
FACULTY HANDBOOK

NJIT

New Jersey Institute of Technology

July 2017

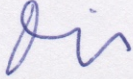
CONTENTS

ENDORSEMENTS	4
PART ONE	
UNIVERSITY ADMINISTRATION AND SHARED GOVERNANCE	5
1.1 The Board of Trustees.....	5
1.2 Administrative Officers for Academic Affairs	5
1.3 Organizational Chart	5
1.4 Shared Governance	5
PART TWO	
THE FACULTY AND INSTRUCTIONAL STAFF	7
2.1 General Statements on Faculty.....	7
2.2 Membership in the Faculty	8
2.3 Definition of Faculty Ranks.....	8
2.4 Faculty Appointments and Affiliations	10
2.5 Instructional Staff.....	12
PART THREE	
ACADEMIC UNITS AND THEIR ADMINISTRATION	13
3.1 Colleges, Schools, and Departments.....	13
3.2 Department Bylaws.....	13
3.3 Selection and Appointment of Department Chairpersons	15
3.4 Federated Departments.....	18
3.5 Restructuring of Academic Units.....	20
PART FOUR	
PROMOTION AND TENURE	23
4.1 General Principles Governing the Promotion and Tenure Process	23
4.2 Criteria and Grounds for Assessment.....	23
4.3 Tenure	26
4.4 Promotion.....	29
4.5 Promotion and Tenure Procedures	30
ADDENDUM TO PART FOUR	
TENURE POLICIES THAT APPLY TO FACULTY HIRED AFTER SEPTEMBER 1, 2016	35

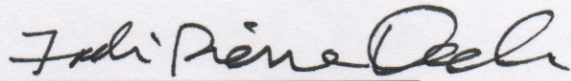
PART FIVE	
TEACHING	36
5.1 Course Syllabi and Instructors' Office Hours	36
5.2 Examinations and Assessment.....	36
5.3 Mentoring of Faculty and Instructional Staff in regard to Teaching.....	37
5.4 Course Evaluations	37
5.5 Course Scheduling and Class Meetings.....	37
5.6 Teaching Loads.....	38
5.7 Class Attendance.....	38
5.8 Attendance at Commencement Exercises.....	38
PART SIX	
FACULTY DEVELOPMENT	38
6.1 Academic freedom.....	38
6.2 Maintenance of Research Facilities	39
6.3 Research Support.....	39
6.4 Faculty Mentoring.....	39
6.5 Participation in Professional and Learned Societies and Conferences.....	39
6.6 Publication Assistance	39
6.7 Sabbatical Leave	39
6.8 Competitive Fellowship Leave Program.....	41
PART SEVEN	
THE ROLE OF THE FACULTY IN SELECTING AND EVALUATING ADMINISTRATORS	42
7.1 Selection of Administrators	42
7.2 Evaluation of Provost, Vice Presidents, Deans and Chairpersons.....	45

ENDORSEMENTS

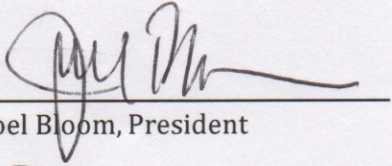
The Faculty of the New Jersey Institute of Technology, upon recommendation of the Provost and the President of the University and approval of the Board of Trustees, sets forth the rules and regulations contained in this Faculty Handbook for its governance and guidance. The purpose of this handbook is to outline Faculty rights, privileges, responsibilities, and obligations and to facilitate effective communication among all components of the University in order to best support the University's mission. All changes to the Faculty Handbook must be approved by the Board of Trustees on the recommendation of the President of the University, in accordance with the procedures set forth in the Constitution and Bylaws of the Faculty Senate.



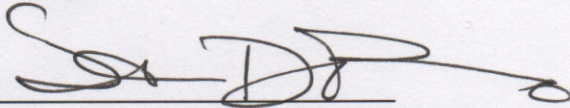
Daniel E. Bunker, Faculty Senate President



Fadi Deek, Provost and Senior Executive Vice President



Joel Bloom, President



Stephen DePalma, Chair Board of Trustees

PART ONE
UNIVERSITY ADMINISTRATION AND SHARED GOVERNANCE

1.1 The Board of Trustees

The NJIT Act of 1995 (Chapter 400 Laws of N.J. 1995; approved January 10, 1996) declares that “the exercise by the university of the powers conferred by this Act shall be deemed to be public and essential government functions necessary for the welfare of the State and the people of New Jersey.”

The Board of Trustees is the governing board of the University and consists of the Governor (or the Governor’s designee) and the Mayor of Newark as *ex officio* non-voting members, in addition to a maximum of 15 citizens of the State, appointed by the Governor with the advice and consent of the Senate.

Regular meetings of the Board are held throughout the year and are open to the public. A schedule of Board meetings, along with minutes of the meetings, resolutions, and the Board’s Bylaws, can be viewed on the Board’s [website](#).

1.2 Administrative Officers for Academic Affairs

1.2.1 The President

The President is the chief executive officer of the University. Appointed by and subject to the authority of the University’s Board of Trustees, the President has primary responsibility for all educational and administrative functions of the University.

1.2.2 The Provost and Senior Executive Vice President for Academic Affairs

The Provost and Senior Executive Vice President for Academic Affairs (hereafter: “the Provost”) is the chief academic officer of the University and serves at the pleasure of the President, to whom he/she reports. The Provost serves as Acting President when the President is absent.

1.2.3 Deans

Deans are the chief academic officers of their respective Colleges or Schools and serve at the pleasure of the Provost, to whom they report.

1.2.4 Department Chairpersons

Academic Departments are headed by Chairpersons who report directly to, and serve at the pleasure of, the Dean of the college in which the Department is located. Chairpersons are responsible for the effective operation of their Departments in accordance with the Faculty Handbook, Department Bylaws, and collective bargaining agreement policy, where applicable.

1.3 Organizational Chart

A current organizational chart of the administration of the University may be found [here](#).

1.4 Shared Governance

After several years of planning by Faculty, Administrators, Staff, Students, and Alumni under the direction of Provosts Ian Gatley and Fadi Deek, and with the approval of the Board of Trustees upon the recommendation of President Joel Bloom, a system of shared governance went into effect at NJIT in September 2014.

1.4.1 The Faculty Senate and the University Senate

The cornerstone of the new governance structure is a dual-senate system consisting of a Faculty Senate—replacing the Faculty Council (1966–2014) as the duly constituted representative body of the NJIT Faculty—which has responsibility for academic issues and issues of concern to the Faculty, and a University Senate, which has responsibility for non-academic issues.

1.4.1.1 Shared Governance Documents

Authoritative versions of the family of shared governance documents may be consulted through the following links:

[Board of Trustees Bylaws](#)

[Policy on Shared Governance](#)

[Constitution of the Faculty Senate](#)

[Faculty Senate Bylaws](#)

[Constitution of the University Senate](#)

[University Senate Bylaws](#)

1.4.1.2 Openness and Transparency

Except in special circumstances defined in their constitutions and bylaws, the Faculty Senate and the University Senate shall conduct their business at meetings that are open to the entire university community, and both senates shall publicize their activities and accomplishments on their websites:

[Faculty Senate website](#) (including the authoritative text of the Faculty Handbook)

[University Senate website](#)

1.4.1.3 Participation by Stakeholders

Both the Faculty Senate and the University Senate draw strength and wisdom from various groups and constituencies that make up the University community, including Faculty, Instructional Staff, administrators, staff, undergraduate and graduate students, and alumni. These constituent groups or stakeholders are represented by the following organizations:

[Lecturers and Educators Congress \(LEC\)](#)

[Staff Council](#)

[Administrators Council](#)

[Student Senate](#)

[Graduate Students Association \(GSA\)](#)

[NJIT Alumni Association](#)

1.4.1.4 Committee Structure

Both the Faculty Senate and the University Senate rely on a committee structure which complements the work of other committees that report directly to the President, the Provost, and other senior administrators.

The current membership of Faculty Senate standing committees can be found [here](#). The current membership of University Senate standing committees can be found [here](#). The current membership of committees that report directly to the President, the Provost, and other senior administrators can be found [here](#).

2. Meetings of the Faculty

1.4.2.1 General Guidelines for Calling and Conducting Faculty Meetings

In accordance with Section 7.3 of the Constitution of the Faculty Senate and Section V.B of the Faculty Senate Bylaws, regular meetings of the NJIT Faculty shall be convened and conducted by the Faculty Senate at least once each semester in order to convey information to the Faculty, solicit Faculty opinions, and vote on action items, including proposed substantive changes to the Faculty Handbook. Procedures relating to meetings of the Faculty shall be conducted in accordance with those sections of the Constitution and Bylaws of the Faculty Senate.

1.4.2.2 Additional Offices

The Executive Committee of the Faculty Senate may appoint Faculty members as officers to assist with the administration of meetings of the Faculty, including a Secretary of the Faculty to take minutes and keep records and a Parliamentarian to provide guidance on procedure.

PART TWO **THE FACULTY AND INSTRUCTIONAL STAFF**

2.1 General Statements on Faculty

2.1.1 Maintenance of Academic Standards

The role of the Faculty is integral to shared university governance. It is the Faculty's responsibility to oversee and maintain appropriate academic curricular standards. In cooperation with the university administration, the Faculty assures stakeholders that students are held to standards commensurate with the degrees they pursue. Working within the structure of degree programs, Faculty members maintain, and periodically adjust, requirements and standards for degrees.

2.1.2 Expectations for Instruction, Scholarly Research, and Service

Effective instruction, scholarly research, and community service are the responsibility of the Faculty. To this end, Faculty members are expected to perform appropriate instruction by helping students understand current practice within their disciplines. As members of the larger academic community, Faculty members are expected to contribute through research and scholarly activities to the advancement of their disciplines. Faculty members are also expected to participate in varied service activities which strengthen the university.

To ensure that the activities of Faculty are known and recognized, Faculty members are required to file annual reports. University administration is responsible for designing the reporting process so that Faculty contributions are recognized.

2.1.3 Faculty Rights

In order for Faculty to fulfill the expectations that derive from their positions within the university, they should be provided with an environment conducive to teaching, scholarly research, and service. Faculty should expect to undertake a level of teaching, scholarly research, and service comparable to that of Faculty in benchmark universities.

Faculty members work within an environment of academic freedom, including freedom from external pressures to conform to restricted intellectual, pedagogical, or political orientations to their duties. Faculty should be able to participate in governance activities, such as membership in Faculty Senate and collective bargaining through the Professional Staff

Association, without hindrance.

Faculty members should have access to privileges traditionally associated with research universities. Such privileges include sabbatical leaves and leaves of absence, as well as support for grant applications, grant administration, and travel related to conferences and research activities.

2.1.4 Professional Staff Association

In accordance with Chapter 303, Public Laws of 1968, the Rules and Regulations of the Public Employment Relations Commission (PERC), the university has officially recognized the NJIT Professional Staff Association (PSA) as the exclusive representative for collective negotiations on behalf of all full-time teaching and administrative personnel who qualify for membership in the Association. Further information about the NJIT PSA may be obtained at the [PSA website](#).

2.2 Membership in the Faculty

2.2.1. Membership in the Faculty

The Faculty consists of all individuals holding the ranks of Assistant Professor, Associate Professor, Professor, and Distinguished Professor at NJIT, including administrators who hold those ranks. As presiding officer of the University, the President is a member of the Faculty. As noted in Section 2.3.4, Faculty from other universities who serve as Chairpersons of Federated Departments are considered members of the NJIT Faculty for the duration of their terms.

2.2.2 Voting Membership at Faculty Meetings

The voting membership at Faculty meetings consists of all members of the Faculty as defined in Section 2.2.1 above as well as certain administrators who do not otherwise qualify as members of the Faculty. These administrators are the Vice President for Academic Support and Student Affairs, the Dean of Students, the University Librarian, and any others who are agreed upon by the President of the University and the Executive Committee of the Faculty Senate.

2.3 Definition of Faculty Ranks

2.3.1 Tenure-Track Faculty Ranks

2.3.1.1 Assistant Professor

This position is intended primarily for individuals near the start of their academic careers, who are expected to make substantial contributions to the University in teaching, scholarly research, and service. Assistant Professors serve a period of time, normally not to exceed seven years, while being considered for promotion and tenure. An Assistant Professor may be recommended for promotion before becoming eligible for tenure. A recommendation for tenure of an Assistant Professor must be accompanied by a recommendation for promotion to Associate Professor.

2.3.1.2 Associate Professor

This position is intended for individuals who have established a record of excellence in teaching, scholarly research, and service. An individual may be appointed as an untenured Associate Professor with a tenure eligibility date specified or as a tenured Associate Professor. An Associate Professor may be recommended for promotion in any year subsequent to initial appointment.

2.3.1.3 Professor

This position is intended for individuals who have built a sustained record of excellence in teaching, scholarly research, and service, and whose accomplishments are nationally recognized in their field(s) of expertise.

2.3.1.4 Distinguished Professor

This position is intended for individuals whose accomplishments significantly exceed those of Professors, and include a sustained record of nationally and internationally recognized preeminence in their field(s) of expertise.

Note: The term “scholarly research” may be taken to include alternative demonstrations of individual achievement in disciplines and sub-disciplines in which different standards prevail, such as the production of a body of original, creative, and professionally recognized work by Faculty with fields of expertise in architecture, theater, creative writing, and the arts.

