, recontracting, and promotion matters should be handled by the previous committee. Departments may choose to have separate Tenure & Recontracting and Promotion committees to provide the most appropriate expertise for their candidates and to avoid conflicts of interest.

3.2.2 The newly elected Department TR&P Committee shall elect a chairperson.

- 3.2.3 The Department TR&P Committee shall be comprised of tenured, in-unit members only. In departments with elected chairs, the chairperson may serve in the Department TR&P committee but they are not required to chair the committee. Associate Teaching Professors and Teaching Professors can serve on department committees when other teaching faculty are under review and may only participate in the review of other teaching faculty. Those teaching faculty appointed to these committees will be in addition to tenured faculty from their departments. In departments with heads, the Department Head may either serve in the Department TR&P Committee, or they will provide a separate evaluation to be included in the candidate's file.
- 3.2.4 There shall be a minimum of three members on the committee, with the total number of members proportionate to the number of candidates being evaluated that year, when possible.
- 3.2.5 Insufficient Number of Tenured Faculty Members: When a department has fewer than three tenured faculty members, the Department Chair/Head shall request and receive from the University Senate Committee on Committees a list of tenured faculty members throughout the University willing to serve on interdepartmental recontracting committees. All tenured members of the department should serve on the Department TR&P Committee, and the department will elect the balance of its committee from the list provided by the Senate Committee on Committees. The inter-Department Committee will operate in accordance with the provisions of this agreement for department committees.
- 3.2.6 Department committee members should not simultaneously serve on the College/School or Senate TR&P Committees, unless there is a valid reason for the exception (such as a limited number of tenured faculty to staff both committees). Individuals serving on both committees shall recuse themselves on the College/School committee when discussing candidates whom they have already reviewed through the Department committee.
- 3.2.7 Faculty on any form of Leave (Sabbatical, Medical, Personal, etc) are ineligible to serve on the committee while they are on Leave.
- 3.2.8 Joint appointment candidates: In instances where a candidate has split duties between departments, the departmental-level recontracting committee should preferably comprise a subset of recontracting committee members from each department.
- 3.2.9 If a department expects to have candidates applying for both tenure/recontracting and promotion that academic year, the committee will decide if a separate promotion committee will be necessary to evaluate that/those application(s).

- 3.2.9.1 If the decision is to have a combined TR&P committee, the committee must consist of at least three tenured members at or above the rank for which the candidate is seeking promotion.
- 3.2.9.2 Departments with fewer than the minimum number of at or above rank members must form interdepartmental TR&P committees (see Sections 3.24 and 3.25).
- 3.2.9.3 At least one member of the interdepartmental committee must come from the candidate's home department. If no rank appropriate member is available, the preference is to elect a tenured Associate Professor who is not applying for promotion in the same cycle.
- 3.2.9.4 If possible, the at rank/above rank members from other departments should have an expertise related to that of the candidate applying for promotion.

3.3 Specify the Role of Department Head

In departments with heads, the head may serve in the evaluation process as a member of the Departmental TR&P committee or they will provide a separate evaluation to be included in the candidate's file. The Head shall neither chair the department committee nor serve in the College/School TR&P committee.

3.4 Specify the Role of Department Chair

In departments with elected chairs, the chairperson may serve as a member of the Department TR&P committee but they are not required to chair the committee. The Department Chair shall not serve on the College/School TR&P committee.

3.5 Student Feedback: Course and Teaching Evaluations

The Department shall establish a fair and effective process of obtaining student perception of the teaching/learning experience. The process should aim to obtain full participation of all students enrolled in the sections being surveyed. Student evaluations should be administered in all classes taught during the probationary period. Low student participation in surveys present challenges for the candidate at the time of reappointment review since assessing their classroom performance may be hindered. It is the responsibility of the Department TR&P Committee and the leadership of the department to work with the candidates to make sure that student surveys are planned and conducted in a manner that supports better student participation. This is a very important part of assessing teaching performance, and insufficient evidence as a result of low participation in surveys could potentially result in one-year-only reappointment. It is the obligation of the Department Committee TR&P Chair to make sure that these evaluations are

performed as necessary and using strategies for achieving high levels of participation by students.

3.6 Classroom Observations

The Department shall specify criteria for classroom observations, ensure that they are uniformly applied, and develop the process and rationale for the method of those observations. These criteria and procedures should be explicitly stated in the department document describing the evaluative criteria. Classroom observations performed below the minimum number contractually obligated for the review cycle may result in a one-year reappointment only.

3.7 Mentorship and Guidance

Departments have a responsibility to guide and mentor probationary faculty through the pretenure period and the entire recontracting and tenure process, especially in the beginning years. This task should fall upon not just the TR&P committee members, but on all faculty who have navigated the tenure process and can offer advice and direction to enable newer department faculty members to be successfully tenured.

4. Department Chair Responsibilities (or Head for departments with no chair)

The Department Chair/Head must perform their roles in the recontracting process as specified by the members of the department (see Sections 3.3 and 3.4). The following additional duties should be performed by the department chair; in departments without a chair, these responsibilities will fall on the head.

4.1 Call and Hold Department Meeting

If there are any candidates to review for recontracting, the Department Chairperson (or designee) must call and hold a department meeting including all department (unit) members early in the fall semester (see introductory tables for specific date) and before the evaluation of candidates, to:

- 4.1.1 Ratify any updates to the Evaluative Criteria document to be utilized in evaluating any new candidates for recontracting and submit the document to the College/School Dean if there are substantive changes to the approved criteria from a prior year; see section 3.1 for more on this process. Faculty in their first year of service should be given the opportunity to review the existing approved criteria and suggest changes or updates. Deans should be notified as to the status of the criteria on an annual basis.
- 4.1.2 Specify criteria for class observations, which must be uniformly applied, and develop the process and rationale for the method of those observations.
- 4.1.3 Establish a fair and effective process of obtaining student course and teaching

evaluations.

- 4.1.4 Post on an accessible platform (such as Google Drive or the Open Area) the composition of the Department TR/TR&P Committee, including their academic ranks and the chair of the committee.

5. Department TR&P Committee Responsibilities and Procedures

(see Section 3.2 regarding procedures for electing the members of this committee)

Evaluations and recommendations of the Department TR&P Committee shall be guided by the provisions of Section 1 of this agreement.

5.1 Assessment of Teaching Performance

The Department TR&P Committee will assess the candidate's teaching effectiveness through:

- The candidate's own perceptions.
- Their analysis of student perceptions of the teaching-learning experience, and
- Peer observation of the candidate's teaching effectiveness as described below.

5.1.1 Teaching Observations

The Department TR&P Committee's evaluation of a candidate's teaching effectiveness will include classroom observations of the candidate's teaching when such teaching is part of the candidate's normal job description. This does not preclude the use of other equally valid means of assessing teaching effectiveness.

5.1.1.1 Departments must develop and uniformly apply specific criteria for observations (see Section 3.6). When direct observation is utilized, faculty candidates shall be observed by eligible department members as described below.

5.1.1.2 Faculty may be observed by tenured faculty, Associate Teaching Professors and Teaching Professors. When there is an insufficient number of tenured faculty in the candidate's home department, eligible observers from other departments can be sought out.

5.1.1.3 Candidates who are co-teaching must be observed in their typical instructional setting and not be required to teach alone.

5.1.1.4 Number of Classroom Peer Observations

5.1.1.4.1 Department TR&P Committees must arrange for tenure-track faculty candidates to be observed at least once each semester during the first three years of the probationary period, and once per year thereafter (excluding the semester in which they apply for tenure).

