

**PROMOTION PROCEDURES AGREEMENT**  
**Procedures/Guidelines/Criteria for**  
**Full-Time and Part-Time Faculty Promotions**  
**(REVISED May 2025)**

This Memorandum of Agreement ("Agreement"), dated May 2, 2025, is made between New Jersey City University ("the University") and the NEW JERSEY FEDERATION OF TEACHERS AFT Local 1839 ("the Union"), hereinafter collectively referred to as "the Parties."

**I. PURPOSE**

The purpose of this Agreement is to establish a new promotion policy/procedure for tenure-track full-time and part-time faculty and to ensure a smooth and equitable transition to that new policy/procedure. The new policy/procedure is intended to address the needs of both junior and senior faculty while encouraging faculty engagement in activities that support career advancement. Additionally, new promotion policy/procedure aligns with the University's Academic Master Plan and ensures that faculty contributions are recognized in a manner that benefits both the institution and its academic community.

**II. DEFINITIONS & ELIGIBILITY**

This Agreement applies exclusively to full-time and part-time tenure track faculty. It does not extend to adjunct faculty or non-tenure track teaching professionals (NTPs).

Part-time faculty are defined as individuals with a teaching load of less than 12 credits per semester, have proportionally lower service responsibilities, and possess all the rights of full-time faculty members. Part-time faculty who are eligible for tenure are not to be confused with adjunct faculty or non-tenured teaching professionals (NTPs).

In this Agreement, the term "faculty" refers to both full-time and part-time faculty. The "current policy" refers to the "Agreement between NJCU and Local 1839 of the AFT, AFL-CIO, Procedures/Guidelines/Criteria for Promotions of Faculty (Revised May 2009)." The "new policy" refers to the "Agreement between NJCU and Local 1839 of the AFT, AFL-CIO, Procedures/Guidelines/Criteria for Promotions of Faculty (Revised May 2025)."

**III. GUIDING PRINCIPLES & OVERALL PROCEDURES**

1. Promotion, conferral of a higher academic rank, recognizes and rewards faculty members whose accomplishments contribute to the mission and goals of the University. These accomplishments must demonstrate requisite achievements in teaching, scholarship, creative/professional work, and service to the University community. The promotion process is based on the fair and equitable application of qualifications, criteria, standards, and procedures.

2. Promotions are in accordance with the provisions outlined in this Agreement and require the approval of the University President. Promotion is neither automatic nor solely based on seniority. Candidates must demonstrate that their qualifications satisfy the requirements for promotion (as outlined in Appendix A) and meet the criteria and standards for performance set forth in this document (see Appendix B). The qualifications, criteria, standards, and procedures for promotion support the understanding that awarding promotion is central to the integrity, welfare, growth, and development of the University.
  3. Faculty promotion is a shared governance responsibility between faculty and University administration, based on a commitment to peer-reviewed processes and policies.
  4. This Memorandum of Agreement and all its provisions shall be consistent with the parties' Statewide Collective Negotiated Agreement.
  5. To support teaching and research using University resources, all faculty members are encouraged to apply for Separately Budgeted Research (SBR) funds. This program is designed to support faculty research, teaching, and other scholarly/creative activities within the faculty member's discipline.
  6. To support and encourage professional growth, all faculty members serving in an instructional capacity—excluding those in administrative/managerial roles—are eligible to apply for and potentially receive a promotion. This includes non-tenured faculty on tenured lines as well as tenured faculty. Faculty in managerial positions, including but not limited to Deans, Directors, Provosts, Presidents, and Vice Presidents in their job titles are ineligible for promotions in their faculty rank while serving in these roles.
- Faculty must follow the procedures outlined in this document to be eligible for promotion in their faculty rank.
7. Promotion criteria and standards, as outlined in Appendices A and B, apply to all candidates for promotion. Each promotional step shall reflect increasing levels of accomplishment in the evaluation areas (teaching, scholarly/creative/professional work, and service).
- Recognizing that the University's strength lies in its diverse talents and emphasis on instruction, every candidate must demonstrate achievements that "exceed expectations" in teaching, and "meet or exceed expectations" in both scholarly/creative/professional work and service.
- This new promotion policy/procedure designates instructional performance as the primary criterion for promotion. Since both parties acknowledge the limitations of student evaluations in assessing instructional effectiveness, submission of student evaluations shall not be mandatory under either the current or new policy. Faculty applicants may, at their discretion, include student evaluations as part of their promotion application. Both the current and new policies provide multiple alternative forms of evidence for instructional performance to ensure a holistic evaluation.



1 A faculty member need not "exceed expectations" in all three areas to be eligible for  
2 promotion.

3 The University Promotion Committee (UPC), during its review, determines what  
4 constitutes "exceeding expectations" and "meeting expectations" in the context of the  
5 number of promotions announced by the University President for a given year. (See  
6 Appendix D: University Promotion Committee regarding the membership of the UPC and  
7 related matters.)

- 8 8. Candidates must thoroughly document their record of teaching, scholarly/creative work,  
9 and service to the University in compliance with these guidelines. Evidence must  
10 demonstrate continued professional achievement and the potential for continued growth  
11 and excellence. Candidates are responsible for selecting the accomplishments and activities  
12 they wish to present as evidence in the categories of teaching, scholarship, or service.  
13
- 14 9. Faculty members who previously received a promotion or range adjustment shall not be  
15 eligible for either an additional promotion or for a range adjustment which has an effective  
16 date of less than two (2) years from the effective date of the previous promotion/range  
17 adjustment.  
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- 19 10. All candidates are required to use Interfolio (or any other "electronic platform" jointly  
20 agreed upon by the administration and AFT Local 1839) for submitting promotion  
21 applications. Paper-based documents will not be accepted, and all communication related  
22 to the promotion process must occur exclusively within the electronic platform. Guidelines  
23 and instructions on how to utilize the platform shall be provided by the University to all  
24 faculty. Candidates must be able to access their case folders at least four (4) weeks in  
25 advance of the submission deadline, and the electronic platform must be available 24/7  
26 throughout the review process. Faculty unfamiliar with the platform will be provided with  
27 complete training by the administration at least four (4) weeks before the application  
28 deadline.