2.3.2 Sponsored/Endowed Chairs

These externally-funded positions are intended for individuals with notable records and expertise in a specific field of academic research. The holder of a sponsored chair may or may not be tenured at the University.

2.3.3 Professors Emeriti

2.3.3.1 Definition and Criteria of Emeriti Status

Faculty members who have served the University with distinction may be granted the honorary title of Professor Emeritus or Professor Emerita upon retirement. Professors Emeriti do not have voting privileges at Department and Faculty Meetings.

2.3.3.2 Procedure for Awarding Emeriti Status

Recommendations for awarding this title originate in the Department or Academic Unit in which the retiree has a primary affiliation, through a procedure articulated in the Department Bylaws. Recommendations are sent to the appropriate Dean and then to the Provost for approval. Immediately after granting approval, the Provost shall notify the retiree of his/her appointment.

2.3.3.3 Appeal Process

Faculty members who have not received notification of appointment to Emeriti status by the end of the second semester following the date of their retirement may submit an appeal in writing to the Provost, indicating the reasons why they believe they qualify for Emeriti status according to the policy and procedures stated in Section 2.3.3 in the Faculty Handbook and in their Department’s bylaws. Within fifteen business days after receiving such an appeal, the Provost shall make a decision in writing (with copies to the Department Chairperson and the Dean) about whether to accept or reject the appeal, including his/her reason(s) for the decision.

2.3.4 Associate Faculty Members

This designation is granted to all Faculty from other universities who are members of Federated Departments, as defined in Section 3.4. Associate Faculty Members have the right to attend NJIT Faculty meetings with voice, but not vote. However, Faculty from other universities who serve as Chairpersons of Federated Departments are full voting members of the NJIT Faculty for the duration of their terms as Chairpersons.

2.3.5 Graduate Faculty

All NJIT Faculty members are members of the Graduate Faculty. For the rules governing admission of others to the Graduate Faculty, along with information about the privileges and

responsibilities of Graduate Faculty membership, see the [Guidelines for Graduate Faculty at NJIT](#). The Guidelines for Graduate Faculty at NJIT may be amended by the Faculty Senate with the approval of the Provost.

2.4 Faculty Appointments and Affiliations

2.4.1 Faculty Appointments

2.4.1.1 Search Process

2.4.1.1.1 General Guidelines

All Faculty hiring must be in compliance with Department and University goals. Equal employment opportunity considerations shall be a component of all Faculty searches and recruitment procedures. For further information, see the University's [Faculty Search and Selection Guidelines](#).

2.4.1.1.2 Faculty Searches

When a Faculty position becomes available in a Department, the Department Chairperson oversees the hiring process, which includes establishing an appropriately diverse Department search committee; searching for candidates (including targeted recruitment practices); screening applicants; inviting promising candidates to the campus for presentations and meetings with members of the Department, appropriate Faculty outside the Department, and the administration (normally including the Dean); obtaining external references; soliciting opinions from members of the Department and others; and convening the Department P&T Committee to determine appropriate Faculty rank and tenure status of finalists, as well as to make the final decision about which candidate(s) to recommend for appointment. (Department Bylaws may specify the roles of the Chairperson and other Faculty in the Department in this process.) At the end of the process, the Department sends the Dean a recommendation, along with a ranked list of other acceptable candidates from the search. After the Dean has conferred with the Department Chairperson and approved one or more candidates for hire, a recommendation is sent to the Provost.

2.4.1.2 Appointment Letter

An offer of a Faculty position becomes official only when an appointment letter is sent to a candidate from the Provost. The appointment letter contains important details on the offer, including Faculty rank, tenure status (see Section 2.4.1.3), departmental affiliation(s), salary, and information about additional resources that may be made available to the candidate upon hire. In the event that—after a reasonable and specified period of time, during which the terms in the appointment letter may be renegotiated to the mutual agreement of both parties—a candidate declines to accept an offer, or does not reply within a specified period of time, the Provost may send a new appointment letter to the next candidate in the ranked list approved by the Department and the Dean—and so on until a candidate accepts an offer by signing the original or a revised appointment letter from the Provost and returning it to NJIT.

2.4.1.3 Tenure Status upon Appointment

When a new Faculty member is hired without tenure, the appointment letter from the Provost specifies the details of tenure eligibility. A new Faculty member hired at the rank of Associate Professor or Professor may be appointed with tenure with the approval of the Department P&T Committee, the Dean, and the Provost. In such cases, the appointment letter from the Provost specifies that the appointment is being offered with tenure, although (as in all cases) the award of tenure is ultimately made by the Board of Trustees upon the recommendation of the President.

2.4.1.4 Appointment at the Rank of Distinguished Professor

Appointment at the rank of Distinguished Professor requires the approval of the Distinguished Professors Committee (see Section 4.4.4).

2.4.2 Policy on Change of Department Affiliation

In most cases Faculty appointments are made to a specific Department or Academic Unit at NJIT, which is a Faculty member's primary affiliation. Faculty members may change their Department or Academic Unit affiliation if their request is approved by the Promotion and Tenure Committee of the receiving Department or Academic Unit, by the Dean (or Deans, if the change involves two different Colleges or Schools), and by the Provost.

2.4.3 Joint Appointments

In pursuit of multidisciplinary activities in teaching, scholarly research, or both, a Faculty member may seek a joint appointment in more than one Department or Academic Unit.

2.4.3.1 Application and Approval Process for Joint Appointments

A request for a joint appointment shall be initiated by the Faculty member and addressed to the Chairpersons of both Departments or Academic Units. To be implemented, the request must be supported by both Chairpersons, by both Department P&T Committees, by the Dean of the College or School (or by both Deans, if more than one College or School is involved), and by the Provost. Upon approval, the Provost shall send a letter containing the terms of the joint appointment to the Faculty member, copied to the affected Chairperson(s) and Dean(s).

2.4.3.2 Primary and Secondary Affiliation

Each joint appointment involves a primary and a secondary affiliation, which must be specified at the time the joint appointment is made.

2.4.3.2.1 Promotion and Tenure, Sabbatical Leaves, and Performance-Based Salary Increases

The Department or Academic Unit with which a Faculty member has a primary affiliation is responsible for evaluations and recommendations for promotion and tenure, sabbatical leaves, and performance-based salary increases. The Department or Academic Unit with which a Faculty member has a secondary affiliation contributes to these processes through recommendations to the primary Department or Academic Unit.

2.4.3.2.2 Teaching and Research

Teaching assignments and research programs for Faculty with joint appointments are negotiated between the Faculty member and the Chairpersons of both Departments or Academic Units.

2.4.3.2.3 Committees and Meetings

A Faculty member with a joint appointment is expected to serve on committees and attend meetings in the Department or Academic Unit with which he/she has a primary affiliation. Service on committees and attendance at meetings in the Department or Academic Unit in which he/she has a secondary affiliation is voluntary, but the Faculty member should be invited to Department meetings. Faculty members with joint appointments do not have voting rights in Departments or Academic Units in which they have secondary affiliations unless the Department bylaws specify that they do.

2.4.3.3 Joint Appointment with a Research Center or Interdisciplinary Program

A Faculty member may request a joint appointment with a Research Center or with an interdisciplinary program. In such cases the application and approval process is the same as in Section 2.4.3.1, except that the Director of the Research Center or interdisciplinary program assumes the role of the Chairperson of the Department or Academic Unit where the Faculty member has a secondary affiliation. In such cases, the Faculty member, the Chairperson of the Department or Academic Unit in which the Faculty member has his/her primary affiliation, and the Director of the Research Center or interdisciplinary program jointly determine the responsibilities of the Faculty member, and the Director provides input regarding promotion and tenure, sabbatical leaves, and performance-based salary increases.

2.4.3.4 Joint Appointment outside NJIT

A request for a joint appointment with a Department or program at another college or university not Federated with NJIT shall be reviewed and negotiated on an individual basis.

2.4.3.5 Continuation and Dissolution of Joint Appointments

Continuation of a joint appointment is by common agreement of all the parties involved in the application and approval process. Dissolution of a joint appointment shall occur if any of those parties requests it, with the Provost making a final judgment in case of disagreement among the parties. If a joint appointment is dissolved, the Faculty member remains a member of the Department or Academic Unit in which he/she has a primary affiliation.

2.5 Instructional Staff

2.5.1 General Statements on Instructional Staff

The Instructional Staff consists of members of the University community who hold non-tenure-track academic positions, including University Lecturers, Senior University Lecturers, Visiting Professors, Research Professors, Research Associates, Post-Doctoral Fellows, Adjunct Instructors, Affiliated Faculty Members, and Professors of Practice. The extent of their role in departmental governance is determined by the bylaws of the Department or Academic Unit of appointment, subject to policies and stipulations in the Faculty Handbook. Members of the Instructional Staff do not have voting privileges in Faculty meetings.

2.5.2 Instructional Staff Positions

University Lecturer

This full-time, non-tenure-track position is designed to support the instructional role of the Faculty and to provide a degree of flexibility, allowing the University to achieve its goals. Intended primarily as a teaching position, the position of University Lecturer can be used to fill an administrative position in special circumstances. Both evaluation and consideration for advancement are managed by the Department or Academic Unit of appointment, subject to provisions contained in the Collective Agreement between NJIT and the PSA.

Senior University Lecturer

This full-time non tenure-track position is reserved for University Lecturers whose record of sustained instructional excellence warrants advancement to a senior rank. Both evaluation and consideration for advancement are managed by the Department or Academic Unit of appointment, subject to provisions contained in the collective agreement between NJIT and the PSA.

Visiting Professor (including Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, and Visiting Distinguished Professor)

These full-time positions are temporary appointments, normally designed for individuals

who hold academic appointments at other universities or research centers. Appointments are managed by the host Department or Academic Unit.

Research Professor/Research Associate (including Distinguished Research Professor, Research Professor, Research Associate Professor, Research Assistant Professor, Senior Research Associate, Research Associate, Research Assistant, Post-Doctoral Fellow)

These full-time positions support the research role of the Faculty. Both evaluation and consideration for advancement are managed by the Department or Academic Unit.

Adjunct Instructor

Adjuncts are hired on a term-by-term, part-time basis to fill specific teaching needs. Both evaluation and consideration for advancement are managed by the Department or Academic Unit of appointment.

Affiliated Faculty Member

This honorific designation is reserved for individuals who are not NJIT employees and are not paid for their services by NJIT, but rather participate voluntarily in Faculty-directed activities involving research or instruction, such as serving on thesis and dissertation committees, mentoring students, participating in curriculum review and strategic planning activities, and assisting with international programs. Affiliated Faculty Members are appointed to three-year, renewable terms on the recommendation of the Chairperson of an academic Department or the Director of a degree program, subject to the approval of the appropriate School or College Dean and the Provost. At the discretion of the University, Affiliated Faculty Members may appear on Department or program websites, may identify themselves as Affiliated Faculty Members outside NJIT, and may be granted access to specific resources at NJIT, such as library privileges and guest parking privileges when they are on campus for relevant activities.

Professor of Practice

This full-time or part-time non-tenure-track position is intended for accomplished professionals who possess state-of-the-art expertise in contemporary practice in fields such as business, industry, government, the arts, and the professions. Appointments are made for one semester or one year in accordance with the policies and procedures of the hiring Department or Academic Unit, and may be extended for up to three years based on an annual review by the Department or Academic Unit.

PART THREE

ACADEMIC UNITS AND THEIR ADMINISTRATION

3.1 Colleges, Schools, and Departments

As a research University, NJIT is structured into traditional Academic Units: Colleges (or Schools) and Departments. There are six Colleges, five of which are the locus of regular Faculty appointments. Each College is led by a Dean, reporting to the Provost. The Newark College of Engineering (NCE), the College of Science and Liberal Arts (CSLA), and the College of Computing Sciences (CCS) contain multiple academic Departments, each headed by a Department Chairperson. The College of Architecture and Design (CoAD) consists of a School of Architecture and a School of Art + Design. The School of Management (SoM) consists of a single Academic Unit. The Albert Dorman Honors College (ADHC) is designed to meet the needs of Honors students. Though it is led by a Dean, there are no Faculty appointments in ADHC.

3.2 Department Bylaws

Note: "Department Bylaws" refers to bylaws of academic Departments as well as to bylaws of Colleges or Schools that do not contain Departments.

3.2.1 Purpose of Department Bylaws

Each Department shall operate according to bylaws which set forth its organization and the procedures for conducting its internal affairs, including voting membership, administrative structure, procedures for calling and conducting Department meetings, Department committees, procedures for nominating Faculty for Emeritus/Emerita status, and the procedure for amending the bylaws. Department Bylaws are intended to foster and encourage the widest possible degree of Faculty participation in the governance of the Department, create an atmosphere that is conducive to open and collegial discussion of all major issues affecting the daily operation and future development of the Department, and provide opportunities for service and for professional growth in teaching and research within the spectrum of the Department's activities for every Faculty member in a fair and equitable way.

3.2.2 Default and Customized Department Bylaws

The Faculty Senate and the Provost shall formulate and maintain Default Department Bylaws which shall be posted on the Provost's website. Each Department shall either adopt the Default Department Bylaws or adopt customized Department Bylaws of its own construction which conform to the format of the Default Department Bylaws.