5.1.1.4.2 If a Department TR&P committee has not arranged for a peer observation of a full-time candidate during a semester, they must arrange for two peer observations to be performed in the subsequent semester (at least one of which must be completed in the first half of the semester).

5.1.1.4.3 Additional observations may be requested by the candidate.

5.1.1.4.4 Observations taken during intersessions or summer semesters may be used in lieu of the above semester observations, with the advice and consent of the candidate's recontracting committee, Chair/Head, and Dean.

5.1.1.5 Written, dated, and signed reports of each observation shall be given to the candidate within two (2) calendar weeks of each observation.

5.1.1.6 Each observation report must clearly specify (with subheadings, underlining, bolded text, etc.) the criteria under which the teaching performance was evaluated (e.g., mastery of the subject, use of classroom technology, instructor-student rapport, etc.). The observation criteria should be based on the Department evaluative criteria for teaching performance.

5.1.1.7 The candidate shall sign and date each observation report to signify that they have reviewed it and have had an opportunity to respond in writing. The candidate has the right to request a meeting with any and all observers within a reasonable time following the observation.

5.1.1.8 The candidate's responses to peer observations for the current cycle must be included in the Teaching section of the candidate's main recontracting file, while the peer observation reports (current cycle) should be included in the Supplemental file. First-year candidates submitting a formative recontracting file are exempt from the requirement to include the candidate's responses.

5.1.1.9 Candidates who have joint appointments with duties split between two or more departments should seek teaching observations from each department on a rotating basis. The frequency of rotation should be specified in the candidate's individual criteria.

5.1.2 Student Evaluations

The Department TR&P Committee shall ensure that the process of obtaining student perceptions of the teaching/learning experience was completed as intended (also see Appendix A) and advise the candidate in developing a self-assessment narrative. The process of collecting student evaluations should aim to obtain full participation of all students enrolled in the section being surveyed.

5.1.2.1 Student evaluations will be collected during the last third of the fall and spring semesters or during the last week of the summer session (for faculty teaching summer courses as part of the regular annual load, not in overload), and should be administered in all sections of the contracted teaching load. Candidates' packets should include student evaluations for 75% of their teaching load for each academic year, rounding to the nearest whole number in the case of fractions (round up in the case of a 0.5), and no fewer than one course per semester. All tenure-track faculty shall have a minimum of one set of student evaluations per semester during the probationary years.

5.1.2.2 A summary of the included student evaluations for the current cycle and the candidate's analysis must be included in the Teaching section of the candidate's main recontracting file, while the raw data (current cycle) should be included in the Supplemental file. This summary can take the form of a list of themes/patterns across metrics and/or written comments in the evaluations, or a table of scores. First-year candidates submitting a formative recontracting file are not required to include the summary and analysis.

5.1.2.3 The classes selected for student evaluations must reflect the candidate's primary area of teaching responsibility unless mutually agreed between the candidate and the Department. In addition, it is a violation of best practices in evaluation for candidates or individuals collecting evaluations to offer incentives to increase student participation in the review process.

5.2 Confidential External Review (also see Appendix C)

The Department TR&P Committee Chair shall coordinate and conduct the process of requesting and securing confidential external review assessments for tenure candidates at the Assistant Professor rank and higher. See Section 9 for a full description of the tasks and stages involved in this process.

5.3 Assisting the Candidate Assembling the Packet

5.3.1 The members of the Department TR&P Committee are strongly encouraged to assist the candidate in assembling the complete recontracting file containing both the main and the supplemental file, converting these into PDF file(s) with navigable table of contents, and transmitting these files in accordance with the stipulated deadlines and guidelines.

5.3.2 The Department TR&P Committee chair will verify the formatting and reject documents that do not comply. By initializing the Recontracting Checklist Form, the Department TR&P Committee chair attests to the compliance with the files' requirements (that files are complete and searchable, and that all the proper formatting has been followed). Non-conforming documents submitted to the dean will not be reviewed and, instead, they will be sent back to the candidate for correction. Candidate reappointments may be delayed under these circumstances.

5.4 Department TR&P Committee Reporting

The Department TR&P Committee shall produce a report that includes a complete and thorough evaluation of the employee's attainment of all evaluative criteria.

- 5.4.1 After carefully considering the applicant's portfolio and (if applicable) the comments of the external reviewer on the candidate's scholarly/creative accomplishments, the Department TR&P Committee will conduct a vote on the applicant's request for recontracting and/or tenure and identify the number of years for which they are being recontracted. The numerical vote will be reported on the Department Committee Recommendation Form (see Appendix E) or in the appropriate step in FACTS if using that system. The Form shall be fully signed by all members of the committee; otherwise, it will be rejected and the file deemed incomplete.
- 5.4.2 The Department TR&P Committee will inform the candidate in writing of its decision through an evaluation/assessment letter and the signed Department Committee Recommendation Form. First-year candidates submitting a formative review file will receive either an "acceptable" or "needs remediation" recommendation from the committee (instead of "recontract" or "do not recontract"). If the candidate's job duties have diverged from the duties and expectations outlined in the job description, the committee should explain the necessity and appropriateness of the changes in terms of departmental, college/school, university, and/or programmatic needs. If applicable, a minority report will be included to comprehensively detail the reasons for any dissenting votes or abstentions. If there are only abstaining but no negative votes, the abstention justification may be included at the end of the committee's letter.
- 5.4.3 The candidate shall be provided the opportunity to respond in writing to any recommendations of the department committee, and such responses (if they exist) shall be forwarded by the candidate, with the committee letter and recommendation form, as part of the candidate's file submission to the College/School TR&P Committee, the Dean, and the University Senate TR&P Committee (when applicable). While the candidate can share their responses with the department committee, there is no requirement for the candidate to do so.
- 5.4.4 Each candidate may choose to meet with the Department TR&P Committee (and Department Chair/Head, when appropriate) to discuss the candidate's evaluation and recommendation at least three business days prior to transmittal of the candidate's folder to the next level of review.
- 5.4.5 At the request of the Department TR&P Committee, College/School TR&P Committee, and/or Dean, the three entities may (and are encouraged to) meet to discuss candidates' evaluations after all parties have completed their review.

These meetings can help ensure consistent guidance for candidates and provide a forum for dialogue about the tenure and recontracting criteria and standards.

6. College/School TR&P Committee Responsibilities and Procedures

6.1 Committee Election

6.1.1 Each school or college will convene a TR&P Committee with at least one representative from each department in the school or college. The committee will have no fewer than three members who will be tenured, ideally at the rank of Full Professor.

6.1.2 Each department will need to vote for a representative to serve on the college/school committee by **the last Friday in June** and will forward the name of their representative to the Dean's office.

6.2 Committee Representation

6.2.1 Since College/School TR&P Committees also review promotion candidates, these members' rank must be carefully considered when forming these committees.

6.2.1.1 Colleges/Schools with fewer than three departments or insufficient at/above rank members will alternate years in which one department has two representatives.

6.2.1.2 Colleges/Schools with fewer than three rank-appropriate members, will draw the balance of at/above rank members from other colleges/schools.

6.2.1.3 The CMSRU Committee will only review faculty for recontracting and tenure processes.

6.2.2 Department committee members should not serve on their College/School TR&P Committee unless there is a valid reason for the exception (such as a limited number of tenured faculty to staff both committees). Exceptions will have to be documented and approved by the Academic Dean. Any individual serving on both committees must recuse themselves (not be present) from all discussions involving candidates in their home department. However, if they have an appropriate scholarly background, they can serve on a college/school committee other than their own.

6.2.3 Neither department chairs nor heads may serve on the TR&P College/School committees.

6.2.4 At the college/school level, it is expected that all eligible Full Professors will be available and willing to serve.

