

PART ONE

UNIVERSITY ADMINISTRATION AND SHARED GOVERNANCE

1. THE INSTITUTE AND ITS ADMINISTRATIVE ORGANIZATION 1.1 History and Development of the University

In 1877 the New Jersey Centennial Commission noted that "our value as a state depends upon the development of skilled labor." At that time, the City of Newark had grown to be a significant manufacturing center, and a movement to found a technical school was initiated by the Newark Board of Trade. On March 20, 1880, Assemblyman Wilkinson of Essex County introduced "An Act to Provide for the Establishment of Schools of Industrial Education." The bill signaling the birth of what would evolve into New Jersey Institute of Technology was passed in 1881. Pursuant to the act, the New Jersey Legislature appropriated \$5,000 per year for the upkeep of a technical school in any locality, provided that community residents would raise a similar amount by subscription or contributions. The citizens of Newark raised their share, and the Board of the Newark Technical School (NTS) first met on July 1, 1884. The members decided to establish an evening school which would be tuition free for city residents. The initial curriculum consisted of algebra, geometry, trigonometry, drawing, chemistry, and physics. A building was rented at 21 West Bank Street in Newark, and the first class was held on February 8, 1885. Dr. Charles Adams Colton was appointed Director of the School. Ninety students, ranging in age from 15 to 42, were selected for the first class. They were machinists, bookkeepers, clerks, draftsmen, carpenters, printers, electricians, plumbers, jewelers, harness makers, tinsmiths, and dyers. Colton's enthusiasm and diligence did much to advance the School. He frequently visited the businesses where students were employed to gain a sense of their needs and levels of accomplishment, and was known to aid students financially when the need arose. Classes were held five evenings a week and most of the students worked in industry during the day. In 1890, a campaign was launched to fund a permanent building for the school. A plot on the corner of High Street and Summit Place was purchased and, following years of effort and a generous gift from the City, the cornerstone was laid in 1896. On January 4, 1897, classes began in the completed three-story brownstone building. That same year, the Board agreed to allow women and residents of other towns to register. Margaret Bryce, a schoolteacher from Passaic, was the first woman to enroll. For the first time, day classes were offered. Dr. Colton considered a regular college program as early as 1913, and an engineering program was proposed to the Board of Directors in 1916. In 1918, Dr. Colton announced his decision to retire. Dr. Daniel Russel Hodgdon, head of the Science Department of the Newark State Normal School, was selected as Colton's successor. Under Dr. Hodgdon's leadership, the School received state approval to offer college-level courses and became known as the Newark College of Technology. The curriculum included a four-year day program leading to Bachelor of Science degrees in chemical, electrical, and mechanical engineering. Approval for these programs was granted by the state on January 7, 1919. 19 of 149 Dr. Alan R. Cullimore, Dean of Engineering at the University of Delaware, was appointed Director of the School and head of the College in 1920. There was evidence that an increasing number of men and women engaged in industry during the day needed to further their education beyond the technical level, and so in the mid-1920s the College instituted an evening program leading to the Bachelor of Science degree. The evening division has continued to grow to serve an important role in the professional advancement of men and women in New Jersey industry and government. During this time, the cooperative education plan was also put into effect, not only to provide additional funds for students but also to make available practical on-the-job education. Under this plan, students worked in industry during the summers of their first two years and then alternated work and school. The institution's name was changed to the College of Engineering of the Newark Technical School in 1920, and then to Newark College of Engineering (NCE) in 1930. The focus of activities gradually shifted to the College, and the number of strictly vocational courses was reduced. The courses of the Technical School, which co-existed with the College, began to parallel the first two years of the collegiate curriculum, and by 1926 those students completing the NTS associate engineering course (part-time for four years) were eligible to enter the college program at the junior level. Dr. Cullimore guided the growth of the College through the Depression and the war years. When he retired in 1947, the institution was firmly established. He fostered a philosophy of education at NCE that stressed "the