3.2.3 Adoption and Amendment of Department Bylaws

Only Faculty (as defined in Section 2.2.1) with a primary affiliation in the Department or Academic Unit are eligible to vote for adoption or amendment of Department Bylaws, inclusive of Faculty who are on leave (subject to University personnel policies and regulations), but exclusive of Faculty who hold administrative positions at the level of Dean or above. Adoption or amendment of Department Bylaws requires a two-thirds majority of the votes cast at a duly constituted Department meeting. The proposed bylaws or amendments must be distributed to the Department members in writing at least ten business days before the vote.

3.2.4 Review of Department Bylaws by the Dean and the Faculty Senate

Following adoption or amendment of Department Bylaws, the Department Chairperson shall submit the new or revised bylaws (in which amendments to existing bylaws appear as track changes) to the Dean, the President of the Faculty Senate, and the Provost. The Dean and the Faculty Senate shall review the bylaws for conformity with the Faculty Handbook and other Approved University Policy (including the Collective Agreement between NJIT and the PSA and any other policies adopted by the Faculty and approved by the Board of Trustees) and submit their written reviews to the Provost (copied to the Department Chairperson) within fifteen business days after receiving the new or revised bylaws from the Department. Department Bylaws shall not conflict with or contravene any provisions of Approved University Policy.

3.2.5 Role of the Faculty Senate in Facilitating Approval

The Faculty Senate shall, upon request, provide assistance to academic Departments for the purpose of attaining approval of their Department Bylaws.

3.2.6 Approval of Department Bylaws by the Provost

After receiving the reviews from the Dean and the Faculty Senate, the Provost shall review the bylaws. If the Provost determines that the bylaws are acceptable, the Provost shall, within fifteen business days after receiving the reviews of the bylaws from the Faculty Senate and the Dean, provide the Department Chairperson with written notice (copied to the Dean and the President of Faculty Senate) that the Department Bylaws are approved as submitted.

If the Provost determines that any part of the Department Bylaws is unacceptable, the Provost shall, within fifteen business days, provide the Department Chairperson with a written notice setting forth each unacceptable passage, with an explanation of the problem(s). The Provost shall also send a copy of this correspondence to the Dean and the President of the Faculty Senate.

After receiving this correspondence, the Department may prepare revisions and submit them to the Provost. Department Bylaws shall go into effect upon approval by the Provost.

3.2.7 Posting of Approved Bylaws

The bylaws of each Department, after being adopted by the Department and approved by the Provost, shall be posted on the Department's website, and a record shall also be kept in the Provost's office. Department Bylaws should show the date of final approval by the Department and by the Provost in their current form under the heading at the top in the following format: "Approved by the Department on [date]" and "Approved by the Provost on [date]."

3.3 Selection and Appointment of Department Chairpersons

3.3.1 Principle of Chair Selection

Department Chairpersons are nominated by their Departments and appointed by the Dean of the College.

3.3.2 Term of Department Chairpersons

3.3.2.1 Standard Term

The standard term of a Department Chairperson is three years, beginning on July 1 of the year in which the election occurs and ending on June 30 three years later.

3.3.2.2 Shortened or Lengthened Term

If an election occurs because a Department Chairperson has not completed his/her term, then the appointment takes effect immediately, but the term of appointment is considered to be three years from July 1 of that calendar year.

3.3.2.3 Consecutive Terms and Term Limits

Department chairpersons are normally limited to three consecutive terms. A Department chairperson who seeks to be a candidate for reelection to a fourth (or higher) consecutive term requires authorization by a two-thirds vote of all Faculty in the Department who are eligible to vote, including those on leave (see Section 3.3.4). In such cases, the Department Chairperson must inform the Dean of his/her intention to run for another term as Department Chairperson by March 15 of the last year of his/her third (or higher) consecutive term. By March 31 the Dean organizes a special referendum on the Department Chairperson's eligibility to run for another term, using anonymous electronic voting.

3.3.3 Eligibility to Serve as Department Chairperson

All tenured Faculty with a primary affiliation in a Department at or above the rank of Associate Professor are eligible to serve as Department Chairperson, except those who hold an administrative position at or above the level of Associate Dean.

3.3.4 Eligibility to Vote in the Chair Selection Process

Only Faculty (as defined in Section 2.2.1) with a primary affiliation in a Department are eligible to vote for Department Chairperson, inclusive of Department Faculty on leave (subject to University personnel policies and regulations), but exclusive of Department Faculty who hold administrative positions at the level of Dean or above.

3.3.5 Procedures for Selecting a Department Chairperson

3.3.5.1 Standard Procedure

The Standard Procedure is used unless the Alternative Procedure (as outlined in Section 3.3.5.2) has been authorized by the Dean of the College, in consultation with the Department.

3.3.5.1.1 Appointment of the Elections Coordinator (EC) and Timing of the Selection Process

When the position of Department Chairperson is about to become vacant—either because the term of the current Chairperson is expiring or because the current Chairperson is unable to complete his/her term—the Dean of the College notifies the Provost, who selects an Elections Coordinator (EC) from outside the Department to oversee the process. In the event that a current Chairperson's term is ending on June 30, the appointment of the EC must occur no later than April 1 of that year.

The election procedure shall normally conclude within twenty-five business days of the EC's appointment. The Dean should be consulted if this time frame requires an extension.

3.3.5.1.2 Preparation of the List of Eligible Candidates

Within five business days of appointment, the EC circulates to all eligible voting Faculty in the Department a list of all Faculty who are eligible to serve as Department Chairperson. No later than five business days from the date of this distribution, eligible Faculty members who wish to be candidates for Department Chairperson must notify the EC in writing of their intention.

If a Department wishes to select its Chairpersons by means of rotation, this objective can be achieved, as long as the process is clearly described in the Department Bylaws.

3.3.5.1.3 The Election Process

Within ten business days of being appointed, the EC distributes the final list of candidates to all Faculty in the Department who are eligible to vote. The EC supervises a general election by secret ballot according to one of the following procedures: (1) voting at a Department meeting; (2) voting by anonymous paper ballots in sealed envelopes; or (3) electronic voting, using an anonymous electronic voting program. If the voting procedure is not specified in a Department's bylaws, it is determined by the EC from among these three options. Whichever voting procedure is used, all Faculty who are eligible to vote must have the opportunity to do so.

If the vote occurs at a Department meeting, eligible Faculty must be given five business days notification of the location, date and time of the meeting. If the vote occurs by paper ballot or electronically, then the voting window must be at least five business days. Clear instructions on where to deposit paper ballots must be provided. With any method of voting, the EC shall determine where, when, and how ballots will be counted, and shall provide this information to all eligible voters.

3.3.5.1.4 Determination of the Department's Nominee

A candidate who is selected by a majority of the total number of eligible voters in the Department (not just a majority of the votes cast) is declared the Department's nominee, and the EC forwards his/her name to the Dean of the College for approval.

If, in the case of three or more candidates, no candidate wins enough votes to be the Department's nominee, the EC promptly conducts a run-off election between the two candidates with the highest number of votes, using the same method of voting as in the original election.

If no candidate wins enough votes to be the Department's nominee in a general election with fewer than three candidates or in a run-off election between two candidates, the EC shall conduct a new general election one time, with a new list of eligible candidates, using the same selection process and method of voting as in the original election.

3.3.5.1.5 Appointment by the Dean

The Dean has sole authority to appoint the Department's nominee as the Department Chairperson. If the Dean chooses not to appoint the Department's nominee, the case is remanded to the Provost. If the Provost cannot bring about a resolution, the Provost and the Dean determine whether the Department should hold a new election for an internal Department Chairperson according to the Standard Procedure (Section 3.3.5.1) or conduct a search for an internal or external Department Chairperson according to the Alternative Procedure (Section 3.3.5.2). An Interim Department Chairperson may be appointed if necessary (Section 3.3.6).

3.3.5.1.6 Departmental Failure to Nominate a Candidate

If a Department fails to nominate a candidate through the procedures outlined in Sections 3.3.5.1.1–3.3.5.1.4, the Dean appoints the Department Chairperson, with the approval of the Provost.

3.3.5.2 Alternative Procedure

The Alternative Procedure is only used when the Dean, in consultation with the Department, has authorized a search for a new Department Chairperson. In such searches, both internal and external candidates are eligible to apply. Except where noted below, such searches follow the guidelines for Faculty searches set down in Section 2.4.1.

3.3.5.2.1 Formation of a Search Committee

The Department elects a Search Committee, normally consisting of five Faculty members. Faculty from other Departments and representatives from other stakeholder groups may be included in the Search Committee, but the Search Committee should include at least one Faculty member from the Department at the ranks of Assistant Professor, Associate Professor, and Professor/Distinguished Professor unless the small size of the Department precludes doing so. The Dean makes up to two additional appointments to the committee.

3.3.5.2.2 The Search Process

3.3.5.2.2.1 Identification of Candidates

The Dean of the College charges the Search Committee and provides a budget for advertising and for bringing finalist candidates to the campus. Finalist candidates meet with the Search Committee; the current Department Chairperson or Interim Chairperson; the Department P&T Committee; directors and coordinators of the Department's programs; other Department Faculty; the Dean of the College; and, if possible, the Provost.

3.3.5.2.2 Recommendation of Candidates

After the finalist candidates have visited the campus, the Search Committee must ascertain from the Department P&T Committee that candidates from outside the University qualify to be recommended for tenure upon appointment at the rank of Associate Professor or above. The Search Committee then makes its recommendations to the dean, who convenes a Department meeting. The Department receives the Search Committee's recommendation(s) and, after thorough consideration, determines the acceptable candidate(s) for the appointment. If any of the recommended candidates are from outside the University, the Department P&T Committee also sends the Dean a recommendation to make a hire at the appropriate Faculty rank (Associate Professor or higher), with tenure, in accordance with Section 2.4.1.3.

3.3.5.2.3 Appointment of the Chairperson

With the approval of the Provost, the Dean of the College selects the successful candidate from the Department's list of nominees. If the successful candidate is already a member of the Faculty of NJIT, the Provost issues an appointment letter to the Chair position. If the successful candidate is from outside NJIT, the Provost issues an appointment letter both to the Faculty and to the Chair position. An appointment to the Faculty is made under the same terms as other Faculty appointments (see Section 2.4.1). Appointment to the Chair position includes the condition of appointment to a three-year term as Department Chairperson.

3.3.6 Acting and Interim Department Chairpersons

When the position of Department Chairperson becomes vacant, either for a fixed period of time (e.g., due to illness or a sabbatical leave) or indefinitely (e.g., due to resignation or long-term disability), the Dean of the College, in consultation with the Department, appoints an Acting or Interim Chairperson respectively. The Acting Chairperson serves until the Chairperson reassumes the post. The Interim Chairperson serves until appointment of a new Department Chairperson, but for no longer than one year. Both Interim and Acting Chairpersons perform all the duties of the office, including chairing the Department P&T Committee. If unforeseeable circumstances require the extension of an Interim Chairperson's term of office, the Dean, in consultation with the Department and with the approval of the Provost, may renew the appointment for up to one additional year from the date of original appointment as Interim Chairperson.

3.4 Federated Departments

3.4.1 Basic Principle of Federation

Upon the recommendation of the Faculty, and with the approval of the administration, an academic Department or other Academic Unit may federate with an academic Department or Academic Unit of another university (e.g., Rutgers University, Newark) in order to offer an expanded program or provide better services to students and Faculty. The resulting "Federated Department" exists as a full-fledged academic Department at both universities. The appellation "Federated Department" recognizes that each such Department has been created out of two separate Departments or Academic Units, one at NJIT and the other at another university.

3.4.2 Status of Faculty in Federated Departments

Where a Federated Department or program has been created between NJIT and another university, the Faculty members retain full membership in their Departments at the primary university. Recommendations regarding promotion and tenure and performance-based

salary increases are made through the Promotion and Tenure process at the home university, with input from the other university. Teaching assignments, committee activity, scholarly research, leaves, support for publication and for travel to conferences are all based in the Department of the primary university.

3.4.3 Formation and Dissolution of Federated Departments with Rutgers-Newark

3.4.3.1 Procedure for Forming Federated Departments

Whenever a majority of the Faculty in an academic Department or Academic Unit at NJIT and a majority of the Faculty in an academic Department or Academic Unit at Rutgers-Newark each vote to establish a Federated Department with each other, a proposal to federate will be brought to the NJIT Faculty Senate and, upon approval, to a meeting of the NJIT Faculty. The recommended federation will be presented to the administrations of both universities for final approval.

3.4.3.2 Procedure for Dissolving Federated Departments

Federated Departments will review the issue of federation every three years. If, during a review, either a majority of the members of any one unit comprising a Federated Department, or a two-thirds majority of the full membership of a Federated Department, vote in favor of dissolution, the administrations of NJIT and Rutgers-Newark will meet to discuss the merits of, and steps to dissolve, the federation as quickly as feasible. Furthermore, the NJIT and Rutgers-Newark administrations retain their independent managerial right to dissolve a Federated Department.

3.4.4 Chairpersons of Federated Departments with Rutgers-Newark

Federated Departments with Rutgers-Newark may have Department Chairpersons who administer the entire Federated Department or separate NJIT and Rutgers Department Chairpersons who each have the authority and responsibilities of Department Chairpersons at their respective universities. Department Chairpersons of the first kind are considered members of the Faculty at both universities for the duration of their terms (see Section 2.2.1), but Department Chairpersons of the second kind are considered members of the Faculty only at their home universities.