- 6.2.5 Pursuant to Article IX, Section D, of the 2023-2027 AFT-NJ State Agreement: The UNION shall have the right to appoint one employee observer to each college-wide committee of each State College/University, said observer being selected by a procedure established and administered by the UNION. The sole role of the observer shall be to attend meetings of the college/university wide committees and to observe the proceedings. The observer shall not participate in the deliberations of the committee nor make any comments on the substantive issues before the committee. If, however, the observer believes that the committee is committing a procedural violation of this Agreement, the observer may take appropriate action which may include notifying the committee of said violation. The observer's actions, which include notification of perceived violations, shall not in any way preclude or interfere with the committee's deliberations

6.3 Committee Reporting

The College/School TR&P Committee shall produce a report that includes a complete and thorough evaluation of the employee's attainment of all evaluative criteria.

- 6.3.1 After carefully considering the applicant's portfolio and (if applicable), the comments of the external reviewers on the candidate's scholarly accomplishments, the College/School TR&P Committee will conduct a vote on the applicant's request for recontracting and/or tenure. The numerical vote will be reported on the College/School Committee Recommendation Form (see Appendix E) or in the appropriate step in FACTS if using that system. The Form shall be fully signed by all members of the committee; otherwise, it will be rejected and the file deemed incomplete.
- 6.3.2 The College/School TR&P Committee will inform the candidate in writing of its decision through an evaluation/assessment letter and the signed College/School Committee Recommendation Form. If applicable, a minority report will be included to comprehensively detail the reasons for any dissenting votes or abstentions. If there are only abstaining but no negative votes, the abstention justification must be included at the end of the committee's letter.
- 6.3.3 The candidate shall be provided the opportunity to respond to any recommendations of the college/school committee, and such responses (if they exist) shall be forwarded by the candidate, with the committee letter and recommendation form, as part of the candidate's file submission to the Dean, and the University Senate TR&P Committee (when applicable). While the candidate can share their responses with the college/school committee, there is no requirement for the candidate to do so.
- 6.3.4 The College/School TR&P Committee may call a meeting with the candidate to discuss the evaluation and recommendation at least three business days prior to transmittal of the candidate's folder to the next level of review.

7. The University Senate TR&P Committee Responsibilities and Procedures

7.1 Composition

The University Senate TR&P Committee shall consist of at least one member from all colleges/schools, appointed and approved by the University Senate. This committee should include at least one (1) tenured librarian, at least two (2) professional staff with multi-year contracts, at least two (2) Associate or higher-ranked Teaching Professors, at least two (2) tenured faculty, and one (1) non-voting AFT representative as observer. Individuals serving on Department or College/School TR&P Committees should not serve on the Senate TR&P Committee unless there is a valid reason for the exception (for example: limited number of tenured faculty to staff multiple committees). Any individual serving on multiple committees shall recuse themselves entirely from all discussions and voting involving candidates in their home department or college/school (i.e., this individual does not hear the case at all). Neither Department Chairs nor Heads can serve on the Senate TR&P Committee.

7.2 Procedures

- 7.2.1 The University Senate TR&P Committee will review faculty files that either receive one or more negative votes or abstentions at the departmental or college/school level or receive an employment termination recommendation from the Dean. This review is limited only to verifying that there have been no process violations while assessing the candidate at the department, college/school, or Dean levels. It is not a substantive review on the merits of the application, nor should it offer an opinion or recommendation on the personnel benefit being sought out in those applications.
- 7.2.2 In the case of faculty candidates who receive split/negative votes or abstentions at any review level and/or an employment termination recommendation from the Dean, the candidates **may** request a review process verification by the University Senate TR&P Committee. This committee will determine whether there have been process violations of the established procedures as articulated in this MOA and the approved department criteria. The candidate will forward their file to the Senate TR&P Committee, along with a written rationale for the request of the review. The file should contain the evaluative letters of the department and college/school TR&P committees as well as the Dean's letter and recommendation, as applicable.
- 7.2.3 If a candidate has claimed an alleged violation of procedure, the candidate shall notify the University Senate TR&P Committee of the alleged violation and provide the committee with relevant documentation demonstrating their efforts to clarify or address the issue at each applicable level of review. In addition, the candidate may consult with the AFT regarding any procedural violation claim to verify whether a violation may have indeed occurred.

- 7.2.4 The review process will be placed on hold until the Senate TR&P Committee finalizes the process verification and issues its report. The appropriate dean and the provost's office should be notified that the process has been placed on hold.
- 7.2.5 The University Senate TR&P Committee may hold separate hearings for candidates and department and/or college/school committees for any of the reasons listed below. Prior to the hearings, the Senate committee shall inform the candidate, the department and college/school committees, and the Dean of the specific reason(s) for holding the hearing:
- 7.2.5.1 To gather additional information or clarify information presented.
- 7.2.5.2 To understand a negative, split, or abstaining vote at any previous level.
- 7.2.6 The Chair of the University Senate TR&P Committee will provide a written, dated synopsis of the candidate's hearing to the candidate within three business days. The candidate may submit comments or requests for corrections to the University Senate TR&P Committee in response to this synopsis. The candidate can share this synopsis with the department and/or college/school committee but is not required to do so.
- 7.2.7 For hearings with department and/or college/school committees, the Chair of the University Senate TR&P Committee shall provide a written, dated synopsis of the hearing(s) to those committees within three business days. While minutes of the hearing may contain names and titles of speakers during the hearing, the synopses will remove any identifying names or titles to preserve anonymity and encourage free discourse during the hearings. The department and/or college/school committee may submit comments or requests for corrections to the University Senate TR&P Committee in response to these synopses. The Chair of the University Senate TR&P Committee will provide final copies of the synopses and (if included) responses to be included in the candidate's file when the Dean forwards the file to the Provost.
- 7.2.8 The University Senate TR&P Committee will provide a detailed, written, and dated explanation of their determination of whether there were any process violations that occurred throughout the review process, including timeline violations. The Chair of the University Senate TR&P Committee will provide this report to the candidate, department and college/school TR&P committees (as applicable) and the Dean, who will include it in the candidate's file.
- 7.2.9 The candidate shall have the right to review the entire contents of their file before the Dean transmits it to the Provost and shall indicate by signature and date that the candidate examined the contents of the folder.

8. Procedures for Review by Deans and/or Provost

8.1 Second-Year Reappointments

Tenure-track faculty candidates applying for second-year reappointments should submit their simplified file (main and supplemental files in PDF format) to the corresponding Dean (or designee) by the due date posted in the recontracting calendar. The file should also include the current cycle review letter and the fully signed voting record form from the Department TR&P Committee.

- 8.1.1 The Dean will have the managerial authority to recommend or not recommend reappointments for second year recontracting. The Dean will notify, in writing, each candidate of their decision.
- 8.1.2 The Dean's decisions are final and not subject to any further administrative review. Reappointment to a second-year contract may be withheld or withdrawn for cause, for a change in programmatic need, or for fiscal reasons.
- 8.1.3 After the final review level is completed, the Dean/designee is responsible to transfer the PDF of the complete recontracting file (main and separate supplemental files and all the review letters) to the Provost's Office for reviewing and archiving. Digital copies will be uploaded by each Dean/designee into the appropriate Provost's archival space.

8.2 Third- and Fourth-Year Reappointments

Tenure-track faculty candidates applying for third and/or fourth year reappointments should submit their complete file (main and supplemental files in PDF format) to the corresponding Dean or designee by the due date posted in the re-contracting calendar. The file should also include the current cycle review letters and the fully signed voting recording forms from the Department and College/School TR&P Committees.