29 For faculty with the rank of assistant professor or instructor, promotion to associate  
30 professor is automatic upon the granting of tenure, regardless of when it occurs. Faculty  
31 receiving the rank of associate professor as part of earning tenure are not required to submit  
32 a promotion application and therefore do not follow the procedures outlined here.

33 Prior to earning tenure and after receiving tenure, faculty members may apply for, and  
34 potentially receive, promotions. Instructors, Assistant Professors, and Associate Professors  
35 are eligible to apply for promotion in accordance with this policy/promotion procedure  
36 regardless of their tenure status or tenure-track position.

37 *Note: Since managers do not receive tenure in their managerial roles, earning tenure in*  
38 *their faculty positions does not include promotions as outlined here.*

#### IV. SUBMISSION OF APPLICATION PROCEDURES

1. All full-time and part-time faculty whose qualifications meet or exceed the requirements for a higher academic rank, as outlined in Appendix A, are eligible for promotion to the next highest rank or beyond. Faculty on sabbatical or medical leave may submit applications for promotion. Faculty on other types of unpaid leave (except medical leave) may not submit applications for promotion.
2. During the first week of each fall semester, the University President shall announce to all the faculty the minimum number of promotions to be implemented at the beginning of the next academic year. The President may increase the number of promotions and announce the increase at any time during the application review process.
3. The office of the Provost or the office of Human Resources shall make available electronically the promotion application packet and platform that includes qualifications for academic rank, criteria, standards of performance, checklists for applications and deadlines as provided in Appendix E.
4. Faculty candidates for promotion assume primary responsibility for obtaining, preparing, and submitting their promotion materials. Each candidate is required to retain a copy of the promotion materials for personal record-keeping prior to submitting the supporting materials.
5. A faculty member may be nominated for promotion by someone other than the individual candidate. Nominations must be made promptly to allow the nominee sufficient time to prepare a complete application according to the promotion calendar in Appendix E. The nominator is responsible for informing the nominee(s) of the nomination, but the nominee remains responsible for preparing and submitting their promotion materials.
6. Promotion applications must be submitted electronically. The Provost or her sole designee will provide access to the electronic platform for any faculty member seeking to submit a promotion application. Access will be restricted to that individual's file.

The candidate's materials must conform to the electronic platform's instructions, unless otherwise agreed to by the administration and the Local Union in writing (creative works and performances may require alternative submission formats). Materials must include:

- Application Form/Cover Sheet (indicating the rank for which application is being made)
- Certification of Credentials and Services (copies of degrees, certifications, licenses, etc.)
- Current Curriculum Vitae
- Personal Statement (see provision #7 below)

The candidate's materials may also include, but are not limited to, the following:



- Evidence of teaching, scholarship, and service accomplishments since the last promotion or date of hire.
  - If the candidate has received a range adjustment since their most recent promotion or date of hire, they must still only include accomplishments since the most recent promotion or date of hire.
7. Teaching, scholarship, and service, including the significance of their work and its contribution to the field. Candidates are encouraged to align their accomplishments with the University's mission and Academic Strategic Plan.

Documentation and evaluation of Teaching may include among other items the following:

- Additional supporting materials can include other substantiating documentation beyond the required elements as noted above
- Application and knowledge of new/additional pedagogy
- Application of new instructional technologies
- Description of any directed/independent studies, theses, projects, or dissertations
- Description of any new courses or minor/major/certificate programs developed, revised, or updated
- Descriptions of participation in guest lectures, teaching-related seminars or workshops, or conferences
- Description of the range/diversity of courses offered
- Descriptions of programmatic and course related student learning objectives
- Letters of support
- Other activities that support instruction and academic progress of students include, but are not limited to, internship supervisions, cooperative education supervisions, clinical evaluations, and student research projects
- Peer teaching evaluations
- Program and curriculum development
- Student evaluations and letters
- Submission of attendance rosters, midterm grades, and course grades and comparable documents
- Additional items listed in Appendix B

Documentation and evaluation of Scholarship/Creative Endeavor may include among other items the following:

- Citations of scholarship or critical reviews as appropriate to the discipline and other relevant multidisciplinary fields
- Creative activities through peer review or juried process including, but not limited to, works of artistic expression, production, or performance, as appropriate to the discipline
- Evidence of intellectual contributions as reflected in publications in referred and other types of journals, books, abstracts, exhibitions, performances, oral

- presentations at referred professional conferences and symposia, and other activities demonstrating continued productivity as a scholar
- Successful record of professionally significant external funding in disciplines where research is traditionally supported by grants
- Additional items listed in Appendix B

Documentation and evaluation of Service may include among other items the following:

- Evidence of service to the candidate's department, School or College, University, community, discipline through activity in societies, associations, or other external organizations
- Evidence of service not directly related to the candidate's discipline through activity in societies, associations, or other external organizations consistent with the University's mission
- Letters of support from colleagues, including outside of the University
- Service contributions are not limited to development of curriculum; serving on search committees; serving on departmental, school or college, and university-wide committees; delivering lectures in the community; serving on disciplinary editorial boards; faculty sponsorship of student organizations; participation in recruitment and retention efforts, related community outreach activities.
- Union-related work
- Charitable work, faith-related work, political activities, among others as they relate to the University's mission
- Service to students, alumni, colleagues (current and retired) regarding career and professional endeavors.