engineer's duty as a citizen." This philosophy asserted that the engineer, as a result of a specialized education in both rational and creative thought, bore a duty as a citizen perhaps greater than that of members of other professions. The mission of the College was to provide a sound engineering education at the lowest possible cost, consonant with quality, for the men and women attending its various divisions. Physical expansion of the campus centered on the addition of new buildings: Campbell Hall, 1926; Colton Hall, 1930; and the Laboratory Building Annex, 1947. Eberhardt Hall (formerly the Newark Orphan Asylum) was acquired in 1948. NCE further expanded with the establishment of graduate-level courses. In 1946, programs were initiated in the chemical, civil, electrical, and mechanical engineering departments leading to the degree of Master of Science. After Dr. Cullimore's retirement, the Board of Trustees turned to an NCE graduate, Dr. Robert W. Van Houten, as the new president. Among the developments of the Van Houten years were the establishment of the Research Foundation the institution of annual science fairs, the expansion of the graduate school, initiation of the Engineering Opportunity Program, and the physical development of the Newark campus. The Research Foundation was created in 1957 with the aid of a grant from Thomas M. Cole, President of Federal Pacific Electric Company. Throughout its history, the Foundation has served a dual role as an invaluable communications link between the university and the 20 of 149 corporate community, and as a development arm of the university to help fund research and instructional projects. The Engineering Opportunity Program, the Minority Engineering Scholars Program, the Center for Pre-College Programs, and many of the special research centers at NJIT came about through the creative dialogue and financial support encouraged by the Foundation. If Dr. Cullimore's years had been devoted to establishing sure footings upon which the College could build, Dr. Van Houten's era was a time of adapting to change in order to prepare for new developments in educational theory and technology. During Dr. Van Houten's tenure, enrollment grew from just under 3,000 in 1947 to just over 6,000 in 1970, and physical size from four buildings on two acres of land to 12 buildings on a 20-acre campus when he retired. In the 50s and 60s many new academic programs at the baccalaureate, master, and doctoral levels were added to respond to the changing needs of its students and society. The Engineering Opportunity Program for disadvantaged youths (now the Educational Opportunity Program), which had begun in 1968 with 20 students, increased significantly in the ensuing decades. Another NCE graduate, William Hazell, succeeded Dr. Van Houten as president in 1970. Bachelor of Science programs in engineering technology, computer and information science, and industrial administration were added in 1972. The New Jersey School of Architecture was created in 1973. In 1975, recognizing the new organization and broadened mission of the College, the institution's name was changed to New Jersey Institute of Technology (NJIT). The Institute held to its historic commitment to undergraduate professional education in the 70s under the presidencies of Drs. Paul Newell and Charles Bergmann while furthering graduate programs and research. By that time, a broad range of undergraduate and graduate degrees was being offered, including architecture, engineering, computer science, management, and other science-oriented programs. Cooperative Education Programs were re-instituted in 1976. In 1978, Dr. Saul K. Fenster became the sixth president of the university. NJIT underwent tremendous growth and diversification under the 24-year leadership of Dr. Fenster. Its enrollment grew to more than 8,300 students, with approximately 1,400 degrees awarded annually from the baccalaureate level through the Ph.D. in an array of engineering and technology disciplines, computer and information science, architecture, management, applied sciences, technical communications, and mathematics. New initiatives with the City of Newark and with nearby colleges and universities led to federated departments and to cooperative degree programs, especially with the Newark campus of Rutgers University and with the New Jersey University of Medicine and Dentistry. Joining Newark College of Engineering and the New Jersey School of Architecture during Dr. Fenster's presidency were the College of Science and Liberal Arts (1982), the School of Management (1988), the Albert Dorman Honors College (1993) and the College of Computing Sciences (2001). Dr. Fenster oversaw major changes in the physical campus as well as increased curricular offerings. A new library, the Gutenberg Information Technology building, the York Center for Environmental Engineering and Science, the Microelectronics Center, a remodeled School of Architecture, a refurbished Eberhardt Hall, Enterprise Development Centers, and a multi-level 21 of 149 parking deck all transformed the appearance