- 8.2.1 The Dean will have the managerial authority to recommend or not recommend reappointments for third and/or fourth year recontracting. The Dean will notify, in writing, each candidate of their decision.
- 8.2.2 A candidate may choose to appeal a Dean's employment termination decision to the Provost or designee. The written appeal should include the complete recontracting file and all evaluation letters received in that cycle and may also include a written response to the Dean's review. Appeals must be filed within 10 business days of receiving the Dean's recommendation. Appeal letters should be emailed to VP-FacultyAffairs@rowan.edu.
- 8.2.3 When a candidate files an appeal, the Senate TR&P Committee may review the

case, if the candidate also chooses to claim an alleged process violation, and will provide a written report to the candidate, all relevant committees, and the Dean, who will include it in the candidate's file.

- 8.2.4 The Provost or designee will review all materials submitted, including the department and college/school committees' reviews, the Dean's review and recommendation, the candidate's responses (if any), the Senate TR&P Committee report(s), and will issue a final decision. At that point, the internal review processes at Rowan University will have then been exhausted and concluded.

8.3 Fifth- and Sixth-Year Reappointments

Tenure-track faculty candidates applying for fifth and/or sixth year reappointments should submit their complete file (main and supplemental files) to the corresponding Dean or designee by the due date posted in the recontracting calendar. The file should also include the current cycle review letters and the fully signed voting recording forms from the Department and College/School TR&P Committees.

- 8.3.1 Following the approved schedule, the Dean/designee will provide a recontracting recommendation to the Provost/designee and will also notify, in writing, each candidate of their decision.
- 8.3.2 Either at the request of the candidate or the dean, the two parties may meet to discuss the dean's recommendation letter.
- 8.3.3 The Dean will submit a complete recontracting file and all the evaluation letters received in that review cycle, to the Provost/Designee, by the scheduled deadline, including a written response to the Dean's recommendation if the candidate chose to provide one.
- 8.3.4 When a candidate receives an employment termination recommendation from the Dean, and if they claim an alleged process violation, the Senate TR&P Committee will review the case and will provide a written report to the candidate, all relevant committees, and the Dean, who will include it in the candidate's file.
- 8.3.5 The Provost or Designee will review all the materials submitted, including the department and college/school committees' reviews, the Dean's review and recommendation, the candidate's responses (if any), the Senate TR&P Committee report(s) (if any), and will issue a final recontracting recommendation. The Provost/designee will have the managerial authority to recommend or not recommend reappointments for fifth and/or sixth year recontracting, or to recommend a terminal year of employment. If the Provost/Designee issues an employment termination decision, the faculty candidate may either request a one-year terminal appointment, forfeiting the right to appeal the termination decision, or appeal the employment termination to the Chancellor/designee. Appeals must be filed within 10 business days of receiving the

Provost/Designee's recommendation. Appeal letters should be emailed to VP-FacultyAffairs@rowan.edu.

- 8.3.6 The Chancellor or designee will review all the materials submitted including the department and college/school committees' reviews, the Dean and Provost's reviews and recommendations, the candidate's responses (if any), the Senate TR&P Committee report(s) (if any), and will issue a final decision. At that point, the internal review processes at Rowan University will have been exhausted and concluded.

8.4 Seventh-Year Reappointments with Tenure

Tenure-track faculty candidates applying for a seventh-year reappointment carrying tenure should submit their complete file (main and supplemental files) to the corresponding Dean or Designee by the due date posted in the recontracting calendar. The file should also include the current cycle review letters and the fully signed voting recording forms from the Department and College/School TR&P Committees.

- 8.4.1 Following the approved schedule, the Dean/designee will provide an evaluative letter with tenure recommendation to the Provost/designee and, also, notify, in writing, each candidate of the decision.
- 8.4.2 Either at the request of the candidate or the dean, the two parties may meet to discuss the dean's recommendation letter.
- 8.4.3 The Dean will submit a complete recontracting file and all evaluation letters received in that review cycle, to the Provost/designee by the scheduled deadline, including a written response to the Dean's recommendation if the candidate chose to provide one.
- 8.4.4 When a candidate receives a negative tenure recommendation from the Dean, and if they claim an alleged process violation, the Senate TR&P Committee will review the case and will provide a written report to the candidate, all relevant committees and the Dean, who will include it in the candidate's file.
- 8.4.5 The Provost or Designee will review all the materials submitted, including the department and college/school committees' reviews, the Dean's review and recommendation, the candidate's responses (if any), and the Senate TR&P Committee report(s) (if any), and will issue a tenure recommendation. The Provost/designee will have the managerial authority to recommend or not recommend reappointments for a seventh-year reappointment carrying tenure. If the Provost/Designee issues an employment termination decision, the candidate may appeal to the Chancellor/Designee. Appeals must be filed within 10 business days of receiving the Provost/Designee's recommendation. Appeal letters should be emailed to VP-FacultyAffairs@rowan.edu.

- 8.4.6 The Chancellor or designee will review all materials submitted, including the department and college/school committees' reviews, the Dean and Provost's reviews and recommendations, the candidate's responses (if any), the Senate TR&P Committee report(s) (if any), and will issue a final decision. At that point, the internal review processes at Rowan University will have been exhausted and concluded. As part of the appeal process, and before a final written decision is issued by the Chancellor or designee, the candidate may also request an informal appearance before the Chancellor or designee. The candidate may request a Union representative to be present at that appearance.
- 8.5 Assistant Professor candidates who are conferred tenure will automatically be considered for promotion to the rank of Associate Professor on the first day of tenured service. Therefore, no promotion file or process will be required for these candidates (unless otherwise recommended post-tenure review).

9. External Review Process for Tenure Candidates (also see Appendix C)

Candidates for tenure (faculty at rank of Assistant Professor and higher) will be reviewed by at least three external reviewers. These reviews are confidential, and the transmission of reviews will be handled by the Department TR&P Committee Chair. Outlined here are the tasks and responsibilities involved in all steps of this process.

9.1 Generating a List of Potential Reviewers

9.1.1 In order to secure a minimum of three (3) letters, candidates should develop a list of ten (10) potential reviewers with the input of their Department Chair/Head and/or the Chair of the Dept TR&P committee and in consultation with the dean. These potential external reviewers must pass the university's criteria for conflicts of interest (as defined in Appendix C) and should normally be faculty members at the rank of Full Professor or at least at the rank to which the candidate is applying, and in related departments at Carnegie-classified research universities and medical schools; exceptions are possible when this criterion is impractical to meet. Faculty pursuing creative projects may include established artists or performers in their field not working in a university-setting.

9.1.2 The candidate and/or Department TR&P Committee Chair should include a CV, résumé, or other documentation of professional experience that verifies that the person listed meets the criteria as described in Appendix C, if that documentation can be found online when this list is transmitted to the dean. If it cannot, the Department TR&P Committee Chair should contact the potential reviewers for the necessary documentation, using the sample letter found in Appendix C.

9.1.3 It is the responsibility of the Department TR&P Committee Chair to verify the absence of any conflict of interest among the chosen external evaluators.

9.2 Vetting the List of Potential External Reviewers

9.2.1 For each potential external evaluator deemed unacceptable by the Dean, the Dean or equivalent must provide the Department TR&P Committee Chair with a written explanation of why this individual is unacceptable based on the qualifications of the reviewer or identified conflict of interest within two weeks of receiving the credentials for the reviewer pool from the TR&P Committee Chair. The Committee, in collaboration with the candidate, will then supplement the list with new suggestions.