3.4.5 Promotion and Tenure Procedures for Federated Departments with Rutgers-Newark

3.4.5.1 The Committee Chairperson

The appropriate Department Chairperson of each Federated Department shall be the Chairperson of that Department's Promotion and Tenure Committee at NJIT and Personnel Committee at Rutgers-Newark. However, a Department Chairperson from Rutgers-Newark shall not vote when NJIT Faculty members are under consideration, just as a Department Chairperson from NJIT shall not vote when Rutgers Faculty members are under consideration.

3.4.5.2 Committee Composition and Procedures

3.4.5.2.1 NJIT Faculty

When NJIT Faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Promotion and Tenure Committee shall be in accordance with Section 4.5.2, using the criteria in Sections 2.3 and 4.2. In addition to the P&T Committee, tenured Rutgers Faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the promotion and tenure process. Their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the committee's formal recommendation.

3.4.5.2.2 Rutgers-Newark Faculty

When Rutgers-Newark Faculty members are under consideration by a Federated Department, the membership, duties, and procedures of the Federated Department's Personnel Committee (i.e., P&T Committee) shall be in accordance with Section V of the Faculty Bylaws of Rutgers-Newark. Tenured NJIT Faculty in the Federated Department who are of equal or higher rank than that proposed for a candidate for appointment, reappointment, or promotion shall be non-voting participants in the personnel process; their evaluation of the candidate will be recorded in the form of a memorandum that will accompany the committee's formal recommendation.

3.4.5.3 Determination of Promotion and Tenure/Personnel Committee and Procedures

3.4.5.3.1 Special Circumstances at the Inception of a Federated Department

Faculty members who are tenure-track at the inception of the Federated Department shall have the choice at the beginning of tenure evaluation of being evaluated only by Faculty members who would have evaluated them if federation had not occurred, with or without vote as set forth above. If the Faculty member chooses the latter method and the Chairperson of the Federated Department is not a tenured member of his or her home institution, the Dean of the College in which the federated Faculty member was appointed shall select one of the tenured members of the home institution to act as Chairperson of the P&T Committee.

3.4.5.3.2 Circumstances after a Federated Department Has Been Established

With regard to all other members of a Federated Department, including tenure-track Faculty hired after the inception of a Federated Department, the P&T Committee and procedures of the Federated Department shall be in effect.

3.4.6 Federated Department Bylaws

3.4.6.1 Creation of Federated Department Bylaws

Each Federated Department shall devise Department Bylaws, which may not contradict the NJIT Faculty Handbook, the corresponding document at the other academic institution, or the applicable collective bargaining agreements of either university.

3.4.6.2 Approval of Federated Department Bylaws

The bylaws of a Federated Department will be considered to be in effect when they have fulfilled the stipulations in Section 3.2 and the equivalent regulations for approval of Department Bylaws at the other university.

3.4.7 Status of Federated Departments and Their Faculties

3.4.7.1 Faculty Status in the Event of Dissolution

Should a Federated Department be dissolved, NJIT Faculty shall retain full Faculty status in the NJIT Department out of which the Federated Department was formed, or in another appropriate Department as determined by NJIT.

3.4.7.2 Policies Applicable to Faculty

All NJIT policies applicable to Faculty, including collective bargaining agreements, will be fully retained for NJIT Faculty in Federated Departments.

3.5 Restructuring of Academic Units

3.5.1 Principles

To allocate its resources effectively, the University may from time to time merge, reduce or discontinue Academic Units (defined in Section 3.1) when they are no longer central to the University's mission or when resources must be allocated to other units deemed more critical to its mission. Such changes are hereafter referred to as restructuring.

Although it is expected that changes in the academic structure of the University through merger, reduction, or discontinuance of Academic Units will occur infrequently, they are potentially disruptive, so that procedures are needed to ensure fair treatment of Faculty, staff, and students housed in the affected units. The procedures are outlined in Section 3.5.5. To the extent that similar issues arise in the creation of new Academic Units (including splitting an existing unit into two), these procedures should apply to those cases also.

3.5.2 Definitions

- “Academic Unit” refers to a department, school, or college within the University.
- “Program reduction” refers to the elimination of part of an Academic Unit, such as a sequence of courses, a track or specialty, or a major program of study within an Academic Unit.
- “Merger” refers to the joining of the Faculty of two or more Academic Units through administrative action, one consequence of which could be program reduction.
- “Discontinuance” refers to the elimination of an Academic Unit.

3.5.3 Responsibility and Duties of the President

The NJIT Board of Trustees has ultimate responsibility for approval of the University's mission, role, and scope, and for the degree programs offered by the University. The Board delegates to the President responsibility for administration of the University and its programs of instruction, research, and service. Decisions to restructure Academic Units are the responsibility of the President. The President has the duty to seek the advice of administrators and Faculty within the University in considering such decisions and to ensure that all Faculty and staff who might be affected by such restructuring are consulted before a final decision is made, and to ensure that the decision takes into account the rights and needs of current Faculty, staff, and students.

3.5.4 Role of the Faculty Senate

In cases where the proposed restructuring can be accomplished without significant impact on Faculty appointments, the role of the Faculty Senate shall be limited to responsibilities described in section 2.1 of the Faculty Handbook. In cases that do result in significant impact on Faculty appointments (e.g., termination or significant change of duties of a tenured or tenure track appointment before the end of the time specified for that appointment in the Faculty Handbook), an ad-hoc committee (referred to hereafter as the committee) formed under the auspices of the Faculty Senate shall represent Faculty interests, with the intention of ensuring appropriate reassignment of impacted Faculty. The function of the committee will be to oversee the procedures laid out in Section 3.5.5, step 3a, to ensure that the Provost receives objective and unbiased information on the matter. The committee shall consist of seven tenured Faculty members, with four members appointed by the Faculty Senate and three appointed by the Provost. The Provost shall not appoint any person who is currently a Dean, Assistant or Associate Dean, Assistant or Associate Provost, or Vice President. To ensure committee objectivity, due diligence will be given regarding each appointment to the committee to avoid real or apparent conflicts of interest. In particular, no members shall be appointed from Academic Units directly affected by the restructuring, and no more than two of the members appointed by either the Faculty Senate or the Provost shall be Faculty members of the same college or school. The committee elects its own chairperson from among its members.

3.5.5 Procedure

When a Dean, after consultation with the Provost and any other appropriate Deans or department chairs, believes it necessary to consider restructuring of an Academic Unit, the procedure herein shall be followed. In cases where the restructuring above is a merger, reduction, or discontinuance of colleges or schools, the Provost shall perform the duties assigned to the Dean in this document, and the first recommendation shall be made to the President rather than to the Provost.

1. The Dean shall convene a meeting of the appropriate Faculty of the affected units. At this meeting the Dean shall explain the reasons for considering restructuring and propose the terms and conditions of any changes in Faculty status resulting from the proposed restructuring, such as termination of Faculty positions, reassignment of Faculty, modifications in research or teaching assignments, changes in reporting channels, or retraining that would be provided to facilitate continued employment of Faculty. The Dean shall ask the Faculty to introduce any information in support of continuation of the Academic Unit or to suggest alternatives. This information may be conveyed to the Dean orally or in writing, individually or in groups, and must be received within a reasonable period of time following the meeting (normally two weeks). In addition, any Faculty member with tenure who believes that reassignment or modifications in research or teaching assignments is tantamount to termination of his/her appointment with the University (hereafter referred to as *impacted Faculty*) shall inform the Dean in writing, providing reasons for his/her concern, within this same period of time. If, after a reasonable period following the meeting with the unit in question (normally two weeks), the Dean decides to pursue the proposed merger or discontinuance, and there are no impacted Faculty, he or she shall proceed to step 2. If the Dean has received written responses from impacted Faculty, he or she shall proceed to step 2a.

2. The Dean shall convey the reasons for considering the restructuring, along with a summary of all responses received, to the Provost, Deans, and the Faculty Senate. It is expected that the Provost will consult with the UCRC, Graduate Council, and CAA regarding academic and administrative impact of the proposed restructuring. A copy of the summary conveyed by the Dean shall be available to the Faculty in the office of the Academic Unit under consideration. Such notification is to provide opportunity to identify consequences that may have been overlooked or elicit suggestions for alternatives. The Dean shall allow a reasonable period (normally thirty days during the fall and spring semester) for these groups to respond. If, after receiving any responses from these groups, the Dean decides to proceed with consideration of the restructuring, and no Faculty appointments are to be terminated, the Dean shall proceed to step 3.

3. The Dean shall submit a recommendation to the Provost. This recommendation shall include all information and advice regarding the proposed restructuring that has been offered by individuals or groups, including the report of the Committee and vote of the Faculty if step 3a has been invoked. In all cases, the Dean's recommendation shall include proposed provisions to allow students already enrolled to complete their degree requirements.

4. The Provost is responsible for reviewing the recommendation for restructuring from the Dean, and for ensuring that all steps in these procedures have been followed. The Provost may ask for additional information or clarification concerning items included in the Dean's recommendation, and may seek advice from knowledgeable parties on campus or elsewhere. The Provost shall make a final recommendation to the President, which recommendation shall be made public.

5. The President, after studying the recommendation from the Provost, and obtaining any additional information, clarifications, or advice that he or she thinks necessary, shall make

the decision whether to restructure the Academic Units. If the President decides to restructure units, provisions shall be made to allow students already enrolled to complete their degree requirements. Every effort will be given to finding continued employment at the University for administrative, technical, or clerical staff members whose jobs might be lost.

2a. If the Dean has received written notice from affected Faculty in step 2, the Dean shall inform the Faculty Senate. Within a reasonable period (normally two weeks), the Dean shall convene a second meeting of the Faculty of the affected units, with members of Faculty Senate invited, and convey to them a summary of whatever information has been assembled and the alternatives suggested. The Dean shall provide a written statement explaining plans for all impacted Faculty members. If the Dean's plan is accepted by the impacted Faculty members, the Dean shall proceed to step 2. Otherwise, the Dean shall continue with step 3a.

3a. Those impacted Faculty not satisfied by the Dean's written plan shall indicate their concerns to the Dean in writing within a reasonable period (normally two weeks), requesting that the restructuring be reviewed by the Faculty Senate, and the committee shall be constituted. The purpose of the committee's work shall be to provide objective and unbiased information on the matter to the Faculty Senate and the Provost. The Faculty Senate shall request the committee to determine whether the restructuring is based on sound educational considerations. Examples of factors that may be considered include program viability (based on demand for a program and the potential for growth), and the need to avoid duplication, or to effect economies in management, or to strengthen related programs. An Academic Unit's record of excellence will be a consideration in decisions regarding soundness of the restructuring, but will not be the sole deciding factor. The committee shall have a summary of all data gathered and shall have access to the original materials from which the summary has been compiled. The committee is free to gather other material at its discretion; it may seek advice from knowledgeable parties on campus or elsewhere. Normally the committee should complete its work within thirty days. The committee shall convey its report to the Faculty Senate, who then shall make a recommendation regarding acceptance. The report and the Faculty Senate acceptance recommendation will be presented to the University Faculty who will vote on concurrence. The committee's report, together with the Faculty Senate's recommendation and the vote of the Faculty, shall be conveyed to the Dean, who shall then proceed to step 3.

PART FOUR **PROMOTION AND TENURE**

4.1 General Principles Governing the Promotion and Tenure Process

The promotion and tenure process is governed by the principles of collegiality, professionalism, and integrity. Faculty under review have the right to be treated respectfully throughout the process, to be told clearly and regularly what is expected of them in order to obtain promotion and tenure, and to be judged fairly at each stage of review. Faculty have the responsibility to submit all necessary materials in a timely fashion, including annual summaries of scholarly research, service, and teaching activities and accomplishments, and more comprehensive dossiers or portfolios that document all achievements and contributions by the Faculty member at the time of the Third Year Review, during the period of tenure eligibility, and whenever a Faculty member is under consideration for promotion.

4.2 Criteria and Grounds for Assessment

4.2.1 General Considerations

To be considered for promotion to a higher rank, or for tenure, a Faculty member must meet

the criteria stated in Sections 2.3.1 and 4.2.2. Additional discipline-specific criteria for promotion and tenure will be determined by the Department P&T Committees, as described in Section 4.5.2.3.1.

All evaluations and all recommendations to the Provost shall be made by the Department and University Committees on Promotion and Tenure (P&T Committees) and the Deans, in accordance with the current procedures adopted by the Faculty.

4.2.2 Teaching Effectiveness, Scholarly Research, and Service

4.2.2.1 Teaching Effectiveness

As teaching is central to the purpose of the New Jersey Institute of Technology, its effective practice is an essential and primary criterion in the evaluation of the qualifications of every Faculty member.

The principal grounds for assessment include student evaluations; peer evaluations; development of new courses, curricula, and course materials; nominations and awards for teaching excellence; evidence of successful mentoring of students, as demonstrated by senior theses and projects, master's theses, doctoral dissertations, and other student academic accomplishments; and letters from former students that may have been solicited by the Department Chairperson (see Section 4.2.3 below).

4.2.2.2 Scholarly Research

As a public research university, NJIT expects all Faculty to make substantial contributions to scholarly research* in their fields of expertise.

The principal grounds for assessment include peer-reviewed books, articles, book chapters, and creative works; other publications and performances that are not peer-reviewed; citations and published reviews of a Faculty member's scholarly research; honors and awards that recognize a Faculty member's scholarly research; prestigious, competitive fellowships and grants; invited lectures; conference talks and posters; professional practice; and external peer review letters, solicited by the Department Chairperson, which testify to a Faculty member's accomplishments in scholarly research (see Section 4.2.3 below).