of the campus. A cooperative effort with neighboring universities led to the development of Science Park, a series of buildings bordering the west side of the campus and dedicated in large part to research in medical technology. Perhaps the most striking change during Dr. Fenster's years as president was NJIT's evolution from a predominantly commuter school to one with 4 residence halls providing dormitory and apartmentstyle living accommodations for approximately 1,200 students, a development that significantly changed the culture of the campus. In partial recognition of his dedicated leadership of the university during this period of growth, the new administration building, completed in the last year of Dr. Fenster's tenure, was formally dedicated a few years later as Fenster Hall. Faculty research grew exponentially during Dr. Fenster's presidency. The acquisition of the Big Bear Solar Observatory in California in 1997 represents just one of many examples of state-of-the-art research opportunities available to faculty and students. After Saul Fenster's retirement in 2002, Dr. Robert Altenkirch was chosen as the new president of NJIT. Under his guidance, there has been a series of improvements in the physical appearance of the campus, most notably in the Campus Center and its surrounding areas. He has been overseen the transition of NJIT's athletic program to Division 1 status, enhancing the university's visibility. Working closely with the City of Newark, President Altenkirch has been instrumental in an ambitious plan to develop the neighborhoods adjoining the campus. Continuing a fourfold mission of instruction, research, economic development and public service, NJIT is among the leading comprehensive technological universities in the nation. NJIT is today the largest technological university in the New York metropolitan region. With robust Extension and Distance Education programs, NJIT's degree and non-degree programs are available throughout the state and the world. Today's emphasis on graduate studies and research builds upon the fine undergraduate programs that have distinguished the university since its earliest days. The growth of doctoral programs and the number of degrees awarded resulted in NJIT's reclassification to "Doctoral University II" in the Carnegie Classification system in 1994 and "Doctoral/Research University—Intensive" in 2000. The NJIT Division of Continuing Professional Education (CPE) allows adult professionals to pursue advanced degrees, certificates, and advanced professional development courses (noncredit) in ways that emphasize convenience and flexibility. By offering a wide range of Distance Learning courses, CPE enables adults to meet work, family, and community responsibilities while continuing to acquire knowledge and develop professionally. NJIT research initiatives focus on information technology, manufacturing systems, infrastructure, environmental engineering and science, microelectronics, solar physics, architecture and building science, management, and the applied life sciences. NJIT's research program has a strong applications orientation, in which investigators seek responsible solutions to society's problems. Formal articulation and/or joint admissions agreements exist with most community colleges within New Jersey. Joint programs are offered with Rutgers University, Ramapo College, Stockton State College, Seton Hall University, and the University of Medicine and Dentistry of 22 of 149 New Jersey, as well as with the New York School of Dentistry and the SUNY State College of Optometry. The university's 45,000 alumni are employed in almost every state of the nation, many with major corporations. Approximately 20,000 alumni are employed in New Jersey.

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. ~~including appointing all faculty committees reporting directly to the President, providing formal communication between the Board of Trustees and the faculty and instructing staff of the university, and presiding at all formally recognized executive forums enabled by 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.