8. The Departmental Personnel Committee (DPC) is responsible solely for determining candidates' eligibility for promotion. The DPC does not evaluate the quality of the application or make recommendations regarding the promotion itself. If a candidate is deemed ineligible, the DPC chair must inform the candidate in writing, providing the reasons. The candidate has four (4) business days to respond before the application proceeds to the next level of review. (See Appendix C: Departmental Promotion Committee regarding the membership of the DPC and its procedures)
9. The DPC will forward its determination of eligibility, including any candidate's response, into the "electronic platform" and make it/them available to the appropriate full Dean and the candidate. It is not available to the Associate or Assistant Dean(s), nor to any other members of the administration.
10. The Dean's recommendation must address the candidate's performance in teaching, scholarship, and service. It must be specific and unique to the candidate, assessing the candidate's effectiveness and professional growth. A generic response used for multiple applicants is prohibited. All comments from the Dean must be included in the written statement shared with the candidate. No other communications from the Dean is permitted.



- 1 11. Candidates will have full access to the electronic platform throughout the promotion  
2 process.  
3
- 4 12. The Dean shall submit their recommendation (positive or negative) via the electronic  
5 platform in accordance with the calendar provided in Appendix E, and the candidate has  
6 four (4) business days to respond. The candidate's response will be added to their  
7 application.  
8
- 9 13. The Dean's evaluation, along with any candidate response, will be forwarded to the  
10 University Promotion Committee (UPC) for further review in accordance with the  
11 promotion calendar in Appendix E.  
12
- 13 14. Applications that meet eligibility requirements and conform to promotion procedures will  
14 be reviewed exclusively based on the criteria and standards outlined in this document.  
15 Applications which do not conform to the procedures cannot be considered by the UPC or  
16 by the administration and must not result in a promotion.  
17
- 18 15. Maintaining the confidentiality of the candidate's file is the responsibility of the DPC,  
19 UPC, the Deans, the Provost (and his/her sole designee), the President (and his/her sole  
20 designee, and all those who are expressly mentioned as participating in the review of  
21 promotion applications. No other person shall have any access to any of the candidate's  
22 materials. The identity of the applicant shall be confidential; the names of applicant shall  
23 be made known only to those people directly involved in the evaluation process as  
24 expressly specified in this document. Thus, during the promotion process DPC members  
25 shall only know the names of the candidates his/her committee is reviewing. Similarly,  
26 Deans shall know the names of candidates only from their own college/school. Human  
27 Resources personnel and other administrators shall not be privy to the names of candidates.  
28 Providing the names of candidates and/or access to any of the candidate's materials to any  
29 persons not expressly included (by title or role) in this document constitutes a breach of  
30 confidentiality and may be the basis for a grievance with an appropriate remedy.  
31
- 32 16. Working with the materials provided by the candidate and other materials specifically  
33 referenced in the previous steps of the entire procedure, the UPC shall provide a  
34 recommendation that addresses each of the three areas outlined above. Furthermore, the  
35 UPC's recommendation must be specific to each candidate's performance and should not  
36 be a standardized, duplicative response used for other candidates. A repetitive or generic  
37 response applied to multiple candidates is prohibited. All comments made by the UPC  
38 regarding the candidate must be included in the written statement submitted exclusively to  
39 the candidate.  
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1 17. The UPC's recommendations, regarding both candidates recommended and those not  
2 recommended for promotion, shall be communicated solely to each candidate via the  
3 "electronic platform," in accordance with the calendar outlined in Appendix E of this  
4 document.

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6 18. The UPC will forward only positive recommendations, along with the corresponding  
7 candidates' complete applications, and prior recommendations to the Provost. The UPC  
8 shall maintain continual access to all candidate materials until the Board of Trustees acts  
9 on the promotion recommendations.  
10

11 19. For candidates recommended for promotion, the UPC shall submit, exclusively to the  
12 Provost, summaries explaining the UPC's reasoning for each recommendation. This  
13 information will be submitted in accordance with the promotion calendar outlined in  
14 Appendix E.  
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16 20. Working only with the written materials provided by the candidate and the written  
17 recommendations of the DPC, Dean, UPC, and any candidate responses to evaluations (if  
18 submitted), the Provost, who has only received the names of applicants the UPC has  
19 positively recommended, shall prepare an individualized recommendation for each of those  
20 candidates. This recommendation must address the following: a) the candidate's teaching,  
21 b) the candidate's scholarship, and c) the candidate's service. A duplicative or repetitive  
22 response applied to multiple applicants is prohibited.  
23

24 21. The Provost will submit his/her recommendation to the "electronic platform," in  
25 accordance with the promotion calendar in Appendix E. Candidates have four (4) business  
26 days to respond in writing to the Provost's recommendation and to upload the response.  
27

28 22. The Provost shall forward the recommendation into the "electronic platform" and make it  
29 available to the President and to the chair and/or co-chairs of the UPC, in accordance with  
30 the promotion calendar in Appendix E.  
31

32 23. The President shall determine promotion recommendations for candidates exclusively  
33 from those who have received positive recommendations from the UPC. The President  
34 shall base the recommendation(s) exclusively on the materials provided by the candidate  
35 and those added in accordance with the procedures outlined above. The President's  
36 decision will be based on the candidate's achievements in the following areas: a) teaching,  
37 b) scholarship, and c) service.  
38



1 24. If the University President intends to make any promotion recommendation(s) to the Board  
2 of Trustees that are inconsistent with the UPC's recommendation(s), the President shall  
3 provide to the UPC detailed written reasons for the inconsistency(ies). Should the President  
4 question a number of the UPC's recommendations in a manner that would result in fewer  
5 promotions than the minimum number previously announced, the UPC shall submit an  
6 equivalent number of additional recommendations to the President to ensure that the  
7 previously announced minimum number of promotions is met and subsequently forwarded  
8 to the Board of Trustees for approval.