* See the definition of "scholarly research" in the note appended to section 2.3.1.

4.2.2.3 Service

In addition to teaching and research, all Faculty members are expected to make substantial contributions to their Departments and degree programs, their Colleges or Schools, and the university as a whole, as well as to their professional disciplines. Relevant service to the community is also valued.

The principal grounds for assessment include membership on Department, College/School, and university committees; achievements relating to establishing and running academic programs, including program administration and recruiting; contributions to NJIT student activities, such as career mentoring, athletics, and serving as advisor of a student society; participation in NJIT pre-College programs; professional service to one's discipline(s) (especially in a leadership capacity); including involvement with professional societies, service to scholarly journals, providing evaluations of manuscripts or applications for grant agencies (e.g., NSF, NIH, NEH) or publishers; professional consulting that contributes to the reputation of a Faculty member and NJIT; and public or community service, such as contributions to public agencies; and letters from Faculty, administrators, and/or former students, solicited by the Department Chairperson, which testify to a Faculty member's accomplishments in

service (see Section 4.2.3 below).

4.2.3 Reference Letters

Two categories of reference letters are used in the promotion and tenure process: (1) external peer review letters, which mainly evaluate a Faculty member's contributions to scholarly research, and (2) additional reference letters, which mainly evaluate a Faculty member's contributions to teaching and service.

4.2.3.1 External Peer Review Letters

Documentation of accomplishments in scholarly research requires reference letters from recognized experts in a Faculty member's field(s). Such letters should be solicited by the Chairperson of the Department P&T Committee in consultation with the members of the Department P&T Committee. Some of the peer reviewers should be chosen from a list submitted by the candidate, while others should be selected by the Department P&T Committee. None should be colleagues at NJIT. A Faculty member under review may request that certain potential reviewers not be chosen.

If the Department P&T Committee recommends a Faculty member for promotion and/or tenure, all peer review letters that have been received must be included with the materials that the Department transmits to the Dean (i.e., the Department P&T Committee may not include some reference letters and exclude others). The letters should be accompanied by information about the professional qualifications of each of the peer reviewers and by copies of all communications with them in regard to this matter. Peer reviewers should be assured that their letters are kept confidential, shown only to those directly involved in the promotion and tenure process (with exceptions only in response to lawfully executed and issued subpoenas), and not shown to the candidate. After the promotion and tenure process is complete, the letters are held in safe keeping by the Provost.

4.2.3.2 Additional Reference Letters

The Department P&T Committee may solicit additional reference letters from among Faculty and administrators with whom a Faculty member has interacted closely, at NJIT or another institution. Such letters are mainly intended to testify to a Faculty member's contributions to institutional and professional service activities.

The Department P&T Committee may also solicit additional reference letters from a Faculty member's former students, in order to provide evidence about a Faculty member's contributions to teaching and student-related service activities.

All additional reference letters must be solicited by the Chairperson of the Department P&T Committee, not by Faculty members under review. However, Faculty members under review may provide the Chairperson with the names and addresses of, and the nature of his/her interaction with, the individuals whom they would like the Chairperson to contact for this purpose. If a Department P&T Committee recommends a Faculty member for promotion and/or tenure, all additional reference letters solicited in this manner—along with copies of all communications in regard to them—must be included among the materials sent to the Dean (i.e., the Department P&T Committee may not include some reference letters and exclude others).

Additional reference letters from students must be kept confidential, and students should be assured that this is the case. Other additional reference letters may or may not be considered confidential, depending on Department policy and arrangements with the writer of each reference letter.

4.3 Tenure

4.3.1 Tenure Policy

Academic tenure is granted to Faculty members who have demonstrated their fitness for permanent membership on the Faculty by means of a record of excellence in teaching, scholarly research, and service. Such Faculty are characterized not only by their past accomplishments but also by the promise of outstanding future achievement.

Although tenured Faculty members may serve as administrators, their tenure applies only to their Faculty position, not to their administrative position.

4.3.2 Awarding of Tenure

The Board of Trustees grants tenure on the recommendation of the President of the University. Although tenure may sometimes be granted at the time of appointment, to well-qualified Faculty who join the university at or above the rank of Associate Professor (see Section 2.4.1.3), tenure is more commonly granted only after a series of rigorous reviews and evaluations by Department P&T Committees, Deans, the University Committee on Promotion and Tenure, and the Provost. Tenure becomes effective on the first day of the academic year following the granting of tenure by the Board of Trustees.

4.3.3 Tenure-Track Period (TTP)

The term TTP shall refer to the period during which the Faculty member holds a tenure-track appointment at NJIT prior to being tenured. During the TTP, the Faculty member is evaluated for tenure.

Appointment during the TTP shall normally be for a period of one year at a time and is subject to renewal. The TTP always begins at the start of the academic year in the fall. For persons hired at mid-year, the TTP will commence at the start of the following academic year.

Unless the TTP has been extended according to the procedures discussed below, the TTP shall not exceed seven years, which is the standard TTP for an Assistant Professor. During the TTP, a decision must be reached to either award tenure or terminate appointment. In the latter case, a terminal-year appointment would be within the allowed TTP.

4.3.3.1 Shortened Tenure-Track Period

The TTP of untenured Faculty who are appointed with a prior record of teaching and research may be the standard seven years or a shorter period, but not less than four years. In such cases, the duration of the TTP is determined at the time of hire by mutual agreement of the Provost—acting on the recommendation of the hiring Department P&T Committee and the Dean—and the candidate for a Faculty position.

4.3.3.2 Extended Tenure-Track Period

In special circumstances, such as an event that severely impedes a Faculty member's ability to perform his/her professional duties for a period of time (including an illness to a Faculty member or a member of his/her family, or primary care given to a newborn or newly adopted child), the TTP may be extended. Normally, such an extension can occur only once during the TTP and can last no more than one year. Exceptions to this rule can be granted by the Provost.

In order to receive an extension of the TTP, a Faculty member must submit a written request to the Department P&T Committee in a timely fashion, explaining in detail the reason(s) for the request. The Department P&T Committee reviews the request and makes a recommendation to the Dean. The Dean forwards the Faculty member's request and the Department P&T Committee's recommendation, along with the Dean's

own recommendation, to the Provost, who either authorizes or denies the extension.

If a request for an extension of the TTP is made during the Third Year Review, no extension will be granted unless the review results in reappointment.

Application for a leave of absence for personal reasons, or election to use the University's Active-Service Modified-Duties Policy to care for a newborn or newly adopted child, does not obligate an untenured Faculty member to apply for an extension of the TTP, nor does it replace the requirement for a formal, written request, should the Faculty member desire a TTP extension.

4.3.4 Tenure in Relation to Promotion during the Tenure-Track Period

Untenured Faculty members who hold the rank of Assistant Professor are also evaluated for promotion to Associate Professor (see Sections 2.3.1.1–2.3.1.2) during the TTP. The award of tenure and promotion to the rank of Associate Professor normally occur simultaneously. In exceptional circumstances, an Assistant Professor may be promoted to Associate Professor prior to receiving tenure, but an Assistant Professor cannot receive tenure prior to being promoted to Associate Professor.

4.3.5 Eligibility for Tenure

The period of eligibility for tenure refers to the specific year(s) within the TTP in which a Faculty member can be considered for, and granted, tenure.

4.3.5.1 Faculty with a Standard (7-Year) Tenure-Track Period

4.3.5.1.1 Tenure Consideration during the Fifth Year

A Faculty member with a 7-year TTP will be first eligible for tenure consideration during the fifth year. If the Department P&T Committee decides not to recommend a Faculty member for tenure during the fifth year, no tenure recommendation shall be forwarded to the Dean at this time. In general, recommendation for tenure in the fifth year should be reserved for Faculty members who have exceptional credentials by this time. It should not be viewed as a trial period for consideration during the sixth year, and there should be no stigma attached to not being recommended for tenure in the fifth year.

4.3.5.1.2 Tenure Consideration during the Sixth Year

If a Faculty member has not been tenured in the fifth year or had his/her TTP extended according to the stipulations in Section 4.3.3.2, the Department P&T Committee must forward a recommendation to the Dean in the sixth year, either for or against tenure. The sixth year is the last year of tenure eligibility.

4.3.5.1.3 Right of Appeal and Terminal Year

If a Faculty member in the sixth year of tenure eligibility has not been recommended for tenure by his/her Department P&T Committee, the Faculty member may seek reconsideration of the decision by the Department P&T Committee (see Section 4.5.2.3.5), and then, if necessary, may appeal directly to the Dean and the University Committee on Promotion and Tenure (see Section 4.5.2.3.6). If tenure is denied, a terminal one-year appointment shall be given for the subsequent year. That is, the last year of the TTP becomes the terminal year.

4.3.5.2 Faculty with an Extended (8-year) Tenure-Track Period

In the case of a Faculty member whose TTP has been extended through the process stated in Section 4.3.3.2 above, tenure consideration follows the same pattern as in Section 4.3.5.1, except that the sixth year is the first year of tenure eligibility; the

seventh year is the second year of tenure eligibility; and if tenure is not granted, the eighth year becomes the terminal year.

4.3.5.3 Faculty with a Shortened (4–6 year) Tenure-Track Period

In the case of a Faculty member whose TTP has been shortened through the process stated in section 4.3.3.1, the first year of tenure eligibility will be the penultimate year of the TTP (e.g., if the TTP is four years, tenure eligibility occurs during the third year). A formal review for tenure must be conducted at this time, and the recommendation of the Department P&T Committee shall be forwarded to the Dean. If tenure is denied, a terminal one-year appointment shall be given for the subsequent year, subject to the right of appeal stated in Section 4.5.2.3.6. That is, the last year of the TTP becomes the terminal year.

4.3.6 Evaluation of Untenured Faculty

4.3.6.1 Annual Review

A review of the progress of untenured Faculty shall be made each year by the Department Chairperson, in consultation with the Department P&T Committee. The result of that review must be communicated to the Faculty member in writing. The Faculty member should be made aware of the Department P&T Committee's expectations for tenure and promotion, and every effort should be made to suggest strategies for helping the Faculty member to attain that goal.

4.3.6.2 Third Year Review

During the third year of the TTP, the Department P&T Committee carries out an intensive, documented review of a Faculty member's progress toward tenure and promotion. The Third Year Review evaluates all aspects of a Faculty member's professional activities and accomplishments and is similar to a tenure review during the period of Tenure Eligibility, except that no reference letters are sought from outside or inside the university. The Faculty member under review shall be formally apprised of the results of the Third Year Review by the Department Chairperson, who sends the written review to the Dean of the College, who forwards it to the Provost.

If the Third Year Review establishes that satisfactory progress is being made, the review normally includes a recommendation to the Dean for retaining the Faculty member until the period of Tenure Eligibility. If the Third Year Review concludes that a Faculty member's progress is unsatisfactory, the Department P&T Committee may recommend to the Dean either to terminate the appointment or to re-appoint with conditions that must be met in order to continue the appointment until the period of Tenure Eligibility.

4.3.6.3 Tenure Eligibility Review

During the period of tenure eligibility, the Department P&T Committee shall conduct an intensive documented review of a Faculty member's qualifications for tenure—including external peer review letters and additional reference letters—and shall make a recommendation to the Dean, in accordance with Section 4.5.2.3.3.

4.3.7 Non-Reappointment and Appeal Prior to the Tenure Eligibility Period

4.3.7.1 Non-Reappointment

Every untenured Faculty member shall be considered for reappointment by his or her Department P&T Committee on an annual basis. The Department recommendation is then submitted to the appropriate Dean, and by the Dean to the Provost. If the Department recommendation is for non-reappointment, due to a failure of the Faculty member to meet the Department's performance standards regarding teaching,

scholarly research, and service, and if the Dean and Provost concur, the Faculty member shall receive a notice of terminal assignment consistent with the controlling collective bargaining agreement.

4.3.7.2 Notification and Appeal

If a Department P&T Committee makes a preliminary decision to recommend an untenured Faculty member for non-reappointment, the Department Chairperson must inform the affected Faculty member prior to taking any further action. At that time the Chairperson must also inform the Faculty member that he or she has the right to submit a written appeal. If, after considering an appeal, the Department P&T Committee votes to recommend non-reappointment, this recommendation is forwarded by the Chairperson to the Dean and then to the Provost in a file containing a written statement of the reasons for the recommendation and any appeal letter of the Faculty member. This file must be reviewed by both the Dean and the Provost before a terminal appointment letter is sent to the Faculty member.

4.3.8 Staff Reduction

Should reduction in the full-time teaching staff become necessary, those holding tenure shall be given preference for continued employment over those not holding tenure and shall be retained as far as practicable according to seniority. In the event staff is rehired, tenured staff shall be rehired first, according to seniority. No individual reductions in base salary are to be made for persons on tenure unless fiscal exigencies warrant a salary decrease for all members of the staff, and then such reduction in salary shall be on an equitable basis.

4.3.9 Removal Procedures

If conditions arise that, in the opinion of the President of the University, may warrant removal of a tenured Faculty member, the Faculty member has the option of bringing the case before the Executive Committee of the Faculty Senate. This committee shall report to the Faculty Senate at a meeting in closed session to decide on a course of action. The Faculty Senate will then submit its final report to the Board of Trustees, which will make a final determination.