9.2.2 If a Dean or equivalent rejects any of the second set of external evaluators such that the total list of potential evaluators dips below eight (8), the Provost will review the proposed external reviewers lists and make a final determination as to whether there are valid potential reviewers in the pool. The Provost, at their sole discretion, may also provide additional reviewer choices to be considered, while preserving the candidate's right to participate in the selection of their final external reviewers.

9.2.3 Deans may choose to create a descending order of preference for external reviewers off of the list of acceptable reviewers.

9.3 Communication with External Reviewers

9.3.1 The TR&P Committee Chair shall be the contact person for all communications with potential and selected reviewers. Candidates should not contact reviewers directly.

9.3.2 The TR&P Committee Chair should submit requests to potential external reviewers as early as possible. Securing agreements from external reviewers often takes time. See sample email for outreach in Appendix C.

9.3.3 As part of initial communication with potential reviewers, the TR&P Committee Chair must verify the absence of any conflict of interest among the chosen external evaluators.

9.4 Candidate's Dossier and Directions Provided to External Reviewers

9.4.1 The candidate will put together a dossier consisting of a CV, a comprehensive summary of their scholarly and creative activity during the probationary period (Assistant Professor rank and higher), and samples of their work products. The candidate transmits the dossier to the TR&P Committee Chair .

9.4.2 If the candidate earns substantial accomplishments following transmission of the file to the reviewer, the candidate may notify the TR&P Committee Chair, who will review the request and transmit the updated information to the reviewers if the request to update them is granted.

9.4.3 The TR&P Committee Chair transmits this dossier to each external evaluator along with the definition of conflicts of interest found in Appendix C, the link to the T&R

MOA, departmental criteria, instructions to evaluate that work and potentially discuss the likelihood of future impact or productivity but not make recommendations about whether or not candidates should be tenured, and a clear deadline for delivering the evaluation letter. Further guidance and procedures may be found in Appendix C.

9.4.4 Instructions for evaluating the candidate's work must include contextual information about the department and the university, as well as the college, if relevant. This context should identify the candidate's teaching load, start-up funding, and access to resources that impact work in that discipline (for example, the department's doctoral program is only in its second year, and there are not yet graduate students to serve as research assistants).

9.5 TR&P Committee Receipt and Synthesis of External Review Letters

9.5.1 These external review letters are confidential and not seen by the candidate.

9.5.2 In order for the candidate to be able to respond to their external evaluations, the department TR&P committee should synthesize the letters, focusing primarily on patterns in reviewers' feedback but also paraphrasing/summarizing any significant concerns expressed by one or more reviewers.

9.5.3 Quotations may be incorporated into the synthesis of the external evaluations; however, the TR&P committee should avoid quoting any language that is likely to reveal the identity of the quoted evaluator.

9.5.4 Members of all committees (Dept., College/School, and Senate) Committee must keep reviewers' identities confidential at all times, including after the process ends or after they leave the university. Disclosure is only permitted if required by a court-issued subpoena in litigation. Violating this rule may lead to an ethics investigation.

9.6 Transmission of External Review Letters

Due to their confidential nature, external review letters must be transmitted separately through the various levels of review. For departments that used FACTS external review solicitation feature, the letters will automatically be transferred with the candidate's packet via FACTS. For candidates not using the FACTS system and/or for departments that did not use FACTS to solicit external review letters, Department TR&P Committee Chairs can transmit external review letters through a Google Drive folder or by email to the Department Head (if applicable), College TR&P Committee Chair, Dean, and Provost or designee.

9.7 Candidate Response to External Reviews

While six-year/tenure candidates will not see their confidential external review letters, they may choose to respond to the summary/synthesis of these reviews as it appears in their departmental

evaluation letter. This response can be inserted after their department review letter before transmission to the next stage of review.

10. Procedures Due to a Break in Service

In cases where an individual covered by this agreement has a documented extensive break in service (usually equivalent to a semester or more) due to a qualifying life event (e.g., the birth, adoption, or foster placement of a child; medical illness; caretaking responsibilities), the tenure clock may be extended by one calendar year, as specified by the New Jersey tenure law as amended in 2014. This documented break in service should have significantly hindered the faculty's progression towards recontracting and tenure with demonstrable negative impacts in **all areas** of faculty evaluation (teaching, scholarly and creative activities, and service). A short or partial leave of absence does not qualify as an extensive break in service. A candidate who meets these criteria may request to have their tenure clock delayed by a full academic year, and all evaluations will take place one year after the local tenure and recontracting schedule and evaluation process in effect at the time of the deferral request.

10.1 Request of Reappointment Review Deferral

Candidates seeking the one-year deferral shall provide a written request to their Department Chair/Head and Dean. This request should clearly indicate the reasons for and duration of the break(s) in service. It should also explain how the absence has caused a significant loss in scholarly/creative activity productivity and describe all other negative consequences such as course evaluations and/or peer observations that could not be collected, service activities interrupted, etc. The request shall be submitted within 30 consecutive days from the official day of the return of the employee from the break in service.

10.2 Break in Service Decision

- 10.2.1 The Dean/designee will issue a recommendation to the Provost regarding the one-year deferral request.
- 10.2.2 The Provost/designee will review the case and make a final determination. The Provost/designee's decision is final and not subject to appeals.
- 10.2.3 If approved by the administration, the candidate will receive an additional year added to the current recontracting period, and all subsequent reviews will take place one year beyond the normal cycle. For example, if a break in service occurred in the third year of service, the fourth-year review will take place in the fifth year of service, and the tenure review will take place in the seventh year of service. The candidate will have to acknowledge the requirements under the revised probationary cycle by signing and returning a copy of the letter to the Office of the Provost, VP-FacultyAffairs@rowan.edu

10.3 Post Break in Service Files

In files following the break in service, candidates should clearly explain the duration of the break in service, and its effect on **all areas** of evaluation. Copies of the approved request regarding both the break in service and subsequent extension of the tenure clock shall be included in all subsequent recontracting and tenure files.

11. Grievance Rights

A candidate may file a grievance at any juncture during the Tenure and Recontracting process. The grievant must report claims of violations of procedures to the President of the University within fourteen (14) days from the date on which the alleged violation occurred or when the individual grievant should have reasonably known of its occurrence. In the event of failure to report the occurrence within the fourteen (14) day period, the matter may not be raised in any later grievance contesting the validity of any action during the process.

ANY PROVISION HEREIN WHICH IS INCONSISTENT WITH LAW AND/OR STATE OR COMMISSION ON HIGHER EDUCATION POLICIES SHALL BE NULL AND VOID.

APPENDIX A

STUDENT EVALUATIONS OF TEACHING AND LEARNING

SUMMER 2026: THIS APPENDIX IS CURRENTLY BEING NEGOTIATED AND WILL BE POSTED INTERNALLY ONCE RATIFIED VIA CONFLUENCE (CONTACT YOUR AFT REPRESENTATIVE, THE FACULTY CENTER, OR SENATOR FOR THIS LINK)

APPENDIX B

EXAMPLES FOR EXECUTIVE SUMMARIES

Executive Summary (1)

In this application, I have presented detailed analyses of my activities at Rowan University including teaching, scholarship, institutional service, and professional service. Here, I would like to summarize my development in each of these areas with specific focus on the activities developed or added since my Spring 20XX Tenure and Recontracting Application.

Teaching

I have continuously improved my teaching evaluation scores in all areas and my average student-based evaluation scores are all above 4.50 out of 5.00. I have received excellent student evaluations with positive, friendly, and supportive student comments. I have received no negative comments from students or colleagues. I have adapted my textbooks, homework styles, and laboratory procedures in Physical Chemistry and I have continued my successful methods in teaching Freshman Chemistry. I have twice taught the Preparation for Chemistry course as part of the EOF/MAP summer Pre-College Institute program, and I have taught the Dept.'s Seminar course. I have also continued to receive supportive peer observations from my colleagues in the Department of Chemistry and Biochemistry.