9  
10 25. If the President rejects the UPC's additional recommendations, the procedures outlined  
11 above will be repeated until the minimum number of faculty promotions previously  
12 announced is reached. If, for any reason, the President decides to increase the number of  
13 promotions opportunities previously announced, the President shall inform the UPC and  
14 ask the UPC to submit the equivalent number of additional recommendations. The above  
15 procedures will be repeated until the higher number of promotions approved by the  
16 President is reached.

17  
18 26. The President (and/or his/her sole designee) shall submit the President's final list of  
19 recommendations into the "electronic platform," making it available to all the promotion  
20 candidates (including those recommended and not recommended) and to the chair and/or  
21 co-chairs of the UPC, as outlined in the promotion calendar in Appendix E.

22 27. The President shall present the finalized list of recommendation(s) to the Board of Trustees  
23 in accordance with the promotion calendar in Appendix E.

24 28. The candidates recommended for promotion will be informed, by the University President,  
25 of the Board's decision by United States Postal Service, FedEx, or any other means  
26 mutually agreed upon by the administration and the Union, potentially including the  
27 University's e-mail system. These notifications will include return receipt requests to  
28 confirm delivery.

29 29. In granting a promotion, the Board of Trustees acts based on the President's  
30 recommendation(s). The Board can only act on candidates recommended for promotion by  
31 the President. If the President does not recommend a candidate for promotion, that  
32 candidate's name will not be brought before the Board of Trustees, and the promotion  
33 process will conclude at the President's level. The President may only recommend  
34 promotions to the Board of Trustees for those candidates who have been positively  
35 recommended by the UPC.

## 36 V. ADDITIONAL PROCEDURES & CLARIFICATIONS

37 1. The procedures described in this document constitute the complete and exclusive  
38 process for reviewing and evaluating promotions to faculty rank. No additional steps,  
39 processes, or evidence shall be added.  
40

2. Promotions to faculty rank, including distinguished professor, shall only be awarded in compliance with the procedures specified in this document.
3. Following the actions of the Board of Trustees, all materials in the possession of the UPC will be returned to applicants, upon request. The “electronic platform” will retain all candidate materials, including positive/negative recommendations and candidate responses, for up to two years.
4. After receiving the final recommendation from the President, a faculty member may initiate a Step One grievance exclusively regarding the procedural aspects of the promotion application in accordance with the timelines specified in the state-wide bargaining agreement. If the grievance is sustained, the application will be reprocessed on an expedited basis. Any individuals or committees who did not follow the promotion procedures correctly will be excluded from participating in the reconsideration of the application. The President of the University and the President of AFT Local 1839 shall jointly select a seven-member committee of tenured faculty members who shall review the applicant’s materials and make a recommendation to the University President as to whether the candidate should be promoted. A final recommendation in such cases shall be made to the President in accordance with the promotion calendar in Appendix E or an alternative calendar to which both the University and Union agree.
5. As noted above the University President may increase the number of promotions and announce the increase at any time during the application review process. When that occurs the chair/co-chairs of the UPC will be informed so that the UPC will be able to submit, in a timely manner, the names of additional faculty the UPC recommends for promotion. The UPC may only select additional recommendations from the list of those applying for promotion during the current year. Furthermore, the provisions and procedures outlined throughout this document shall be applicable to the processing of those individual’s applications.
6. All applications will be considered solely based on the materials submitted by the candidate and the written recommendations specified in this agreement (i.e., recommendations from the DPC, Dean, UPC, Provost, and President). All other materials or information are excluded to ensure the integrity of the promotion application process and to maintain full documentation.
7. All the recommendations mentioned throughout this entire procedure shall be exclusively in writing.
8. The promotion procedures in this document do not impact nor contradict the post-tenure provisions of the state-wide bargaining agreement.
9. All required documents for promotion applications, including but not limited to application forms, checklists, and executive summaries, shall be subject to mutual approval by both parties. (See Appendix F)



## VI. Transition to a New Promotion Policy/Procedure

1. **Effective Date:** All provisions of the new policy will take effect on September 1, 2025, for all full-time and part-time tenure-track faculty members hired on or after this date.
2. **Grandfather Clause:** Faculty members hired before September 1, 2025, may choose, at their discretion, to apply for promotion under either the current or the new policy. This option will be available until September 1, 2033. After this date, only the new policy will apply to all promotion applications. This provision ensures that faculty members are not disadvantaged for having been hired under the previous policy.
3. **Automatic Promotion to Associate Professor:**
  - Faculty members holding the rank of Instructor or Assistant Professor as of August 29, 2026, and who are tenured or will attain tenure by no later than September 15, 2026, will be automatically promoted to Associate Professor, effective no later than September 1, 2026.
  - Faculty in Group A (see Confidential Appendix G) will be promoted on or before September 1, 2025.
  - Faculty in Group B (see Confidential Appendix G) will be promoted on or before September 1, 2026.

The University will send an individual letter (hard copy) to each faculty member, with copies to the Union President and Chief Negotiator of Local 1839, confirming the forthcoming promotion. These letters, signed by both the University President and Provost, will serve as a contractual guarantee to the individual faculty member and the Union. The letters will specify the applicable automatic promotion date for each faculty member and will be mailed to all affected individuals by July 30, 2025.

These automatic promotions will carry all associated rights, privileges, and responsibilities, and no application or review process will be required.

The University will provide the Union with a complete list of faculty promoted under this provision by July 1, 2025. The Union will have ten (10) business days to review the list and propose any necessary amendments. The final list must be mutually agreed upon by both parties.

## VI. COMPLIANCE AND ARBITRATION:

Given the significance of these promotion procedures and policies, any alleged violations of this Agreement shall be subject to binding arbitration. The applicable binding arbitration procedures are those specified in the state-wide agreement between the State of New Jersey and the Council of New Jersey State College Locals, AFT, AFL-CIO.