4.4 Promotion

4.4.1 Awarding of Promotion

All academic promotions are conferred by the Board of Trustees on the recommendation of the President, after a series of rigorous reviews and evaluations by Department P&T Committees, Deans, the University Committee on Promotion and Tenure, and the Provost.

4.4.2 Promotion to Associate Professor

As stated in Sections 2.3.1.1 and 4.3.4 above, the process of promotion from Assistant Professor to Associate Professor is normally identical to the process of earning tenure, although in exceptional circumstances a Faculty member may be promoted to Associate Professor before receiving tenure.

4.4.3 Promotion to Professor

4.4.3.1 Annual Review

Faculty at the rank of Associate Professor are eligible for consideration for promotion each year and shall be reviewed annually by their Department P&T Committees.

4.4.3.2 Recommendation for Promotion to Professor

If, after a full, intensive, and documented review—including external peer review letters and additional reference letters—a Department P&T Committee determines that an Associate Professor meets the criteria for the rank of Professor (see section

2.3.1.3), it may make a recommendation for promotion to the Dean, in accordance with the procedures stated in Section 4.5.2.3.3.

4.4.4 Promotion to Distinguished Professor

Nominations for promotion to the rank of Distinguished Professor may be made directly to the Provost by any member of the Faculty or by a Department P&T Committee. The Provost transmits such nominations to the Distinguished Professors Committee, consisting of all Faculty members who hold the rank of Distinguished Professor except the Provost and the President. The Distinguished Professors Committee processes and reviews all such nominations and sends its recommendations to the Provost, who confers with the President. The President then makes recommendations for promotion to the Board of Trustees.

4.5 Promotion and Tenure Procedures

4.5.1 Guidelines and Notifications

Not later than September 15 each year, the Provost shall transmit to all Faculty and Instructional Staff, academic Departments, Colleges and Schools—as well as post in an accessible location—guidelines, including any changes in procedures that may have resulted from Faculty or Administrative action, the PSA Contract, or Affirmative Action, concerning:

- Promotion and Tenure
- Reappointment and termination or non-renewal of contract
- Third Year Review of tenure-track Faculty

These guidelines shall specify the procedures to be followed, and the deadlines to be met, in the preparation and submission of dossiers containing the credentials of each Faculty member under review, the solicitation of external reference letters, the formulation of discipline-specific criteria for promotion and tenure, the processes for reappointment and termination or non-renewal of contracts, and other relevant information. No material in support of recommendations for any category shall be due before October 15.

Also not later than September 15, the office of the Provost shall notify Faculty of the procedure and deadline for completing the Faculty Annual Report, documenting their research, service, and teaching activities and accomplishments for the previous academic year.

4.5.2 The Department Promotion and Tenure (P&T) Committee, and the Role of the Deans

4.5.2.1 Membership

4.5.2.1.1 Composition

4.5.2.1.1.1 General Principle of Composition in All Academic Units

The Department P&T Committee shall consist of all tenured Faculty with primary appointments in the Department, except administrators above the level of Associate Dean. In a College or School without Departments, the College or School P&T Committee shall consist of all tenured Faculty with primary appointments in the College or School, except administrators above the level of Associate Dean.

4.5.2.1.1.2 Composite Department P&T Committee

Each Department P&T Committee must have at least three members at or above the rank of Professor. If necessary, the Dean and the Department Chairperson shall jointly recommend to the Provost one (or if necessary, two or three) eligible Faculty members, as defined in 4.5.2.1.1.1, at or above the rank of Professor from outside the Department to make up the requisite three

members, normally serving three-year renewable terms. In the case of Federated Departments, one of these individuals may be a colleague of appropriate rank in the Federated Department. All Composite Department P&T Committees must be approved by the Provost.

4.5.2.1.2 Chairperson

4.5.2.1.2.1 Department Chairperson as Chairperson of the Department P&T Committee

Unless subject to the exception noted in Section 4.5.2.1.2.2 below, the Department Chairperson, serves as the Chairperson of the Department P&T Committee and is involved in deliberations and voting on all matters, regardless of rank.

4.5.2.1.2.2 Exception When the Department Chairperson Is an Associate Professor

An Associate Professor who is serving as Department Chairperson and is himself/herself being considered for promotion or annual review must recuse himself/herself from all participation in his/her own case. In such instances, the Professors and Distinguished Professors shall elect among themselves an Acting Chairperson of the Department P&T Committee for this purpose only. The Acting Chairperson shall assume all duties and responsibilities relating to these cases, including communications, actions, and appeals, and his/her appointment shall end as soon as these cases have been resolved.

4.5.2.1.2.3 Chairperson of a College or School P&T Committee

The P&T Chairperson in a College or School without departments shall be a Professor or Distinguished Professor elected annually by the College or School P&T Committee. In such cases the Dean of the College or School does not participate in deliberations or voting in the P&T Committee on cases involving promotion and tenure. The P&T Committee may invite the Dean to make a presentation to the committee. The Chairperson of the P&T Committee reports to the Dean, who performs the same role in the promotion and tenure process as the Deans of the other colleges.

4.5.2.2 Duties

The Department P&T Committee jointly makes all decisions regarding recommendations for Faculty hiring, evaluation, promotion, tenure, and termination or non-renewal of contract within the Department. Specifically the Department P&T Committee will

- Provide advice and concurrence to the Department P&T Committee Chairperson in the hiring of Faculty.
- Communicate through its Chairperson each case of termination or non-renewal of contract with the Dean of the College or School concerned before sending a recommendation to the Dean.
- Review the records, including Faculty Annual Reviews, of all Department members who are candidates for promotion and/or tenure, to determine who meets the requirements for promotion and/or tenure.
- Assist the Chairperson in evaluating each Faculty member who is not a member of the Department P&T Committee.
- Conduct a Third Year Review of each non-tenured Faculty member during his/her third year since hire.
- Make promotion and tenure recommendations to the Dean of the College or School, who sends them to the University Committee on Promotion and Tenure.

4.5.2.3 Procedures

4.5.2.3.1 Compliance, Criteria and Confidentiality

All decisions on promotion and tenure must be in compliance with Department and university goals. Affirmative action considerations shall be a component of these decisions. Each Department P&T Committee will determine criteria for promotion and tenure consistent with the discipline(s) represented in the Department and with the general university criteria specified in the Faculty Handbook, and those criteria will be transmitted with each candidate's dossier to the Dean, according to the guidelines distributed by the Provost (see Section 4.5.1). The Department P&T Committee must maintain adequate written records of its deliberations. In view of the sensitive nature of the proceedings of the Department P&T Committee, confidentiality shall be maintained by the members of the committee. All communications shall be made through the Department P&T Committee Chairperson. During the period of committee deliberations, it is deemed inappropriate for candidates to discuss their status except with the Department P&T Committee Chairperson or the full committee.

4.5.2.3.2 Voting Procedure

All members of a Department P&T Committee shall be eligible to deliberate and vote on all matters under consideration by the committee, with the following exceptions: (1) Tenured Associate Professors serving as Department Chairpersons are subject to the restriction in Section 4.5.2.1.2.2; (2) Tenured Associate Professors shall not participate in deliberations and voting on annual review of tenured Associate Professors and on cases involving promotion above their rank. After discussions of the qualifications of all candidates for promotion, tenure, reappointment and termination, the committee will vote on the candidates in accordance with the established criteria. Candidates for promotion and tenure receiving a majority will be recommended, with the numerical vote recorded. The vote of the Chairperson will be specified and included in any recommendation sent to the Dean. The individual votes of other members of the Department P&T Committee will not be identified.

4.5.2.3.3 Submission of Recommendations

Recommendations for tenure and for promotion to the ranks of Associate Professor or Professor are submitted to the Dean. Before any reports are submitted to the Dean, the Department P&T Committee Chairperson must notify each Faculty member being considered, in writing, of the Department P&T Committee's decision, and each Faculty member shall be given an opportunity to meet with the Department P&T Committee to review his or her case (see Section 4.5.2.3.5).

The Department P&T Committee Chairperson shall submit recommendations and supporting material to the Dean no later than the dates specified for the various categories by the Provost (Section 4.5.1). Any material submitted by the candidate to the Department P&T Committee Chairperson after the dates specified by the Provost will be accepted, but with no assurance that it will affect the deliberations of the University Promotion and Tenure Committee. A minority report supported by at least one third of the Department P&T Committee may accompany any recommendation. All reports, both majority and minority, will be available to every member of the Department P&T Committee before submission to the Dean.

4.5.2.3.4 Action by the Dean

After receiving the supporting material from the Department P&T Committee, the Dean renders a judgment on the case (recommended or not recommended), supported by a written evaluation, which is added to each candidate's dossier. The Dean then submits the dossier to the University Committee on Promotion and Tenure and sends a copy of his/her judgment and evaluation to the Chairperson of the candidate's Department P&T Committee, for distribution to the entire committee.

4.5.2.3.5 Reconsideration of a Negative Recommendation

A member of the Faculty who has held the rank of Assistant Professor or Associate Professor for at least five years and who has been eligible for consideration for promotion for at least two years, or who is in his/her last year of eligibility for consideration for tenure but has failed to receive a majority recommendation from his/her Department P&T Committee, may request and must be granted an opportunity to meet with the Department P&T Committee prior to the submission of its recommendations to the Dean. At this meeting, the Faculty member may present, orally and in writing, the reasons why he/she believes a recommendation for tenure, and/or promotion is warranted.

4.5.2.3.6 Appealing a Negative Recommendation

If, after further deliberation, the Department P&T Committee upholds its original decision and if, upon notification (which shall be within one week), the affected Faculty member does not accept this decision, he/she may submit an appeal in writing, along with any pertinent material, to the Dean, who transmits it to the University Committee on Promotion and Tenure with an evaluation. This shall be done no sooner than one week and no later than eight weeks after the meeting with the Department P&T Committee, which must be advised of the Faculty member's action. The Department P&T Committee may forward a report supporting its decision to the Dean, who transmits it to the University Committee on Promotion and Tenure with an evaluation. A minority report of one or more members may also be submitted. For promotion, the Faculty member may exercise the appeal procedure described above once every three years; for tenure, only in the last year of eligibility for consideration for tenure.

4.5.3 The University Committee on Promotion and Tenure

4.5.3.1 Membership

The University Committee on Promotion and Tenure is to be constituted so as to have three members directly appointed by the Provost and four members chosen by the Provost from a slate nominated by Faculty Senate. The Provost will strive for a maximum range of disciplines and Departments to be represented on this Committee. All members must have tenure at the rank of Professor or higher. Three rules will be applied to determine the composition of the University Committee on Promotion and Tenure: (1) there shall be at least one representative from each of the five Colleges or Schools, (2) there shall be two representatives from each of the two Colleges or Schools with the largest numbers of tenured and tenure-track Faculty, and (3) no representative shall hold an administrative title at or above the level of Associate Dean. The University Committee on Promotion and Tenure will select its Chairperson each year.

Members will serve three-year terms and will not be eligible to serve more than three years in any consecutive six-year period. This shall not include time served as a replacement for a member who was unable to complete his or her term. In March of every year, or whenever necessary, each Department will nominate a candidate for

each Faculty Senate-designated Committee vacancy. The name of the nominee is then to be submitted to the Faculty Senate. By May 1, the Faculty Senate will recommend to the Provost, from among the names submitted to it, two persons for each available position. The Provost will make the final choice from these recommendations. In the event that a committee member is unable to complete his or her term, the same procedure will be employed to secure a replacement, who will serve only to the end of the unexpired term.

A member of the University Committee on Promotion and Tenure shall not sit on a Department P&T Committee while serving on the University Committee on Promotion and Tenure, except to participate in deliberations not related to promotion and tenure. He or she shall not be a party to any deliberations by a Department P&T Committee which might involve discussions and decisions on matters that have to be reported to the University Committee on Promotion and Tenure.

4.5.3.2 Duties

The University Committee on Promotion and Tenure will receive and consider the recommendations from the Department P&T Committees and the Deans' evaluations pertaining to promotion and tenure, and will pass along to the Provost any Department P&T Committee recommendations in addition to its own recommendations. The University Committee on Promotion and Tenure may also serve as an advisory body to the President if requested. The University Committee on Promotion and Tenure must maintain adequate written records of its deliberations.

4.5.3.3 Procedures

4.5.3.3.1 Confidentiality

Members of the University Committee on Promotion and Tenure must maintain strict confidentiality. Any questions regarding committee business shall be directed to its Chairperson alone.

4.5.3.3.2 Voting

The University Committee on Promotion and Tenure will discuss and vote on all the candidates recommended for promotion or tenure. Department P&T Committee recommendations supported by a majority of the University Committee are sent directly to the Provost.

4.5.3.3.3 Submission of Recommendations

The University Committee on Promotion and Tenure Chairperson is responsible for passing on the Committee's decisions to the Provost, and to each candidate's Dean and Department Chairperson. The latter, in turn, will inform each person recommended by the Department P&T Committee of the status of his or her candidacy.

4.5.3.3.4 Appealing a Recommendation

4.5.3.3.4.1 Appeals by the Department

In the event of a difference of opinion between the two committees, the Department P&T Committee may, if it wishes, submit additional materials and written arguments supporting its position to the Dean, who reviews these materials and arguments and submits them to the University Committee on Promotion and Tenure with an evaluation of their merit. If, after consideration of this new information, the University Committee on Promotion and Tenure votes to sustain its original decision, the Department P&T Committee's recommendation, the Dean's evaluation, and the University Committee on Promotion and Tenure's decision will be sent to

the Provost. If the University Committee votes to reverse its decision, a positive recommendation will at this point be sent to the Provost.

