



- 1.4 University expectations of faculty performance fall into two broad areas: those areas of faculty responsibility traditionally used by institutions of higher education to judge performance and the continued development of its faculty and those expectations that reflect obligations of faculty as University employees.
- 1.5 Throughout this policy the term “faculty” shall mean teaching faculty and the term “library faculty” shall be used to refer to librarians covered under Article XVII of the Master Agreement.

## 2.0 STATEMENT OF FACULTY AND LIBRARY FACULTY RESPONSIBILITIES

### 2.1 Statement of Faculty Responsibilities

- 2.1.1 While individual appointment contracts outline general responsibilities of a faculty member’s appointment, the evaluation of faculty requires a clear statement of the responsibilities of all faculty, including those who are tenured. These responsibilities include sustained and consistent success in:
  - 2.1.2 Teaching, including General Studies teaching and teaching in all areas where a faculty member is listed as a member of the program faculty or associated faculty in the University’s official publications.
  - 2.1.3 Keeping abreast of developments in one’s areas of teaching responsibility and in pedagogical innovations as well as incorporating this knowledge into teaching.
  - 2.1.4 Regular and systematic assessment of the achievement of student learning outcomes in one’s Program and General Studies teaching, as appropriate within the context of Program objectives, and the use of this assessment in the continual improvements of teaching and professional work.
  - 2.1.5 Precepting, including facilitation of students’ academic and career planning/decision making; conscientious attention to students’ progress toward graduation; and helping students to access resources to reinforce these efforts. Prompt and timely communication with students and preceptees, including stewardship of student records and the maintenance of grading and attendance records in a manner consistent with University policy and all relevant statutes.

2.1.6

2.2.1 Keeping abreast of developments in one's area of responsibilities and in innovations in theory and practice, as well as incorporating this knowledge into one's work.

2.2.2 Regular and systematic assessment of the outcomes of library services in one's area of assigned responsibility, contributing to the assessment of library service as a whole, and the use of this outcomes assessment in the continual improvement of one's professional work.

~~2.2.3 Promoting and extending professional development opportunities in the achievement of individual, unit, Library, and University purposes, including active participation in~~

### 3.0 OTHER RESPONSIBILITIES OF FACULTY AND LIBRARY FACULTY

There are other responsibilities and expectations of faculty that derive from their employment by the State and the University. These include:

- 3.1 Adherence to all policies and procedures of the University as well as public laws, administrative rules, or other official regulations and directives.
- 3.2 Adherence to all obligations and procedures outlined in the Master Agreement and all locally negotiated agreements.
- 3.3 Regular attendance and performance of one's professional responsibilities to the University, consistent with guidelines issued by one's supervisor.
- 3.4 Provided reasonable notice has been given, timely responses to all official communications and requests for information, including the provision to the Program Coordinator and School Dean of a syllabus for every course each term as well as timeliness in the performance of one's responsibilities to the University and its students.
- 3.5 Regular availability to students, colleagues, and staff.

### 4.0 EVALUATION OF FACULTY

- 4.1 It is the policy of the University to evaluate regularly the performance of all faculty, including library faculty and those who have been granted tenure. The purposes of such evaluation are 1) to provide probationary faculty with a clear statement of University, School, and Program expectations of performance; 2) to provide all faculty with timely information regarding the extent to which they are meeting these expectations of performance; 3) to identify aspects of a faculty member's performance that may need improvement in order to meet or continue to meet University expectations; 4) to provide a foundation for discussions of performance issues between the faculty member and the Dean or other direct supervisor as well as his/her peers; and 5) to determine whether a faculty member should be reappointed, tenured, or promoted.
- 4.2 Adjunct faculty are expected to meet the obligations that derive from employment by the State and the University listed above, those noted in the Agreement for State Colleges/Universities Adjunct Unit, and those obligations listed above that focus primarily on teaching, i.e., 2.1.1, 2.1.2, 2.1.3, 2.1.6, and 2.1.13.

## 5.0 UNIVERSITY STANDARDS FOR FACULTY EVALUATION

The University expects faculty to excel in a variety of ways and to balance teaching, scholarship/creative activity, and service effectively. Sustained excellence in teaching is a necessary but not in itself a sufficient condition for tenure or promotion to higher rank. Except in unusual circumstances, scholarship leading to peer-reviewed publication and/or peer-reviewed creative activity is also a requirement for tenure and promotion to higher rank. Any exception to the expectation will be documented in writing. Faculty are also expected to contribute to University, community, and/or professional life through service activities.

5.1 Specifically, the University recognizes that it is sometimes advisable to appoint, as tenure-track faculty, individuals who have excellent credentials as practitioners or clinicians in an applied field but have not previously had need to develop a scholarly program. Typically, these individuals will have terminal degrees that are not research-based degrees. Such individuals should be identified early in their time at the University. They may be considered for tenure without concurrent promotion to Assistant Professor or Associate Professor, provided that they have demonstrated a particularly high level of excellence in teaching and service and that they are deemed likely to meet the standards for promotion in the area of scholarship/creative activity in the near future.