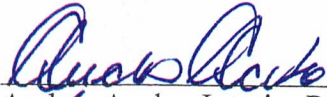
1 **VII. CONCLUSION**

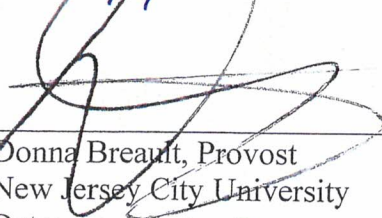
2  
3 This Agreement represents a collaborative effort to establish a new faculty promotion  
4 policy/procedure that is fair and transparent. The parties affirm their commitment to upholding the  
5 principles outlines herein, ensuring that faculty members receive equitable consideration for  
6 promotion opportunities in alignment with the University's mission and strategic objectives.

7 **DURATION OF AGREEMENT**


8 This Agreement shall be renewed annually unless either party provides written notice to the other  
9 of its intent to modify or amend the Agreement. Such notice must be provided by no later than  
10 January 31.

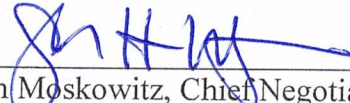
11 For the University:

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13 \_\_\_\_\_  
14 Andrés Acebo, Interim President  
15 New Jersey City University  
16 Date: 5/1/25

17  
18   
19 \_\_\_\_\_  
20 Donna Breault, Provost  
21 New Jersey City University  
Date: 5/1/25

For the Union:

  
\_\_\_\_\_  
William Calathes, President  
AFT Local 1839  
Date: 5/1/25

  
\_\_\_\_\_  
Joseph Moskowitz, Chief Negotiator  
AFT Local 1839  
Date: 5/1/25



## Appendix A

### Qualification for Academic Rank

#### Rank of Professor:

The candidate will provide evidence of the award of the doctorate or other appropriate terminal degree from a regionally accredited institution or its equivalent from an international institution of higher education in an appropriate field of study and a minimum of eight (8) years of full-time professional experience at the time of application for promotion.

The candidate must also demonstrate achievement in teaching that “exceeds expectations” as well as achievements that “exceeds or meets expectations” in both scholarly/creative/professional work and service.

The candidate's achievement must provide evidence of a consistent pattern of academic leadership which has significant impact on the students, University, and profession.

“Exceeds expectations” and “meets expectations” in teaching, scholarly/creative/professional achievement and service shall be determined by application of the criteria and standards for performance as set forth in Appendix B.

The University Promotion Committee (UPC), during its review, determines what constitutes "exceeding expectations" and "meeting expectations" in the context of the number of promotions announced by the University President for a given year

#### Rank of Associate Professor:

The candidate will provide evidence of the award of the doctorate or other appropriate terminal degree from a regionally accredited institution or its equivalent from an international institution of higher education in an appropriate field of study and a minimum of five (5) years of full-time professional experience at the time of application for promotion.

The candidate must also demonstrate achievement in teaching that “exceeds expectations” as well as achievements that “exceeds or meets expectations” in both scholarly/creative/professional work and service.

“Exceeds expectations” and “meets expectations” in teaching, scholarly/creative/professional achievement, and service shall be determined by application of the criteria and standard for performance as set forth in Appendix B.

The University Promotion Committee (UPC), during its review, determines what constitutes "exceeding expectations" and "meeting expectations" in the context of the number of promotions announced by the University President for a given year.

1  
2 **Rank of Assistant Professor:**  
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4 The candidate will provide evidence of the award of the doctorate or other appropriate  
5 terminal degree from a regionally accredited institution or its equivalent from an  
6 international institution of higher education in an appropriate field of study.  
7

8 The candidate must also demonstrate achievement in teaching that “exceeds  
9 expectations” as well as achievements that “exceeds or meets expectations” in both  
10 scholarly/creative/professional work and service.  
11

12 “Exceeds expectations” and “meets expectations” in teaching,  
13 scholarly/creative/professional achievement, and service shall be determined by  
14 application of the criteria and standard for performance as set forth in Appendix B.  
15

16 The University Promotion Committee (UPC), during its review, determines what  
17 constitutes "exceeding expectations" and "meeting expectations" in the context of the  
18 number of promotions announced by the University President for a given year.  
19

20 **Instructor**

21 To be eligible for the rank of instructor, a faculty member is expected to have earned a  
22 master’s degree or its equivalent from a regionally accredited institution or its equivalent  
23 from an international institution of higher education in an appropriate field of study. An  
24 instructor must possess strong potential for development as a teacher and scholar.  
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## Appendix B

### Promotion Criteria and Standards of Performance

#### Definitions

- **Criterion:** A criterion refers to a dimension on which a candidate's performance will be judged. The general criteria are teaching, scholarship/creative/professional work, and service to the University and community. The specific criteria are referred to as the specific dimensions contained within the individual categories of general criteria. For example, publication in refereed journals or presentation at academic conferences is a specific criterion of scholarship/creative/professional work, and student ratings on student course evaluation forms is a specific criterion of teaching performance. It may be helpful to think of the specific criteria as the questions that will be asked about the candidate's performance. For example, what is the candidate's record of publication? What is the candidate's record of classroom teaching as indicated by student course evaluation forms?
- **Standard of Performance:** The standard of performance refers to the level of performance or accomplishment required for a specific criterion.

The specific criteria and standards of performance listed below are not intended to be an exhaustive list but rather are representative of specific criteria and measures that the candidate can offer in support of his/her application. Candidates should guard against using the same activity or accomplishment in more than one category of criteria — teaching, scholarly/creative/professional work, and service. Candidates decide for themselves whether a specific activity/accomplishment is presented as an example of a specific criterion.

#### **I. Scholarly/Creative/Professional Work:** General Criteria, Specific Criteria, and Standards for Performance

This criterion includes scholarship, creative endeavors, and professional activities that impact one's academic discipline, as well as teaching and learning.