~~The Deans are the chief academic officers of their respective Colleges or Schools. Deans report directly to the Provost. Departments are headed by chairpersons who report directly to the dean of that college.~~

~~Chairpersons are responsible for the effective operation of their Departments in accordance with Departmental bylaws, collective bargaining agreement policy where applicable, and university policy.~~

~~The committee structure at NJIT is an important source of faculty and staff input. The President and the Provost will appoint faculty committees to consider the many complex issues involved in the growth and development of a technological university. Early in the Fall Semester of each academic year, the Provost will distribute to each member of the faculty a current list of university committees and their members.~~

~~1.3 Federated Departments/Units Upon the recommendation of the faculty, and with the approval of the administration, an academic Department or other faculty unit, such as a division within a Department, may federate with an academic Department or faculty unit of another university (e.g. RutgersNewark). Federation is intended to offer an expanded program, provide better services to students and faculty, and improve overall service. The resulting "Federated Department" exists as a full-fledged academic Department/Unit at both universities.~~

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 **\[link needed\]**.](#)

[1.4.2 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 and Definition of Faculty Ranks

2.2.1 Membership

The Faculty consists of all full-time positions with the tenure-track ranks of Assistant Professor, Associate Professor, Professor, and Distinguished Professor. As presiding university officer, the President is a member of the Faculty. Administrators designated by the President may also be members of the Faculty. Only members of the Faculty have the privilege to vote in Faculty meetings.

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 2.3.2.5, 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, 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.

~~2.2.4 Professors Emeriti Faculty members who have served the university for an extended period of time may be granted the honorary title of Professor Emeritus (or Professor Emerita) upon retirement. Recommendations for awarding this title originate in the primary academic Department of the retiree and are sent to the appropriate Dean and then to the Provost for consideration. The title itself is conferred by action of the Board of Trustees upon recommendation of the President. Professors Emeriti do not have voting privileges.~~

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.

2.3.3.3 Appeal Process

Faculty members who have been denied Emeriti status upon retirement, either by their Department or at a higher level, may submit an appeal in writing to the Provost within six months of retirement, 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 2.4.3. 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.

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 appropriate members of the Department, 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 2.5.1.3), 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 ~~year in which the new Faculty member becomes eligible for tenure~~

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 2.6.4.4).

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 ~~request to change their Department or Academic Unit affiliation~~ request to change their Department or Academic Unit affiliation ~~to be implemented, this if their request must be~~ 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.

~~In the case of non-tenured Faculty, this request must be made before the time of tenure eligibility. In the case of tenured Faculty, the request for a change of departmental affiliation must be approved by the Promotion and Tenure Committee of the receiving Department, by the appropriate Dean(s) and by the Provost.~~

2.4.2 Joint Appointments

In most cases Faculty appointments are made to a specific Department within a specific College, with promotion and tenure being considered exclusively within that single unit. However, in pursuit of multidisciplinary activities, either in teaching, scholarly research, or both, a Faculty member may seek a joint appointment in more than one academic unit. Unless unusual circumstances indicate otherwise, the request for a joint appointment should be honored.

~~2.4.2.1 Policies and Procedures on Joint Appointments General procedures: The request for a joint appointment is initiated by the Faculty member and should be addressed to the Chairperson of each academic unit involved. To be implemented, the request must be supported by both Chairpersons, by both Promotion and Tenure Committees, by the Dean of the College (both Deans, if more than one College is involved), and by the Provost. Specific implications of joint appointments:~~

- ~~• Each joint appointment involves a primary and secondary status. The primary Department is responsible for evaluation for sabbatical leave, performance-based salary increases, and promotion and tenure. The secondary Department is expected to contribute to these processes through recommendations to the primary Department.~~
- ~~• Teaching assignments and research programs are negotiated between the Faculty member and the Chairpersons of both Departments. A Faculty member is expected to serve on committees within the primary Department, but not in the secondary Department unless the Faculty member asks to serve on a particular committee. Joint appointees are expected to attend Department meetings of the primary Department and should be invited to meetings of the secondary Department.~~
- ~~• Continuation of a joint appointment is by common agreement of all the parties involved. When conflicts arise which cannot be resolved within the Departments, the appropriate Dean(s) and the Provost will make a final determination.~~
- ~~• A Faculty member may also request a joint appointment with a Research Center or with an interdisciplinary program. In such cases the Chairperson of the primary Department consults with the Director of the Center or program to determine the responsibilities of the Faculty member and solicits input regarding promotion and tenure and performance-based salary increases.~~

- ~~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.~~
- ~~A request for a joint appointment with a Department or Program at another College not Federated with NJIT will be reviewed and negotiated on an individual basis.~~

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 Promotion and Tenure 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.