### 5.2 University Standards

5.2.1 This section outlines University standards for the evaluation of all faculty and the process whereby School and Program standards, consistent with the University standards, are restated in terms consistent with the character of the different Schools and disciplines.

5.2.2 The University expects all faculty to meet and continue to meet these standards. For probationary faculty the University will expect consistent evidence of positive development in all areas of evaluation. Adjunct, part-time, and tenured faculty are expected to sustain an overall pattern of excellence consistent with their rank and assigned responsibilities.

5.2.3 The University recognizes that faculty members, either in response to evaluations or in the interest of continuing vitality, may create individual paths towards excellence in a blend of teaching, scholarship/creative activity, and service that allows them to distinguish themselves. Consistent accomplishment over time will be evaluated positively, while recognizing that a candidate's relative contributions to the campus community in terms of teaching/librarianship, scholarly/creative/professional activity, and service normally will vary over time. Therefore, short periods of relatively less activity in one area should be complemented by greater activity in the others, producing balance and a consistently high level of accomplishment overall.

## 6.0 ELABORATION OF UNIVERSITY STANDARDS FOR TEACHING FACULTY

### 6.1 Teaching

6.1.1 Educating students, both inside and outside the classroom, studio,

attendance policies and the timely provision of copies to students.

6.1.2.4 Excellence in teaching also entails respect for students as members of the Stockton academic community, the effective response to student questions, and the timely evaluation of and feedback to students. *Faculty should use both formative and summative methods to provide timely feedback to students.*

6.1.3 Where appropriate, additional measures of teaching excellence are:

6.1.3.1 Ability to use technology in teaching. *Faculty will demonstrate competence in the use of computer-assisted teaching in the classroom and electronic means of communication with students, including delivery of any designated on-line course components.*

6.1.3.2 The capacity to relate the subject matter to other fields of knowledge. *The Ed.D. in Organizational Leadership program is designed to be relevant, practical, flexible, and process-driven. Leadership development is viewed as an integrated and sustained process, not as an event, or series of disconnected events. The leadership concepts and understandings embedded in the program are designed to be relevant and will be connected to and applied within the leader's real world and work environment.*

6.1.3.3 Seeking opportunities outside the classroom to enhance student learning of the subject matter.

6.1.3.4 The ability to lead, promote, and/or participate in successful credit-bearing experiences in international education and global engagement.

6.2







6.2.4.6.3 Scholarly and creative activity that involves students as co-presenters, co-participants, or co-authors. *The*



*and impact of activities that enhance the liberal arts mission of the university, particularly activities that have an impact beyond the Organizational Leadership Program. Such activities may include 1) new course offerings in the General Education; 2) presentations or participation in panel discussions on campus; 3) contributing to events or programs that are open to, and benefit, the university community as a whole; 4) service on formal committees or task forces that support the mission of the institution or are critical to its governance; and 5) collaborating and cooperating with other university programs, centers,*



7.1.2.3 Sound design and application of assessment in one's area of librarianship.

7.1.2.4 Ability to use technology appropriately in the provision of information and library services.

7.1.2.5 Contributions to the advancement of the profession through such activities as participation in professional organizations, presentation of papers, and scholarly publication.

7.1.2.6 Excellence in librarianship entails respect for students as members of the Stockton academic community and the effective response to student questions, and may also entail seeking opportunities outside the Library to enhance student learning.

## 7.2 Library Faculty with Teaching Responsibilities

When library faculty members assume classroom teaching responsibilities, teaching will be evaluated under section 6.1 (Teaching).

## 7.3 Library Faculty Scholarly and Creative Activity

Library faculty members will be evaluated under section 6.2 (Scholarly and Creative Activity)

## 7.4 Library Faculty University and Community Service

Library faculty members will be evaluated under section 6.3 (University and Community Service)

## 8.0 DEFINITION OF SCHOOL AND PROGRAM STANDARDS

The University standards outlined above are applicable to all faculty as specified, but their application requires that they be interpreted in light of disciplines represented in each academic School and Program. Each School and Program will develop standards interpreting the University standards within the context of its own disciplinary traditions. Thus, Program definitions should be consistent with both School and University standards and School standards will be consistent with the University standard. Prior to their application, each standard will be approved through the process outlined in the local agreement "Procedure for the Evaluation of Faculty and Library Faculty."





### 9.3 Tenure by Exceptional Action

Notwithstanding the above, a Board of Trustees, upon the recommendation of the President of the University, may, as an exceptional action and upon a 2/3 roll call vote, grant tenure to an individual faculty member after employment in such State college for two (2) consecutive academic years. (N.J.S.A. 18A:60-9)

### 9.4 University Perspectives on Tenure

Tenure, as established by New Jersey law, is viewed by the University as a specific condition of employment, which is afforded to those members of the academic community who qualify for it, and is a means of making the teaching profession attractive to persons of exceptional ability. While academic tenure is one important protection for academic freedom, it is not a shield for mediocrity, incompetence, or academic irresponsibility. Notwithstanding the granting of tenure, a member of the faculty is expected to attain and maintain that standard of excellence that led the University to award tenure in the first place.