**Scholarship** can be, but need not be, subdivided into four categories:

1. Scholarship of discovery
2. Scholarship of integration
3. Scholarship of application
4. Scholarship of teaching

The first and most familiar element in our model, the scholarship of discovery, comes closest to what is meant when academics speak of research. The scholarship of discovery, at its best, contributes not only to the stock of human knowledge but also to the intellectual climate of a college or University (Boyer, 1990, p. 17).

In proposing the scholarship of integration, we underscore the need for scholars who give meaning to isolated facts, putting them in perspective. By integration, we mean making connections across

1 the disciplines, placing the specialties in a larger context, and illuminating data in a revealing way.  
2 The scholarship of integration also means interpretation — fitting one's own research, or the  
3 research of others, into larger intellectual patterns (pp. 18-19).

4 The third element, the application of knowledge, moves toward engagement as the scholar asks,  
5 "How can knowledge be responsibly applied to consequential problems? How can it be helpful to  
6 individuals as well as institutions?" And further, "Can social problems themselves define an  
7 agenda for scholarly investigation?" For such work to be considered scholarship, it must be tied  
8 directly to one's special field of knowledge and relate to, and flow directly out of, professional  
9 activity. Such work is serious and demanding, requiring the rigor and accountability traditionally  
10 associated with research activities (pp. 21-22).

11 The fourth element in Boyer's model is the scholarship of teaching. "The scholarship of teaching  
12 is problem-posing about an issue of teaching or learning, study of the problem through methods  
13 appropriate to disciplinary epistemologies, application of results to practice, communication of  
14 results, reflection, and peer review" (Carnegie Foundation for the Advancement of Teaching, 1999,  
15 p. 11).

- 16 • Creative endeavors include original works in fine, literary, media, and performing arts. "A  
17 creator of an artistic product (for example, a composer) and the performing artist  
18 (musician) can be judged for their excellence by appropriate jurors" (Braskamp & Ory,  
19 1994, p. 41).
- 20  
21 • Professional work generally includes those activities aimed at addressing social or  
22 institutional issues that demonstrate one's expertise, knowledge, and seasoned professional  
23 judgment. Professional work includes activities as a consultant or practitioner, which are  
24 considered scholarly when these activities impact significantly on one's discipline  
25 (Braskamp & Ory, 1994).

26 Tables I, II, and III on the following pages are provided as a guide for the evaluation process for  
27 promotions. The strength of our University lies in its diversity of talents, and as such, not every  
28 candidate needs to demonstrate exemplary achievements in each of the three areas.

29 The candidate may choose to supplement or annotate his/her application or statement with relevant  
30 documentation in any of the three areas of accomplishment — teaching,  
31 scholarly/creative/professional work, and service.



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**Table I**  
**Scholarly/Creative/Professional Work**

**MUST BE DISCIPLINE RELATED SCHOLARSHIP**

<b>CRITERIA</b>	<b>STANDARDS</b>
Publication of articles relevant to one's discipline or profession	Refereed journals Professional publications Citation Metrics demonstrating Impact
Publication of books (author or editor) and/or manuscripts under contract to publisher, relevant to one's discipline	Stature of the publisher/press (academic and/or commercial or profession excluding vanity presses)
Publication of translations, reviews, criticism, chapters, columns, and op-ed pieces	Stature of publication
Artistic creation or performance	Publicly presented Peer judged
Presentation of scholarship at conference of professional organizations	Local, state, regional, national, international
Authored or co-authored funded research, grants, and projects	Stature of the sponsoring organization/agency
Recipient of fellowship or scholarship	Stature of granting authority
Software/electronic media development and publishing	Significance to one's discipline or profession Impact on groups outside the University
Obtaining a patent	Significance to one's discipline or profession
Consulting/advising activities	Local, state, regional, national, international Beyond the "routine" application of one's profession or discipline

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## II. Teaching: General criteria, specific criteria, and standards for performance

Effective teaching can be evaluated according to several criteria. "...teaching, at its best, means not only transmitting knowledge, but transforming and extending it as well" (Boyer, 1990, p. 24). "The interdependence of the act of teaching and the content or subject matter being taught is now considered important in evaluating good teaching" (Braskamp & Ory, 1994, p. 39). "[The] essence of teaching is the creation of situations in which appropriate learning occurs; shaping those situations is what successful teachers have learned to do effectively," (Menges, 1990, p. 107). "In short, teaching and learning are inseparable" (Braskamp & Ory, p. 40).

**Table II**  
**Teaching**

CRITERIA	STANDARDS
Mastery of subject	Strong peer evaluation Participation/leadership in professional organizations (local, state, regional, national, international/officer, chair, committee member)
Academic instruction (teaching/learning strategies, communication and information technologies, managing of student work, managing/organizing instruction, and supervision of student work)	Student centered learning outcomes with effective assessment Strong peer evaluation/assessment Strong positive student course evaluations Incorporation of AAC&U's workforce competencies in courses
Development, review, and redesign of learning activities (courses, programs, curricula materials, manuals, software, learning outcomes)	Development of new programs and courses Ongoing review and redesign of programs and courses Integrated with and supportive of outcomes Student-centered (e.g., effectively addresses issues of diversity and pedagogy) Leadership in program review
Teacher development	Currency in discipline-specific and pedagogical concepts Collaboration with colleagues which benefits the teaching/learning enterprise (intra/inter college) Participation/leadership in professional/education development activities
Advisement/Mentoring (academic, career/professional, internships, clinical experiences, coop experiences, research, project, theses)	Student-centered learning outcomes with effective assessment Positive feedback from students, employers (anecdotal, survey)



	Student presentation and publication Evidence of community-centered learning in courses
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**III. Service to the University and Community:** General criteria, specific criteria, and standards for performance

Contributions of faculty to the University and to the wider community include activities that enrich, benefit, or strengthen the University or the community of which it is a part. Service includes the contributions the faculty member makes through the application of his/her academic/professional skills and individual talents to the solution of problems and for the enrichment of the University/Community.