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

2.4.1 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. Members of the Instructional Staff do not have voting privileges in Faculty meetings.

2.4.2 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 ~~administrative unit~~ 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 ~~administrative unit~~ 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 ~~administrative unit~~[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 ~~administrative unit~~[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 ~~administrative unit~~[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. Newark College of Engineering (NCE), the College of Science and Liberal Arts (CSLA), and the College of Computing Sciences (CCS) contain ~~a number of multiple~~ academic Departments, each headed by a Department Chairperson. The College of Architecture and Design (CoAD) consists of ~~NJ a~~ School of Architecture and ~~the a~~ School of Art ~~and +~~ 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 contain only one academic Department.†

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 (e.g., selection and duties of the Department Chairperson, Associate Chairperson, etc.), procedures for calling and conducting Department meetings, Department committees, search procedures, 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 Adoption of Default and Customized Department Bylaws

The Faculty Senate and the Provost ~~have shall~~ formulate d and maintain Standard/Default Department Bylaws which ~~are shall be~~ posted and maintained on the Provost's website. Each Department shall either adopt the ~~Standard/Default~~ Department Bylaws or adopt customized Department bylaws of its own construction which conform to the format of the Default Department Bylaws. If a Department adopts customized Department bylaws which do not contain any procedure for addressing a particular issue that is covered in the Default Department Bylaws, the procedure in the Default Department Bylaws will automatically apply in regard to that issue.

3.2.3 Organization of Department Bylaws

Department bylaws normally include sections on the following topics: Department membership, meetings, administrative structure, executive committee, standing committees, ad hoc committees, course scheduling and assignments, Department

~~funds, space allocation, authority on parliamentary procedure, adoption, and amendment. Each Department may adapt this organization to its own situation.~~

3.2.4 A3.2.3 Adoption and Amendment of Department Bylaws

Adoption of Department Bylaws requires a two-thirds vote of the Department Faculty attending the Department meeting at which the proposed bylaws are scheduled for consideration. The proposed bylaws must be distributed to the Department members in writing at least ten business days before the vote. Faculty who are on leave may vote on the adoption of bylaws if they attend the meeting at which the vote is taken. Amendments to Department bylaws shall be adopted by each Department in accordance with the procedures stipulated in its approved bylaws.

3.2.54 External 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 reports-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 Provost in their current form under the heading at the top in the following format: "Approved by the Provost on [month, day, and year]."

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, with the approval of the Provost.

3.3.2 Term of Department Chairpersons

The term of a Department Chairperson is three years and may be renewed through the procedures described in Sect 2.5.2.5.1.4.

3.3.3 Eligibility to Serve as Department Chairperson

All tenured Faculty 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 ~~Participate~~Vote in the Chair Selection Process

All Faculty (as defined in Section 2.2.1) in a Department are eligible to vote, exclusive of Department Faculty who hold administrative ~~appointments positions~~ at the level of ~~Associate~~ Dean or above. Faculty ~~members~~ with joint appointments are ~~only able~~ eligible to vote ~~in the Chair Selection Process~~ only in the .in his/her primary Department in which they have a primary affiliation.

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 2.5.2.5.2) has been authorized by the Dean of the College, in consultation with the Department.

3.3.5.1.1 Preparation of the List of Eligible Candidates

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) to oversee the process.

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 ten 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 ~~by consensus among eligible candidates at this stage in the process, as long as the process is clearly described in the Department bylaws (i.e., if all eligible faculty members remove their names from the list of candidates except the person whose turn it is to serve as Department Chairperson, and the ordered list of successors is approved at a faculty meeting by a process described in departmental by-laws).~~

3.3.5.1.2 Selection of the Nominee by the Department

Within two weeks of notification by the Dean, 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.