Scholarship

Since Spring 20XX I have had 5 articles published in peer-reviewed journals and I have submitted 1 patent, bringing my total publications since arrival to Rowan to 14 (including the patent). I just submitted a 6th article. In Spring 20XX, the Dean and Senate recommended that I take a more active role in grant applications. Since 20XX I have applied for 3 major grants as Principal Investigator and several others as Co-Investigator. I have received internal grant funding as Principal Investigator and funding from the NSF (2 grants) as Co-Investigator.

Service

Since Spring 20XX I have been elected to the Rowan University Senate and have served on a Senate committee. I have volunteered to be the Chair of a Senate committee starting Fall 20XX. I have served on numerous Departmental committees including the MS Pharmaceutical Sciences admissions committee, and I have served on several College of Science and Mathematics committees including the Science Day committee (as Co-Chair), Curricular Innovations Committee, and Adjusted Load committee. I have served on the Women and Gender Studies advisory board and have been elected to the Women and Gender Studies council. I have also written several course and curriculum changes and proposals including a proposal for a new restricted elective, Environmental Chemistry.

Professional Service

I have continued as Treasurer of the South Jersey Section of the ACS, and I have attended two ACS national meetings. I have served as reviewer to numerous scientific journals and have reviewed ~7 manuscripts since Spring 20XX. I also helped organize the Mid-Atlantic Regional

Meeting awards dinner at Rowan University in April 20XX.

Executive Summary (2)

I am in my fifth year of service at Rowan University. I believe the following documents will provide evidence of my success as a teacher, my productivity as a researcher, and my significant contributions to the university and wider community.

Teaching Effectiveness

- I have developed and taught a range of both undergraduate (n=4) and graduate courses (n=3)
- I have worked individually with 7 students engaged in independent study and served as a committee chair or committee member for 11 master's thesis students.
- I have consistently earned high ratings on my student evaluations and peer observations. The overall mean for individual responses for all classes ranged between 4.38 to 4.92.
- I have met with student groups (outside of class/research) to discuss professional issues related to the field of psychology (e.g., Psychology Alliance, Rowan Biology Club)
- I oversaw the research internship experience of a student from Spain.

Scholarly Activity

- Since my last review, I have been involved with a grant submission, 4 article submissions to peer-review journals (1 accepted and 3 under review). Of the three articles under review, one (first author) received a revise & resubmit and is likely to be accepted.
- Since my last review I have had 7 professional conference presentations.
- Since arriving to Rowan, I have been involved with 7 grant submissions, have accrued 5 publications in peer-review journals and have made 15 conference presentations.
- Overall, I have engaged 25 undergraduate, 6 graduate students, and 1 research intern in my research lab leading to numerous co-authored conference presentations (n = 17) and journal articles under review (n = 1) or in preparation for submission (n = 2).

Contribution to University Community

- Since 20XX I have served on a total of 7 Department committees (chairing 2), 4 University committees, while also assisting with adjunct evaluations, transfer student orientation, new faculty orientation (*building bridges*), and serving as the Department AFT representative
- I have served as the coordinator of the 60-credit hour program in Clinical Mental Health Counseling and the Certificate of Advanced Graduate Studies program in Mental Health Counseling between April 20XX and August 20XX.

Contribution to the Wider and Professional Community

- I am an active member in 6 professional organizations.
- I have engaged the larger community by serving as a judge during the Coriell Institute Annual Science and Engineering Fair.
- Engaged in numerous consultations and invited talks with community mental health agencies regarding the assessment and treatment of cognitive dysfunction in schizophrenia.

APPENDIX C

CONFIDENTIAL EXTERNAL REVIEWER INFORMATION

This appendix contains guidance for Department Chairs and TR&P Committees on external reviews for promotion at the point of tenure. Department Chairs coordinate the creation of the list of potential external reviewers (see Section 9) and perform all of the communication with potential and confirmed external reviewers. As stated in Section 9, the candidate should not communicate directly with any of their potential or confirmed reviewers.

CONFLICTS OF INTEREST

External reviewers for tenure should be at arm's length from the candidate under review. This means they are free of potential or perceived conflicts of interest with the candidate. Candidates, Department Chairs, and Deans must monitor for conflicts of interest as they work on a list of potential reviewers, and Department Chairs should confirm with potential reviewers that they do not have a relationship with the candidate that presents a conflict of interest. Some examples of conflicts of interest are listed below, but the list is not exhaustive: additional restrictions or considerations may be requested after consultation between a Department and the Dean/Administration. This list was adapted from the conflict-of-interest framework of the National Science Foundation.

A. Affiliation conflicts to avoid

1. Share current employment
2. Consultant or advisor to Rowan
3. Employed by Rowan in the previous 12 months
4. Active application for employment at Rowan
5. Holds an office, governing body, or committee at the institution
6. Received an award, honorarium, or gift from Rowan in the last 12 months
7. Has a financial relationship or interest with the candidate

B. Personal relationship conflicts to avoid

1. Spouse, child, sibling, parent, or other family relationship with the candidate
2. Business or professional partnership
3. Past or present association as the candidate's professor or dissertation/thesis advisor
4. Collaboration on a professional work in the present or past (includes grants, publications, reports, papers, creative works, or collaborations)
5. Co-editorship of a professional work

C. Other affiliations or relationships to avoid

1. Affiliation or relationship with spouse, parent, minor child, or other individual living in the candidate's immediate household, legal partnership, or legal guardianship.
2. Any other relationship, such as a close personal friendship, that might affect the judgment of the evaluator or be seen as doing so by a reasonable person familiar with the relationship

COMMUNICATING WITH EXTERNAL REVIEWERS

Department TR&P Committee Chairs are responsible for all communication with potential and confirmed external reviewers; this includes acquiring reviewer CVs, checking on conflicts of interest, transmitting candidate dossiers, receiving external review letters, disseminating external review letters to the TR&P Committee and subsequent levels of review, and generally maintaining confidentiality.

Communication to external reviewers includes:

1. Contacting potential reviewers to invite them to serve and to check for conflicts of interest.
2. Transmitting the candidate's dossier and instructions to confirmed reviewers, and asking for a confirmation of receipt.
3. Reminding and following up with reviewers as necessary as the deadline approaches.
4. Thanking reviewers for their service once their letters are submitted.

Note: External reviewers should be communicated with individually, not as a whole group.

Sample email to invite a potential reviewer to serve:

Dear Dr. __,

I write to invite you to serve as a confidential external reviewer for Professor ____, an applicant for tenure and promotion (to associate professor) in their 6th year of service here in the ____ department at Rowan University. Given your substantial expertise in the field of ____, we would greatly value your candid and rigorous evaluation of their work.

Attached is a CV and further below is a bio for Prof. ____, along with information about our institution for context. Please let me know if you can serve as an external reviewer, preferably as soon as possible, but by June 12th at the latest. Should you accept this invitation, I will forward their materials (i.e., a narrative about their scholarship/creative work, samples of their work, and

any supporting documentation) and the University/Departmental guidelines for promotion and tenure by Monday, July 1st. The Tenure & Promotion Committee would ask that we receive your review letter by Monday, September 2nd.

If you are willing to serve in this capacity, I also ask that you look at the attached document about conflicts of interest and confirm that you do not have any to report.