**Table III**  
**Service to the University and Community**

CRITERIA	STANDARDS
University service (committee assignments, student recruitment, service related/unrelated to one's academic discipline, mentoring other faculty, representing the University for its advancement, and campus government, e.g., University Senate, Local/State AFT)	Achievement of outcomes Engagement in recruitment and retention initiates Holding elective or appointive office Level of commitment/participation Length of high-quality service at University Participation in student events Role in University-Wide initiative (e.g., accreditation, strategic planning)
Community service (uncompensated professional/technical assistance, e.g., expert testimony, public policy analysis, events designed for general audiences, participation on non-profit boards, organizing/participating in community projects, participation in State Council for AFT)	Achievement of outcomes Holding elective or appointive office Level of commitment/participation Partnerships with other organizations (collaboration with schools, districts, communities, industries, or civic/public/government agencies)

## Appendix C

### Department Personnel Committee (DPC) for Promotions

A department, at its own discretion, may have either one DPC for both promotion and reappointment purposes (provided the committee's membership meets the requirements of each DPC), or the Department can have two DPCs: one for the promotion process and a second DPC for the reappointment process. DPCs have no role in the range change process.

The following procedures/items apply to DPCs for promotions and may or may not apply to DPCs related to the appointment process.

#### DPC Membership

1. The promotion DPC shall consist of at least three (3) members of the department. Through a department's own election process, it determines the maximum number of DPC members on its committee each year. Generally, DPCs have a maximum of six members. When three or members from the candidate's department have been elected to the DPC, the committee shall not add additional members from other departments.
2. Promotion DPC members are elected exclusively from among the tenured, full-time faculty of the Department. A faculty member seeking a promotion cannot be a member of a DPC promotion committee. The Dean or other administrators have no role in the selection in the selection of DPC members, nor do they have any role in DPC processes.
3. If a department does not have sufficient members to make up its DPC, additional faculty from related disciplines shall be asked and elected to serve. A DPC may include a maximum of one person from a college [or School] other than the college in which the department is located. Determinations of "related disciplines" are made by the full-time tenured faculty of the candidate's department.
4. If needed, the department's faculty can elect up to three faculty members from related departments to its promotion DPC. The department's chair should communicate with the faculty members from the related department(s) regarding their availability and election. When three members from the candidate's department have been elected to the DPC, the committee shall not add additional members from other departments.
5. If a department chair is a full-time, tenured faculty member, he/she could be elected to the promotion DPC and would then serve as any other member of the DPC. In the promotion process department chairs do not have a specific role by virtue of their chair's positions.
6. DPC members are elected in the Spring semester, no later than April 15.



7. Full-time, part-time, and visiting professors can vote in the election of members to promotion DPCs. Whether a faculty member is tenured or not, does not impact his/her eligibility to vote. Whether a faculty member is seeking a promotion or not seeking a promotion does not impact his/her eligibility to vote in the selection of DPC members. Adjunct faculty members do not vote in the selection of DPC members, nor do they have any role in the promotion process.
8. Spouses and/or family members who are members of the same department cannot vote in an election when his/her spouse is a candidate to serve on a DPC and/or is a candidate for promotion.
9. Faculty members on sabbatical shall not serve on a promotion DPC while on sabbatical or leave.
10. When there is a tie within a department when electing members of the Promotion DPC, department members continue casting ballots and re-voting until the election results are no longer tied and the election results are resolved by the faculty

### **DPC PROCEDURES**

1. Promotion DPCs only determine whether a candidate for promotion meets the minimum eligibility requirements for a promotion, i.e., has the required years of experience and the required terminal degree.
2. The DPC members on promotion and/or reappointment/tenure committee, elect their own chair.
3. The DPC chair calls meetings, conducts meetings, announces when and where materials can be reviewed, answers questions for candidates, serves as liaison with appropriate offices, keeps to deadlines, ensures the candidate receives the committee's written recommendation/assessment about eligibility, and forwards candidate's application materials, and any responses, to the next person/committee in the process.
4. A promotion DPC may ask a candidate for additional documentation to verify the candidate's eligibility for consideration relating items such as degrees received, years of experience and dates of previous personnel actions (i.e., previous promotions, range changes) and may ask for any materials relating to the candidate's teaching, scholarship, or service.
5. Members of a promotion DPC must abstain from voting on applications of candidates who are seeking the same rank as the DPC member. For example, an associate professor cannot vote on the application of another associate professor who is seeking a promotion to full professor.

6. Claims of a violation of procedure by the DPC must be reported to the University President pursuant to Article VI., Section F. 5 of the parties' Collective Negotiations Agreement. Failure to report the alleged violation within twenty-one (21) days of the occurrence may not be raised in a later grievance.



## Appendix D

### University Promotion Committee (UPC)<sup>1</sup>

#### Composition

1. The UPC shall consist of nine (9) tenured full-time faculty, each holding the academic rank of professor or associate professor and holding an earned terminal degree. Faculty chosen for the UPC committee should exemplify the high level of accomplishment and achievement expected of successful Candidates for promotion.
2. Membership on the UPC shall consist of:
  - a. Two full-time faculty members from the College of Professional Studies. One of these faculty members shall be selected by the University President and one shall be elected by the AFT local.
  - b. Two full-time faculty members from the College of Education. One of these faculty members shall be selected by the University President and one shall be elected by the AFT Local.
  - c. Three full-time faculty members from the College of Arts and Sciences. One of these faculty members shall be selected by the University President and two shall be elected by the AFT Local.
  - d. Two full-time faculty members from the School of Business. One of these faculty members shall be selected by the University President and one shall be elected by the AFT Local.
3. Only one member of an academic department/program can serve on the UPC at the same time.
4. The University President shall provide the name(s) of the faculty members to be appointed to the President of AFT Local 1839 in accordance with the promotion calendar in Appendix E of this document.
5. UPC committee members shall not be candidates for promotion during their entire term of committee service. For example, an associate professor selected for the UPC thus agrees not to apply for promotion before the expiration of his/her three-year term of service on the committee, whether he/she continues to serve for the full term to which he/she was appointed or not. Similarly, a person appointed to fill the remainder of another's term agrees not to apply for a promotion for three years (as if she/he had been appointed for a full term of three years).