The candidate who receives a majority of the eligible votes is declared the Department's nominee for Chairperson, and the EC forwards his/her name to the Dean of the College for approval. If the voting ends in a tie, both names are submitted to the Dean who makes the final decision between the two candidates. If, in the case of three or more candidates, no candidate wins a majority of the eligible votes, the EC promptly conducts a run-off election between the two candidates with the highest number of eligible votes.

3.3.5.1.3 Appointment by the Dean

The Dean receives the nominee(s) of the Department and, with the approval of the Provost, appoints the new nominee as the chair or, in the case of a tie, one of the two nominees. 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 (Sect. 2.5.2.5.1) or conduct a search for an internal or external Department Chairperson according to the Alternative Procedure (sect. 2.5.2.5.2). An Interim Department Chairperson may be appointed if necessary (Sect. 2.5.2.6).

3.3.5.1.4 Reelection of a Current Department Chairperson

Within two months ~~of before~~ the expiration of his/her term, a Department Chairperson who seeks reappointment conveys this intention to the Dean, who, if in favor of reappointment, notifies the Provost and an EC is selected. The EC circulates a ballot to all eligible voting Faculty in the Department. Reelection to a second term requires a 50% majority, while reelection to a third or subsequent consecutive term requires a 2/3 majority of the voting members in the Department. If the current Department Chairperson achieves this result, the EC forwards his/her name to the Dean for approval. If the current Department Chairperson is not reappointed, either by failing to secure the required majority of the voting members in the Department or because reappointment is not made by the Dean, a

general election is conducted in accordance with the procedures outlined in 2.5.2.5.1.1–2.5.2.5.1.3. The current Department Chairperson is not eligible to stand in the general election.

3.3.5.1.5 Departmental Failure to Nominate a Candidate

If a Department fails to nominate a candidate through the procedures outlined in Sections 2.5.2.5.1.1-2.5.2.5.1.4, the Dean appoints a 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 2.5.1.

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 Promotion and Tenure Committee (DPTC); directors and coordinators of the Department's programs; other Department Faculty; the Dean of the College; and, if possible, the Provost.

3.3.5.2.2.2 Recommendation of Candidates

After the finalist candidates have visited the campus, the Search Committee must ascertain from the DPTC 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 DPTC 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 2.5.1.3.

3.3.5.2.2.3 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 2.5.1). Appointment to the Chair position includes the condition of appointment to a three-year, renewable 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 DPTC. 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.

3.3.7 Implementation

~~Each Department, in consultation with the Dean, will implement the provisions contained in Section 2.5.2 within three years of the date of its approval by the Board of Trustees.~~

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 ~~Faculty unit, such as a division within a Department~~ Academic Unit may federate with an academic Department or ~~Faculty unit~~ 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, ~~and improve overall service~~. The resulting "Federated Department" exists as a full-fledged academic Department at both universities. The appellation "Federated Department" recognizes that each 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.

3.4.13 Formation and Dissolution of Federated Departments with Rutgers-Newark

- ~~Definition: The appellation "Federated Department" recognizes that each such Department has been created out of two separate Departments or Faculty units, one at NJIT and one at Rutgers-Newark.~~

~~3.4.3.1 Procedure for Forming Federated Departments:~~

~~Whenever a majority of the Faculty in an academic Department or Faculty Academic Unit at NJIT and a majority of the Faculty in an academic Department or Faculty 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.~~

3.4.25 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 2.6.5.2, using the criteria in sections 2.2.2 and 2.6. 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.

3.4.36 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 **[insert section #]** and the equivalent regulations for approval of Department bylaws at the other university.

3.4.47 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 2.26.2) 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 2.26.5. 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 2.26.5, 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.