Important contextual background on Rowan University for evaluating this candidate:

Rowan is the fastest-growing public research institution in the Northeast, and our growth in both programs/degrees and enrollment has largely happened since we were designated a comprehensive research university in 2013. While we are poised to become a Carnegie-classified R1 institution next year, Rowan only earned Carnegie-classified R3 (moderate research activity) status in 2017 and then R2 (high research activity) status in 2018. Teaching load and access to research resources varies by discipline at Rowan. In the case of [candidate or department name], their teaching load has been ____ and their research support has included ____ but not included ____ [insert anything that might be expected of an R1 that was not available to this candidate and consult with the candidate about relevant info to include for their discipline/field] ____ . More information about the institution can be found on [Rowan University's website](#).

____'s CV is attached, and their faculty bio is below:

[insert bio here]

Best wishes,
Prof. X
Department Chair

Sample email to transmit dossier to a confirmed reviewer. Swap content as needed (format of dossier, candidate's current rank, etc.)

Dear XXX,

Thank you again for agreeing to serve as a confidential external reviewer for _____. Given your extensive and valuable expertise in the candidate's field, we deeply appreciate your objective evaluation. This email provides the materials you need for this review, along with deadlines; if you could please confirm receipt, I would appreciate it!

I have shared a Google Drive folder [link again here] with your email address that contains materials you will need to complete your review of _____'s scholarly or creative activity for tenure and promotion to Associate Professor. This folder includes:

- ____'s narrative of their scholarly/creative activity during their pre-tenure period at Rowan.
- Samples of their scholarly/creative works.
- The criteria under which ____ will be reviewed (the Department of ____'s criteria and our university's Memorandum of Agreement for Tenure and Promotion).
- ____'s CV.

Please let me know if you cannot access any of these materials, and please provide me with any other email address with which I should share the Drive folder.

About the criteria:

- Both documents are the most recent for our university and department, despite the dates you will see on them. As you might expect, the documents are long. Here's a shortcut to the most important sections:
 - University Memorandum of Agreement: Section 9 covers external reviewers. Please note that the MOA states, "External reviewers should not make recommendations about whether or not candidates should be tenured." The purpose is to provide your expert evaluation of the quality and significance of the candidate's work and contribution to their field.
 - Department of ____ Criteria: pages ____ outline our criteria for scholarly/creative activity.
- Please note that all pre-tenure faculty automatically receive a reduced teaching load (our full-time load is 4/4): ____ had a ____ teaching load during their pre-tenure years.
- [Candidate's name] had access to ____ for research support, but they did NOT have access to _____. Please keep this candidate's access to resources in mind as you perform your evaluation.

We look forward to receiving your summary/evaluation letter by **September 1st!** Thank you again for serving in this capacity, and please let me know if you have questions, concerns, or access issues.

With deep appreciation,
Prof. XXX

APPENDIX D

ADJUSTMENTS FOR CANDIDATES USING THE FACTS SYSTEM

Candidates using the FACTS system to assemble and transmit their T&R files should note the following adjustments to the T&R process:

1. You do not need to use the checklist form.
2. You do not need to assemble individual items for the main file into a single PDF unless one of your reviewers requests that a compiled file be uploaded in addition to the individual files.
3. You do not need to create a clickable Table of Contents (neither for the main packet nor the supplemental folder) unless one of your reviewers asks for a single PDF of the main packet.
4. Department and College Recommendation Forms are built into FACTS.
5. Candidates do not need to add signatures to department evaluations; there is a step in FACTS to indicate that you have read your review.
6. FACTS will handle the transmission of files to the next level once the previous level is complete (i.e., after the review associated with a given level is submitted).
7. Appeals can be filed in FACTS (e.g., an appeal to the Provost about the Dean's decision).
8. Department TR&P Committee Chairs can communicate with external reviewers through FACTS. When Chairs solicit external reviews through FACTS, the reviewers can submit their letters directly to FACTS.

APPENDIX E

FORMS REQUIRED FOR ALL RECONTRACTING AND TENURE FILES

These forms are also found on the AFT Local Agreements [website](#), in fillable Word format.

- Signature Sheet for Evaluative Criteria (fully signed, in Supplemental file)
- Courses Taught and Adjusted Workload Worksheet
- Department Committee Recontracting Recommendation Form (vote recorded and fully signed)
- Department Committee Recommendation Form for First-Year Faculty (vote recorded and fully signed)
- College/School Committee Recontracting Recommendation Form (vote recorded and fully signed)

One of the following as applicable:

- Recontracting Checklist for First-Year Faculty
- Recontracting Checklist for Tenure-Track Faculty

SIGNATURE SHEET FOR EVALUATIVE CRITERIA

APPROVED CRITERIA SHALL HAVE ALL REQUIRED SIGNATURES

Department: _____

Department Chair/Head: _____

Date Sent to Dean: _____

Signature

Date Approved

Dean: _____

Provost/designee: _____

DIRECTIONS: This signature page must accompany the evaluative criteria throughout the entire approval process and serves as a record that all levels have contributed to the approval process. Changes and any new language added to existing and approved criteria documents must be clearly marked in the new criteria document using the Track Changes function. After all levels have approved the evaluative criteria, the Provost or designee will send this cover page and the criteria to the department and, separately, to the Senate office for archiving.

COURSES TAUGHT AND ADJUSTED WORKLOAD WORKSHEET

Please list the courses taught and other duties with assigned credit for each semester in the current review cycle only (current semester included)*.

Semester: **Fall 20XX (EXAMPLE: Please remove before submission)**

Course/Duty	Credits Assigned/ Percent effort	Notes:
PSY 10315 Physiological Psych	3	
BIO 01445 Special Topics	3	
PSY 10315 Physiological Psych	3	
Research Adjusted Load	3	Project: NMDA receptors in mice

Semester:

Course/Duty	Credits Assigned/ Percent effort	Notes:

Semester:

Course/Duty	Credits Assigned/ Percent effort	Notes:

Semester:

Course/Duty	Credits Assigned/ Percent effort	Notes:

* For second-year candidates, the current review cycle is counted from the date of hire.

**DEPARTMENT TR&P COMMITTEE
RECOMMENDATION FORM FOR FIRST-YEAR FACULTY**

CANDIDATE NAME: _____
DEPARTMENT: _____
COLLEGE/SCHOOL: _____
DATE OF APPOINTMENT: _____
YEAR OF SERVICE: _____ *FIRST* _____
DEPARTMENT CHAIR/HEAD: _____
DEPARTMENT TR&P COMMITTEE CHAIR: _____

Numerical Vote Totals

Acceptable: _____

Needs Remediation: _____

Abstain: _____

Date: _____

Attach the committee's assessment of the following areas:

1. Teaching Effectiveness
2. Scholarly and Creative Activity
3. Service to the University Community
4. Service to the Wider and Professional Community
5. Minority report if the vote is not unanimous

Committee Members:

<i>Print or type</i>	<i>Signature</i>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Department TR&P Committee Chairperson:

_____	_____
<i>Print or type</i>	<i>Signature</i>

Candidate's Signature: _____ **Date:** _____

(Candidate may attach response, if desired):

**DEPARTMENT TR&P COMMITTEE
RECONTRACTING RECOMMENDATION FORM**

CANDIDATE NAME: _____
DEPARTMENT: _____
COLLEGE/SCHOOL: _____
DATE OF APPOINTMENT: _____
YEAR OF SERVICE (2, 3, 4, 5, 6): _____
YEAR(S) APPLYING FOR (3, 4, 5, 6, 7/tenure): _____
DEPARTMENT CHAIR/HEAD: _____
DEPARTMENT TR&P COMMITTEE CHAIR: _____

Numerical Vote Totals

Acceptable: _____
Needs Remediation: _____
Abstain: _____
Date: _____

Attach the committee's assessment of the following areas:

- 1. Teaching Effectiveness**
- 2. Scholarly and Creative Activity**
- 3. Service to the University Community**
- 4. Service to the Wider and Professional Community**
- 5. Minority report if the vote is not unanimous**

Committee Members:

<i>Print or type</i>	<i>Signature</i>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Department TR&P Committee Chairperson:

_____ <i>Print or type</i>	_____ <i>Signature</i>
-------------------------------	---------------------------

Candidate's Signature: _____ **Date:** _____

(Candidate may attach response, if desired):

**COLLEGE/SCHOOL TR&P COMMITTEE
RECONTRACTING RECOMMENDATION FORM**

CANDIDATE NAME: _____
DEPARTMENT: _____
COLLEGE/SCHOOL: _____
DATE OF APPOINTMENT: _____
YEAR OF SERVICE (2, 3, 4, 5, 6): _____
YEAR(S) APPLYING FOR (3, 4, 5, 6, 7/tenure): _____
COLLEGE/SCHOOL TR&P COMMITTEE CHAIR: _____

Numerical Vote Totals

Acceptable: _____

Needs Remediation: _____

Abstain: _____

Date: _____

Attach the committee's assessment of the following areas:

1. Teaching Effectiveness
2. Scholarly and Creative Activity
3. Service to the University Community
4. Service to the Wider and Professional Community
5. Minority report if the vote is not unanimous

Committee Members:

<i>Print or type</i>	<i>Signature</i>
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

College/School TR&P Committee Chairperson:

_____	_____
<i>Print or type</i>	<i>Signature</i>

Candidate's Signature: _____ **Date:** _____

(Candidate may attach response, if desired):

RECONTRACTING CHECKLIST FOR FIRST-YEAR TENURE-TRACK FACULTY

CANDIDATE NAME: _____
DEPARTMENT: _____
COLLEGE/SCHOOL: _____
DATE OF APPOINTMENT: _____
DEPARTMENT CHAIR/HEAD: _____
DEPARTMENT TR&P COMMITTEE CHAIR: _____

FACULTY appointed after December 31 of the current academic year shall be reviewed the following year as a first-year candidate. The Department Tenure, Recontracting, and Promotion Committee Chairperson should review the file to ensure that all sections of the file are included and initial the appropriate sections below. Please number the pages of the recontracting file and collate in the order listed and include the corresponding starting page number where indicated.

Start Page	#	CHECKLIST ITEM	Dept. TR&P Chair Initials
<u>i</u>	1.	Checklist (this page)	
<u>ii</u>	2.	Table of contents (WITH HYPERLINKS FOR EASE OF NAVIGATION)	
<u>1</u>	3.	Curriculum vitae	
—	4.	Executive Summary (Not to exceed 4 pages) ● Teaching Effectiveness ○ Self-assessment ○ Plans for future growth ● Scholarly/Creative Activity ○ Self-assessment ○ Plans for future growth ● Service to the University Community ○ Self-assessment ○ Plans for future growth ● Service to the Wider and Professional Community ○ Self-assessment ○ Plans for future growth	
—	5.	Courses Taught and Adjusted Workload Worksheet	
<u>C-1</u>	6.	Current Cycle Letter File ● Department Committee letter, Department Head/Chair letter (as applicable), Department Committee Recommendation Form (numerical vote), and minority report (if applicable) and candidate's response (if applicable). ENSURE THAT ALL SIGNATURES ARE PRESENT.	
<u>S-1</u>	7.	Supplemental File (MANDATORY and delivered as a SEPARATE SEARCHABLE PDF DOCUMENT) ● Table of contents (WITH HYPERLINKS FOR EASE OF NAVIGATION) ● Job Description (from initial job posting) ● Signature Sheet for Evaluative Criteria ● Approved Department Tenure & Recontracting Criteria ● Student evaluations raw data (current cycle) ● Peer observations (current cycle) ● Other supplementary materials (only as needed, not to exceed 10 pages)	

RECONTRACTING CHECKLIST FOR TENURE-TRACK FACULTY

CANDIDATE NAME: _____
DEPARTMENT: _____
COLLEGE/SCHOOL: _____
DATE OF APPOINTMENT: _____
YEAR OF SERVICE (2, 3, 4, 5, 6): _____
YEAR(S) APPLYING FOR (3, 4, 5, 6, 7/tenure): _____
DEPARTMENT CHAIR/HEAD: _____
DEPARTMENT TR&P COMMITTEE CHAIR: _____

FACULTY appointed after December 31 of the current academic year shall be reviewed the following year as a first-year candidate. The Department Tenure, Recontracting, and Promotion Committee Chairperson should review the file to ensure that all sections of the file are included and initial the appropriate sections below. Please number the pages of the recontracting file and collate in the order listed and include the corresponding starting page number where indicated.

Start Page	#	CHECKLIST ITEM	Dept. TR&P Chair Initials
i-ii	1.	Checklist (these 2 pages)	
iii	2.	Table of contents (WITH HYPERLINKS FOR EASE OF NAVIGATION)	
<u>1</u>	3.	Curriculum vitae	_____
___	4.	Executive Summary (Not to exceed 3 pages)	_____
___	5.	Courses Taught and Adjusted Workload Worksheet (current review cycle*)	_____
___	6.	Teaching Effectiveness (Not to exceed 7 pages) ● Self-assessment ● Candidate's summaries of the student evaluations (current cycle*) ● Candidate's responses to the student evaluations (current cycle*) ● Candidate's responses to peer observations (current cycle*) ● Plans for future growth	_____
___	7.	Scholarly/Creative Activity (Not to exceed 7 pages) ● Self-assessment ● Plans for future growth	_____
___	8.	Service to the University Community (Not to exceed 2 pages) ● Self-assessment ● Plans for future growth	_____
___	9.	Service to the Wider and Professional Community (Not to exceed 2 pages) ● Self-assessment ● Plans for future growth	_____
<u>C-1</u>	10.	Current Cycle Letter File ● Department Committee letter, Department Head/Chair letter (as applicable), Department Committee Recontracting Recommendation Form (numerical vote), and minority report (if applicable) and candidate's response (if applicable). ENSURE THAT ALL SIGNATURES ARE PRESENT. ● College/School Committee letter, College/School Committee Recontracting Recommendation Form (numerical vote), and minority report (if applicable) and candidate's response (if applicable). ENSURE THAT ALL SIGNATURES ARE PRESENT. ● Dean letter and candidate's response (if applicable).	_____

<u>P-1</u>	11. **Previous Cycles Letter File (as applicable) and candidate's responses (if applicable) ● Review for 2nd-year contract (Department, Dean¹) ● Review for 3rd & 4th-year contracts (Department, College/School², Dean, Senate (if applicable), Provost (if applicable)) ● Review for 5th & 6th-year contracts (Department, College/School², Dean, Senate (if applicable), Provost ¹mandatory Provost review prior to Fall 2021 ²no College/School review prior to Fall 2021	
<u>S-1</u>	12. Supplemental File (MANDATORY and delivered as a SEPARATE SEARCHABLE PDF DOCUMENT) ● Table of contents (WITH HYPERLINKS FOR EASE OF NAVIGATION) ● Job Description (from initial job posting) ● Signature Sheet for Evaluative Criteria ● Approved Department Tenure & Recontracting Criteria ● Student evaluations raw data (current cycle* and previous cycles) ● Peer observations (current cycle* and previous cycles) ● Other supplementary materials (only as needed, not to exceed 10 pages) * For second-year candidates, the current cycle is counted from the date of hire. ** For second-year candidates, letters from previous cycle are from first-year review	