### 9.5 The following guidelines established by the Board of Trustees are used by the University to consider appointments that confer tenure:

9.5.1 Tenure should be awarded only to individuals whose performance during their probationary period gives clear evidence of the ability and willingness to make a significant and continuing contribution to the growth and development of the institution.

9.5.2 Tenure should be awarded after presentation of positive evidence of excellence in the achievement of University, School, and Program standards.

9.5.3 Tenure should be awarded to those who can demonstrate the ability to fulfill professional responsibilities, as members of the faculty and employees of the University, and not solely because negative evidence to the contrary is not presented.

9.5.4 In granting tenure to individuals, the needs of the University and the proportion of presently-tenured faculty on both the University-wide and Program-wide basis should be considered. No tenure quota is imposed.

However: existing minimum qualifications for appointment or promotion to certain ranks constitute necessary, but not sufficient, justification for awarding tenure.

9.5.5 Assistant Professors normally receive promotion to the rank of Associate Professor concurrent with their reappointment with tenure, unless there are unusual circumstances in the individual tenure/promotion situation. Such unusual circumstances would include those noted in 5.1 above.

9.5.6 The University reserves the right not to tenure a faculty member under certain circumstances, including:

9.5.6.1 fiscal exigency as determined by the Board of Trustees;

9.5.6.2 the determination by the University that long-term patterns of enrollment and degrees granted within the candidate's primary program or the future of the program do not warrant the conferral of additional tenure appointments; and/or

9.5.6.3 other institutional considerations as determined by the Board of Trustees upon recommendation of the President.

## 10.0 EXPECTATIONS FOR RANK

The general criteria for faculty expectations have been outlined above. In addition, the University has specific expectations for each rank. The expectations for each specific rank are used to evaluate performance within that rank and when judging readiness for promotion to the next higher rank.

### 10.1 Instructors:

10.1.1 have earned a minimum of a Master's degree or equivalent from an accredited institution in a field appropriate for the initial appointment. There are two types of situations where individuals hold the rank of Instructor:



10.3.2 demonstrate a record of scholarly/creative activity that is recognized by others within their discipline or area of specialization; and

10.3.3 document progressively important service roles and demonstrate a capacity for leadership.

10.4 Professors:

10.4.1 must achieve a consistent record of excellence in teaching (in both Program and General Studies courses), including curricular contributions, pedagogical leadership, and/or in activities that support the achievement of teaching excellence throughout the University;

10.4.2 must achieve and continue to demonstrate a record of scholarly/creative activities that are nationally and/or internationally recognized as outstanding and significant; and

10.4.3 must be stewards of service; they must play and continue to play a major role in significant University initiatives, major public initiatives, or hold key positions in their professional organizations. Professors must demonstrate that their service is recognized as outstanding in quality, effectiveness, and scope.

11.0 EXPECTATIONS FOR RANK: LIBRARY FACULTY

11.1 Instructors (Librarian III):

11.1.1 have a master's degree or equivalent from an accredited institution in a field appropriate for the initial appointment.

11.1.2 provide evidence of satisfactory performance of professional responsibilities and scholarly or creative activity or substantive, documented contributions to library science appropriate to one's discipline and one's rank.

11.2 Assistant Professors (Librarian II):

11.2.1 demonstrate a record of continuous improvement in performance of their professional responsibilities toward excellence. Such excellence is demonstrated through excellence in library service outcomes, the effective utilization of the most recent scholarship and methods of librarianship and information science, and through the integration of one's activities into improved library service and student learning.

11.2.2 demonstrate a growing record of breadth and significance in scholarly or creative activity or substantive, documented contributions to library science beyond that presented to secure rank.

11.2.3 demonstrate the capacity to contribute effectively in the use of professional skills in service to the University and/or to non-University environments.

11.3 Associate Professors (Librarian I):

11.3.1 provide evidence of successful performance in terms of the expectations in the Assistant Professor rank.

11.3.2 have achieved consistent excellence in the performance of their professional responsibilities. Associate Professors should be capable of leadership in the areas of their professional responsibilities, including the ability to demonstrate new innovations in librarianship to others within or outside the Library.

11.3.3 have achieved a record of scholarly or creative activity or substantive, documented contributions to library science that are recognized by others within their discipline or chosen area of specialization.

11.3.4 have played progressively important roles in support of Library or University activities.

11.4 Professors (Assistant Director):

11.4.1 provide evidence of successful performance in terms of expectations for Associate Professor.

11.4.2 have achieved a consistent record of excellence in the performance of all their professional and administrative responsibilities, in the