4.5.3.3.4.2 Appeals by a Candidate

The University Committee will consider the merit of all appeals by individual Faculty members (see Section 4.5.2.3.6) and will transmit its findings to the Dean, who will in turn transmit them to the Department P&T Committee Chairperson, who informs the individual Faculty member concerned. If a majority of the University Committee finds an appeal to have merit, the Dean will ask the Department P&T Committee to reconsider its original decision. If the Department P&T Committee reverses its decision, the name of the affected Faculty member will be added to, and ranked with, any others recommended in the same category.

If the Department P&T Committee reaffirms its original decision, the University Committee on Promotion and Tenure will evaluate the Faculty member's credentials in the same way it would evaluate those of Faculty members recommended in the ordinary way for promotion, tenure, or both. However, at least five of the seven members of the University Committee on Promotion and Tenure must support any recommendation before it may be construed as a positive recommendation to be sent to the Provost.

4.5.4 Final Recommendations by the Provost and the President

Upon receiving the recommendations from the University Committee on Promotion and Tenure and the appeals from Department P&T Committees (see Section 4.5.3.3.4.1), the Provost may confer with the University Committee on Promotion and Tenure for clarification, if necessary, and confers with the President. The President makes the final recommendations for promotion and tenure to the Board of Trustees for approval.

ADDENDUM TO PART FOUR

TENURE POLICIES THAT APPLY TO FACULTY HIRED AFTER SEPTEMBER 1, 2016

A4.1 Number of Times a Faculty Member May Be Considered for Tenure

An Assistant Professor may be considered for tenure by the University Committee on Promotion and Tenure only once, normally in the sixth year in that rank at NJIT. An untenured Associate Professor may be considered for tenure by the University Committee on Promotion and Tenure only once, normally in the fourth year in that rank at NJIT.

A4.2 Early and Late Consideration for Tenure

An Assistant Professor may be considered for tenure by the University Committee on Promotion and Tenure as early as the fourth year (or in exceptional circumstances, even earlier), while in cases of illness, family care, and other specified and approved reasons for extending the period of tenure, consideration may occur as late as the seventh year (see Section 4.3.3.2). Untenured Associate Professors are also eligible for early or extended tenure consideration. Both Assistant Professors who assume their positions with previous experience and untenured Associate Professors may negotiate a specific year of tenure consideration at the time of hire, as stated in their contract hiring letters from the Provost, provided it is no later than the sixth year for Assistant Professors or the fourth year for Associate Professors. In all cases, the terminal year for a Faculty member who is denied tenure occurs in the year after tenure is denied.

A4.3 Opportunity to Withdraw Tenure Dossier

If an Assistant Professor or untenured Associate Professor has been recommended for tenure by his/her Department P&T Committee before the last year of tenure eligibility, the Dean shall send

his/her judgment (“recommended” or “not recommended”) and written evaluation of the case to the Department Chairperson before sending them and the candidate’s dossier to the University Committee on Promotion and Tenure. The Department Chairperson shall immediately inform the candidate whether the judgment of the Dean is “recommended” or “not recommended.” Within five business days after receiving the Dean’s judgment, the candidate may withdraw his/her dossier by providing a written request to the Department Chairperson and Dean. If the dossier is withdrawn in this manner, the Faculty member shall remain eligible for tenure consideration in the following year.

PART FIVE **TEACHING**

5.1 Course Syllabi and Instructors’ Office Hours

5.1.1 Course Syllabi

Every NJIT course should have a course syllabus, available to the students electronically by the first day of class. Course syllabi should contain information on (1) the course (e.g., number, title, prerequisites/co-requisites, description, meeting-by-meeting outline), (2) course outcomes (see Section 5.1.1.1 below), (3) the instructor (e.g., name, contact information, and office hours—see Section 5.1.2 below), (4) required and optional materials (e.g., title, author, edition, publisher, and ISBN number of assigned texts), (5) tests and assignments, and (6) the course grading policy. Syllabi should also contain a statement on academic integrity (see Section 5.1.1.2 below).

5.1.1.1 Course Outcomes

Course outcomes refer to measurable knowledge and skills that students acquire in each course. Measures of student learning (i.e., homework, quizzes, exams, projects, papers) should be linked to course outcomes.

5.1.1.2 Academic Integrity

NJIT maintains a rigorous policy on academic integrity in all its courses and student work, embodied in the [University Code on Academic Integrity](#). Faculty should also consult the document titled [Best Practices related to Academic Integrity](#), which is maintained on the Provost’s website.

5.1.2 Instructors’ Office Hours

Faculty and Instructional Staff should post their scheduled office hours for each course online and at their office, and they should be available to students during those hours.

5.2 Examinations and Assessment

5.2.1 Importance of Early and Periodic Assessment

Tests and other assignments should be returned in a timely fashion so that students know their status in the class. All instructors should grade and return a significant amount of students’ work prior to the deadline for withdrawal from classes.

5.2.2 Final Examinations

In courses with final examinations, the final exam typically constitutes approximately one-third of the total course grade and must be given during the University final exam period. Modifications to the final exam schedule must be approved in writing by the Department Chairperson, and modified examination times must occur within the University final exam period. Other regulations relating to final and other major examinations, including the

policy for resolving final exam conflicts, shall be approved by the Faculty Senate and the Provost and posted on the Provost's website.

5.2.3. Examinations in Online Courses

Examinations in online courses must be scheduled at times that are most convenient for students in the class, recognizing that students may be living in different time zones and that most students have full-time jobs during the daytime.

5.3 Mentoring of Faculty and Instructional Staff in regard to Teaching

Each Department shall devise and implement plans for mentoring its Faculty and Instructional Staff in order to improve their teaching and the delivery of the curriculum. Such plans should include constructive feedback on teaching performance and review of course evaluations and course materials, including the assessment of syllabi and assignments. Faculty and Instructional Staff shall have an opportunity to express their views on ways to improve administrative and technological support, classroom management, curriculum development, and other relevant components of teaching.

5.4 Course Evaluations

Every semester the University shall conduct student evaluations of all courses, using an evaluation form and a procedure approved by the Faculty Senate and the Provost. These evaluations are intended to improve the quality of instruction and for use in promotion and tenure evaluations of Faculty and reviews of Instructional Staff. They may also be used in the process of determining merit salary increases and for selecting Faculty and Instructional Staff for teaching awards. Any other uses of course evaluations require the permission of individual Faculty and Instructional Staff.

5.5 Course Scheduling and Class Meetings

5.4.1 General Principle of Course Scheduling

Academic departments should assign course schedules to their Faculty in coordination with the registrar, in a manner that—to the greatest possible extent—reduces randomness in the process, increases scheduling continuity and convenience, and takes into account both the diverse needs and policies of different academic departments and the special needs of students and Faculty relating to research, teaching, and personal circumstances.

5.4.2 Course Preferences

Each semester, Faculty members should have an opportunity to indicate their teaching preferences, and these should be considered by the Chairperson and the Associate Chairperson when teaching assignments are made. Faculty members should normally receive teaching assignments requiring no more than two different preparations, and no Faculty member should receive an assignment requiring more than three different preparations. University Lecturers and Senior University Lecturers should normally receive teaching assignments requiring no more than three different preparations.

5.4.3 Evening Classes

Faculty hired after February 1, 1965, may be required to teach one evening per week as part of their regular teaching load. Faculty hired prior to February 1, 1965, may teach one evening per week for extra compensation.

5.4.4 Class Meetings and Cancellations

All classes should meet at their scheduled time and location unless special arrangements have been made with the Registrar's Office with the approval of the Department Chairperson. Individual classes should not be cancelled without the consent of the Department Chairperson. No classes should be scheduled during the University common hours without the approval of the Provost.

5.6 Teaching Loads

5.5.1 Teaching Assignment Criteria (TAC)

Teaching loads for each semester shall be assigned by the Department Chairperson in accordance with each Department's Teaching Assignment Criteria (TAC) and the Collective Agreement between NJIT and the PSA. Each Department shall formulate, and periodically review, its own TAC, using contact hours rather than courses, and submit it to the Dean for approval. Each Department's TAC shall go into effect when approved by the Department, the Dean, and the Provost. Modifications to the TAC require approval by the Department, the Dean, and the Provost.

5.5.2. Teaching Load Transparency

TAC and load justification documents shall be maintained in Departments for three years and shall be made available to any NJIT Faculty member upon request. The teaching loads of individual Faculty members in each Department shall be made available to the Faculty of the University every semester and shall be forwarded to the Faculty Senate.

5.5.3 External Teaching

A full-time member of the Faculty or Instructional Staff who wishes to teach a course during the academic year at another institution, in industry, or in the Division of Continuing Professional Education must submit a request to the Department Chairperson. If the Chairperson does not approve, the Chairperson shall, in a timely fashion, inform the Faculty member or member of the Instructional Staff in writing of his/her reasons. The Faculty member or member of Instructional Staff may appeal the Chairperson's decision to the Dean, who makes the final decision.

5.7 Class Attendance

The policy for class attendance by students shall be determined by the Faculty Senate and the Provost and posted on the Provost's website. It is the responsibility of all instructors to keep a record of attendance, as necessary, in order to comply with the policy.

5.8 Attendance at Commencement Exercises

Members of the Faculty and Instructional Staff should make every effort to attend annual commencement exercises. Every Department/Academic Unit should have substantial representation at commencement, including sufficient personnel to assist with the marshaling of students and other necessary functions.

PART SIX **FACULTY DEVELOPMENT**

As a research university, NJIT expects its Faculty to achieve a high level of performance in research and scholarship, and "to contribute through research and scholarly activities to the advancement of their disciplines" and of economic development in the state of New Jersey and the nation (see Section 2.1.2). The University in turn provides various forms of support and encouragement for this purpose. "Faculty members should have access to privileges traditionally associated with research universities. Such privileges include sabbatical leaves and leaves of absence, as well as support for grant applications, grant administration, and travel related to conferences and research activities." (see Section 2.1.3)

6.1 Academic freedom

Faculty shall be free to pursue their research and publish their results.

6.2 Maintenance of Research Facilities

Laboratories and other facilities essential to Faculty research and teaching shall be maintained by the University at a level sufficient to foster research productivity and excellence in graduate education.

6.3 Research Support

To the greatest extent possible, the university shall provide support for ongoing research when Faculty members or their laboratories experience gaps in external funding. Such support may be used to maintain and improve the research environment (e.g., maintenance of equipment, purchasing of supplies, student support, and conference or research travel).

6.4 Faculty Mentoring

Each Department shall devise and implement plans for mentoring its untenured Faculty toward the attainment of tenure and, beyond that, toward a productive and fulfilling career at NJIT. Such plans should include monitoring and encouraging their progress as researchers and scholars, providing personal guidance and support from senior Faculty, improving their performance as instructors, and ensuring that they have the necessary time and resources to accomplish these goals.

6.5 Participation in Professional and Learned Societies and Conferences

Faculty and Instructional Staff are urged to attend meetings of professional and learned societies and other academic conferences. University funds permitting, all or part of the expenses for attending these meetings, including travel and accommodation costs and registration fees, should be paid if Faculty members participate in a panels, present papers, are active as officers of the sponsoring society, or perform other important duties.

6.6 Publication Assistance

Funds may be available from the University for covering the cost of manuscripts and subventions related to the publication of scholarly articles or books.

6.7 Sabbatical Leave

NJIT's sabbatical leave policy exists to enhance the professional development and increase the research and scholarly production of Faculty by relieving them of their teaching and service responsibilities for a semester or an academic year.

6.7.1 Eligibility

To be eligible for a sabbatical leave, a Faculty member must have tenure and must have served a minimum of six continuous years on the NJIT Faculty. No Faculty member shall have more than one sabbatical leave within any seven-year period.

6.7.2 Terms

6.7.2.1 Duration, Salary, and Benefits

A sabbatical leave may be granted for an academic year at 80% of salary or for a semester with full pay, with all rights and benefits of regular employment continuing in either option.

6.7.2.2 Commitment to Return after a Sabbatical Leave

The acceptance of a sabbatical leave obligates the recipient to serve as a member of the Faculty for at least one year following the completion of a two-semester sabbatical leave or for at least one semester following the completion of a one-semester sabbatical leave, or else to reimburse the University for all salary paid during the sabbatical leave. Exceptions to this policy sought by Faculty members require a formal waiver granted by the President on the recommendation of the Provost.

6.7.3 The Application Process

6.7.3.1 Provost's Memo, Timeline, and Criteria

In a memo to the Faculty in early September, the Provost shall distribute the requirements for sabbatical leave applications and list the deadlines for all steps in the process. This memo and other information on the sabbatical procedure, including relevant deadlines, consistent with the policy articulated in this section of the Faculty Handbook, shall also be posted on the Provost's website. The documents posted on the website shall include the criteria for granting sabbatical leaves, which can be amended by the Faculty Senate with the approval of the Provost.

6.7.3.2 Submission of Applications by Faculty Members

Eligible Faculty members applying for a sabbatical leave shall submit to their Department Chairpersons by the appointed deadline an electronic application consisting of all the documents identified in the [Guidelines for Sabbatical Leave Applications](#) on the Provost's website. Changes to the Guidelines for Sabbatical Leave Applications must be approved by the Faculty Senate and the Provost.