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<sup>1</sup> Claims of a violation of procedure by the UPC must be reported to the University President pursuant to Article VI., Section F. 5 of the parties' Collective Negotiations Agreement. Failure to report the alleged violation within twenty-one (21) days of the occurrence may not be raised in a later grievance.

6. Members of the UPC cannot serve on the University's Range Change/Adjustment committee simultaneously nor during the full-term for which he/she is appointed even if that member does not serve that full, three-year (or remaining) term. Similarly, a person appointed to fill the remainder of another's term on the Range Change/Adjustment Committee cannot serve on the UPC for three years from the date of his/her appointment (as if she/he had been appointed for a full term of three years).

7. Individuals in administrative/managerial positions (be they temporary/interim or full appointments) shall not serve on the UPC. Individuals that have been offered administrative positions (be they temporary/interim or full appointments) and who will assume those positions during the current or following semester (from the date of offer/announcement) shall not serve on the UPC.

8. Faculty on sabbatical or on leave shall not serve on the UPC while on sabbatical nor for the remainder of one's full term.

### **Terms of Appointment**

Committee members shall be appointed for a term of three (3) years. Terms of office shall be staggered so that each year at least one new member shall be elected by the AFT and one new member shall be selected by the University President. Committee members shall not be appointed for two consecutive terms.

Terms of office shall begin in September and continue for three years ending on June 30 of the third year. In the event a committee member is unable to complete his/her three-year term, another member shall be selected by the party which selected/elected the member leaving the committee. Replacement members shall serve for the remainder of the term of the committee member being replaced. Replacement members shall only begin their term of office in the September following their appointment.

In September of each year, a training session for UPC members shall be held for all members of the committee. The training session shall review the promotion procedures and criteria. The session shall be led by a member of the University administration and by a person delegated by the President of AFT Local 1839. The University administration shall schedule and call this training session in a manner that is convenient for all UPC members and the AFT representative.

The UPC members shall elect one committee chair or two co-chairs annually from the members elected to the UPC by AFT Local 1839.

### **Release Time**

In order to ensure adequate processing of the evaluations for promotion, the committee chairperson shall be granted three (3) credits for release time each academic semester of his/her service as chairperson on the committee. The release time must be included in his/her faculty load during each semester of service unless the faculty member agrees in writing to an alternate arrangement (which could take the form of an equivalent stipend). In the event, the committee elects to conduct its business with two co-chairs, the amount of release time will be increased to four (4) credits per academic semester of service, the four credits being



1 equally divided by the two co-chairpersons. The release time must be included in their  
2 faculty loads during each semester of service unless the faculty members agree in writing to  
3 an alternate arrangement (which could take the form of an equivalent stipend).  
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5 The names of all UPC members, and their terms or services shall be posted prominently on  
6 the University's website and shall be kept up to date. The records of the UPC's membership  
7 shall be maintained by the Provost and copies provided to the AFT Local at the beginning of  
8 each fall semester and also upon request.  
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## Appendix E: Calendar for Faculty Promotion Process and Applications

[ALL DATES NOTED BELOW ARE DEADLINES ON THE EXACT DATE(S) SPECIFIED  
OR THE NEXT BUSINESS DAY THE UNIVERSITY IS OPEN.]

April 1	University President provides AFT Local 1839 with name(s) of that year's administrative appointees to the UPC
April 15	DPC members (for each department) elected by faculty
May 1	AFT Local elects/selects its UPC members and announces to the NJCU community
September 1	University President announces minimum and maximum number of faculty promotions available effective the next academic year
September 30	UPC members charged at initial meeting by administration and AFT Local 1839
October 1	Candidates submit promotion applications with supporting materials to appropriate DPC.
October 21	DPC determines eligibility of candidates and informs the candidates of their recommendations and non-recommendations
October 25	Candidates' responses due to DPC
October 26	DPC submits eligibility recommendations, non-recommendations, and all supporting material to the Dean
November 15	Dean informs candidates of their recommendations and non-recommendations
November 19	Candidates' responses to the Dean's recommendation, non-recommendation due
November 20	Dean submits recommendations, non-recommendations, and all supporting material to the UPC
December 10	UPC informs candidates of their recommendations and non-recommendations
December 15	UPC submits only materials of candidates recommended for promotion and all their supporting material to the Provost
January 15	Provost informs candidates of their recommendations and non-recommendations.



January 20	Provost submits recommendations, non-recommendations, and all supporting material to the University President
February 9	University President informs Candidates of their recommendations and non-recommendations
February 11	University President submits written responses to the UPC recommendations for each candidate.
March 1	If needed, UPC submits additional name(s) of faculty member(s) recommended for promotion (in response to previous recommendations which were not accepted) in order to reach minimum number of announced promotions. [This step may be repeated as necessary.]
April 1	University President submits the promotion recommendations to the University Board of Trustees and provides copies of his/her recommendations to the UPC
May 1	Approved promotions are announced to all NJCU faculty through a joint communication from the University President and the AFT Local President.

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## **Appendix F: Forms**

Appendix F shall be posted as a webpage by the administration and include application forms, directions, and other relevant items all of which must be approved by the administration and the union prior to posting. The Appendix will be posted and available by August 4, 2025.



**Appendix G: Faculty Groups for Transition Promotions  
(confidential lists)**

**Group A**


**Group B**