6.7.3.3 Review and Recommendation by Department Chairpersons and Deans

Department Chairpersons shall review the applications for sabbatical leave from Faculty in their Departments and shall transmit electronically to the Dean those that they approve by the appointed deadline, along with their recommendation letters (with copies to the appropriate applicants). Each recommendation letter should include a statement on the value of the applicant's sabbatical leave plan for the applicant's career and the Department's scholarly research profile, as well as a statement on the impact of the recommended sabbatical leave on the normal functioning of the Department. By the appointed deadline, the Dean shall transmit electronically all applications to the Chairperson of the University Committee on Sabbaticals, along with the recommendations of the Department Chairpersons and the Dean. The Dean shall send a copy of his/her recommendation letter to the Department Chairperson and the applicant.

6.7.3.4 Opportunity for Faculty Members to Update Applications

By the appointed deadline, applicants for a sabbatical leave may submit to the University Committee on Sabbaticals (with copies to their Department Chairperson and Dean) an additional statement that contains relevant new information supporting the application.

6.7.3.5 Review and Recommendation by the University Committee on Sabbaticals

The University Committee on Sabbaticals consists of Faculty from a wide range of Departments and Colleges/Schools, appointed by the Provost to serve for fixed terms. After receiving and rigorously reviewing all sabbatical leave applications, and after duly considering the recommendations from Department Chairpersons and Deans, the committee shall, by the appointed deadline, (1) provide the Provost with a list that ranks and categorizes all the applications as Highly Recommended, Recommended, or Not Recommended, and (2) provide each applicant with the committee's decision on his/her application accompanied by a written explanation (with copies to the appropriate Department Chairperson and Dean).

6.7.3.6 Right of Appeal to the University Committee on Sabbaticals

In the event that an applicant is not recommended for a sabbatical leave by the University Committee on Sabbaticals, the applicant may, by the appointed deadline, send an appeal to the Chairperson of the committee in writing (with copies to the Department Chairperson and the Dean), responding to the committee's written explanation. The Department Chairperson and the Dean may also send the

Chairperson of the committee letters in support of the appeal within the same time frame. The committee shall respond to each appeal in writing by the appointed deadline (with copies to the Department Chairperson and the Dean).

6.7.3.7 Recommendation by the Provost and Approval by the Board of Trustees

After reviewing the applications and the recommendations of the University Committee on Sabbaticals, the Provost shall make recommendations to the President of the University, who shall present the recommendations to the Board of Trustees at their February meeting for final approval. If any of the Provost's recommendations should differ from those of the University Committee on Sabbaticals, the Provost shall provide the committee with a written explanation of the grounds for his/her action in each case (with copies to the Dean, the Department Chairperson, and the applicant). The Provost shall subsequently notify all applicants and their Department Chairpersons of the final decision of the Board of Trustees.

6.7.4 Post-Sabbatical Leave Reports

6.7.4.1 Submission and Review of Post-Sabbatical Reports

No later than the end of the first semester following their return after a sabbatical leave, all Faculty members shall submit to their Department Chairpersons a report on their activities and accomplishments during their sabbatical leaves. After reviewing each post-sabbatical report, the Department Chairperson shall forward it to the Dean, who shall then forward it to the Chairperson of the University Committee on Sabbaticals (with a copy to the Provost). After the committee has reviewed the post-sabbatical report along with any comments made by the Department Chairperson and the Dean, the Chairperson of the committee shall send a letter to the Faculty member (with copies to the Provost, Dean, and Department Chairperson), indicating whether the committee approves the Faculty member's post-sabbatical report.

6.7.4.2 Unsatisfactory Post-Sabbatical Reports

In the event that the University Committee on Sabbaticals finds a Faculty member's post-sabbatical report unsatisfactory, the committee's letter shall contain the reasons for this decision. In such cases, the Faculty member may appeal within ten working days of receiving the committee's letter. Such an appeal should address the objections raised in the committee's letter and may include a revised post-sabbatical report. The committee will then render its final judgment in a letter to the Faculty member (with copies to the Department Chairperson, the Dean, and the Provost). A post-sabbatical report that is considered unsatisfactory by the University Committee on Sabbaticals may have a prejudicial effect on any future applications for sabbatical leave by the Faculty member.

6.7.5 Preservation of Records

All applications, recommendations, formal correspondence, and supporting materials relating to sabbatical leaves and post-sabbatical leave reports shall be kept on file by the Provost's office.

6.8 Competitive Fellowship Leave Program

In order to encourage Faculty to apply for and obtain prestigious national and international fellowships, the University maintains a [Competitive Fellowship Leave Program](#). Changes in the Competitive Fellowship Leave Program require the approval of Faculty Senate and the Provost.

6.9 Unpaid Leave of Absence

Full-time members of the Faculty or Instructional Staff may at their own request be granted a leave

of absence without compensation for a specific period of time and for a specific purpose. Details of the policy, contained in the Collective Agreement between NJIT and the PSA, are posted [here](#).

6.10 Active-Service Modified-Duties Policy

NJIT is committed to helping its Faculty maximize their productivity by obtaining an appropriate balance between academic and family life. The Active-Service Modified-Duties Policy serves this end by providing support to Faculty following the birth or adoption of a child. Details of the policy, contained in the Collective Agreement between NJIT and the PSA, are posted [here](#).

PART SEVEN

THE ROLE OF THE FACULTY IN SELECTING AND EVALUATING ADMINISTRATORS

7.1 Selection of Administrators

In accordance with the objectives of shared governance, the following policies and procedures define the involvement of Faculty in the selection of administrators whose work has a direct impact on academic affairs.

7.1.1 Administrative Positions included in this Section

1. *President of the University* (reporting to the Board of Trustees)
2. *Provost and Senior Executive Vice President for Academic Affairs* (reporting to the President of the University)
3. *Deans of Degree-Granting Colleges and Schools* (reporting to the Provost)
4. *Vice Provost for Research* (reporting to the Provost)
5. *Vice Provost for Academic Affairs** (reporting to the Provost)
6. *Associate Provost for Graduate Studies** (reporting to the Provost)
7. *Associate Provost for Undergraduate Studies** (reporting to the Provost)
8. *Associate Provost for Information Services and Technology/Chief Information Officer** (reporting to the Provost)
9. *Associate Provost for Continuing Professional Education** (reporting to the Provost)
10. *Dean of the Albert Dorman Honors College** (reporting to the Provost)
11. *University Librarian* (reporting to the Provost)
12. *Vice President for Academic Support and Student Services* (reporting to the President)
13. *Associate Vice President for Student Engagement and Dean of Students* (reporting to the Vice President for Academic Support and Student Services)
14. *Associate Vice President for Enrollment Management and Academic Services* (reporting to the Vice President for Academic Support and Student Services)

Note: If the titles or reporting lines of these administrative positions should change, this information shall be updated in the Faculty Handbook.

7.1.2 Internal and External Searches

All searches to fill administrative positions listed in Section 7.1 shall be external searches except in the following circumstances. When vacancies occur in administrative positions that are marked with an asterisk (*) in Section 7.1.1, the Provost shall determine whether the initial search to fill the position is to be internal or external. Internal searches shall follow the same procedures as external searches except that the positions shall not be advertised outside the University. In the event that an internal search does not succeed in filling a position, an external search shall be authorized and carried out.

7.1.3 Common Features of Administrative Searches (other than President of the University)

7.1.3.1 Diversity and Affirmative Action

All hiring must be in compliance with University goals. Equal employment opportunity considerations shall be a component of all administrative searches and recruitment procedures.

7.1.3.2 Timing of the Search

The search committee shall normally be appointed prior to the actual vacancy, and it shall not be appointed later than three months after formal notification or creation of a vacancy.

7.1.3.3 Search Committees

Each search committee shall be constituted and charged by the administrator to whom the position reports, in consultation with the Executive Committee of the Faculty Senate. The administrator to whom the search committee reports shall also appoint the Chairperson of the search committee.

Unless otherwise specified below, the composition of search committees for administrative positions listed in Section 7.1.1 shall be as follows. Each search committee shall consist of nine voting members: (1) Five Faculty members shall be selected by the administrator to whom the position reports from a list of at least ten nominees submitted by the Executive Committee of the Faculty Senate. Each list of nominees should be broadly representative of the diverse University community and should include Faculty members from a variety of ranks and from all Colleges and Schools. (2) Four voting members shall be selected by the administrator to whom the position reports from the University community, including at least one academic Dean. The administrator to whom the position reports may also appoint additional non-voting members from the University community or from outside the University, including professionals in the field being filled. The search committee shall include as voting or non-voting members at least one member of the NJIT Instructional Staff and at least one NJIT student.

7.1.3.3.1 Search Committee for the Provost and Senior Executive Vice President for Academic Affairs

The Search Committee for the Provost and Senior Executive Vice President for Academic Affairs shall be appointed by the President of the University in consultation with the Faculty Senate. The President shall determine the size and constitution of the search committee, but it must include at least six voting members chosen by the President from a list of at least ten Faculty members formulated by the Executive Committee of the Faculty Senate. The list of nominees must be broadly representative of the diverse University community and must include Faculty members from all ranks and from all Colleges and Schools. The President shall also select three voting committee members from the University community, including at least one academic Dean. The President may also appoint additional non-voting members.

7.1.3.3.2 Search Committees for Deans of Degree-Granting Colleges and Schools

Dean search committees shall consist of nine voting members chosen as follows: (1) Five Faculty members from the College or School shall be selected by the Provost from a list of at least eight nominations provided by the Executive Committee of the Faculty Senate. The list should be broadly representative of the College or School, with nominees from all constituent units and all Faculty ranks. (2) Two Faculty members from outside the College or School shall be selected by the Provost from a list of at least four nominees provided by the Executive Committee of the Faculty Senate. (3) The Provost shall select two additional voting members from the University, including at least one academic Dean. The Provost may appoint additional non-voting

members from the University, including University Lecturers, members of staff, and students. The Provost may also appoint appropriate non-voting members from outside the University, including a member of the College or School's Board of Visitors.

7.1.3.4 The Search Procedure

The search committee shall invite at least three promising candidates to the campus to meet and discuss issues with members of the University community. At least one session shall be devoted to meeting with appropriate members of the Faculty and Instructional Staff, whose input shall be solicited and considered. When the search committee has completed its work, it shall send an unranked list of acceptable candidates to the administrator to whom it reports.

7.1.4 Selection of Other University-Wide Administrators

In the selection of all other Vice Presidents and university-wide administrators, the President and Provost shall seek input and feedback from the Faculty Senate and appropriate Faculty members.

7.1.5 Interim and Acting Positions

7.1.5.1 Interim Positions

Until a permanent replacement takes office, a vacant administrative position listed in Section 7.1.1 shall be filled by an interim officer appointed by the administrator to whom the position reports. Nominations provided by the Executive Committee of the Faculty Senate and/or by members of the Faculty shall be considered in this process. Interim appointments shall not normally be made for more than one academic year. When an interim administrator is needed for a longer period, the Executive Committee of the Faculty Senate shall be consulted about the best course of action.

7.1.5.2 Acting Positions

Acting positions are short-term appointments made when the permanent appointee expects to return following a period of temporary absence due to an emergency, temporary assignment to another position, or sabbatical or other leave. Appointments to acting positions listed in Section 7.1.1 shall be made by the administrator to whom the position reports, in consultation with the Executive Committee of the Faculty Senate. Acting appointees normally should not hold office for more than one year. An acting appointment may be extended only once and only after the process for appointing a permanent or an interim administrator, as defined above, has been initiated.

7.1.6 Selection of the President of the University

7.1.6.1 Constitution of the President Search Committee

The President Search Committee shall be appointed by the Board of Trustees and shall include representatives from Faculty, administration, alumni, students, and the Board itself. The Faculty members on the search committee shall be appointed from a list of nominees submitted by the Faculty Senate. This list should be broadly representative and include nominees from all Colleges and Schools.

7.1.6.2 The Search Procedure

The search committee shall invite promising candidates to the campus to meet and discuss issues with the Board of Trustees and with the University community as a whole. At least one session shall be devoted to meeting with the Faculty, whose input shall be solicited and considered. When the search committee has completed its work, it shall send an unranked list of acceptable candidates to the Board of Trustees.

7.1.6.3 Appointment by the Board of Trustees

Before making the appointment, the Board of Trustees shall consult with the Provost, the Dean, and the Department P&T Committee of the Department in which the nominee will be appointed, to determine the Faculty rank and tenure status of the appointment. The appointment of the President must be made with tenure, at or above the rank of Professor. If appointment at the rank of Distinguished Professor is under consideration, the approval of the Distinguished Professors Committee must be obtained.

[Note: After the Board of Trustees has devised and posted a written presidential search process that articulates the role of the Faculty in the selection of a new President of the University, as recommended in the report by the consultant hired by the University, Section 7.1.6 shall be revised to document the role of the Faculty in the presidential search process.]

7.2 Evaluation of Provost, Vice Presidents, Deans and Chairpersons

With the knowledge and cooperation of the President, the Faculty Senate will conduct periodic evaluations (at least every three years) by the faculty of the Provost, Vice Presidents, Deans, and Department Chairpersons. The Council, after consultation with the President, may also evaluate the performance of other administrative officers whose work impacts academic affairs. The President of the Faculty Senate is responsible for transmitting the results of these evaluations to the President in the case of the Provost, and to the Provost for all others administrative evaluations.