

## **School of Communication and Information Policy on Non-Tenure Track Appointments, Reappointments, and Promotions**

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amended January 2010;  
amended December 2014;  
amended August 2015;  
amended October 2018*

This policy clarifies the implementation at the School of Communication and Information of Rutgers University policies and procedures related to non-tenure-track faculty. Rutgers Policy 60.5.14 / Criteria For Appointments, Reappointments, And Promotions as well as the Rutgers-AAUP-AFT Collective Agreements and Memoranda of Agreements are among the documents that outline university policy and procedures.

### **Initial appointments**

The appointment of non-tenure track (NTT) faculty in the School of Communication and Information may be made by the dean to support the mission and goals of the school, based on assessment of the need for the positions and the availability of funding.

When making an NTT hire, the dean's office will consult with chairs and others to assign the position responsibilities such as teaching in one or more programs, providing program management, conducting research, and other specific duties.

NTT faculty will be hired at one of the ranks allowed by the university. Below are the title series of most relevance for SC&I:

Renewable appointments without term limits from the university:

- Instructor
- Teaching faculty at the ranks of assistant teaching professor, associate teaching professor, teaching professor, distinguished teaching professor
- Professors of professional practice at the ranks of assistant professor of professional practice, associate professor of professional practice, professor of professional practice, distinguished professor of professional practice
- Research faculty at the ranks of research associate, assistant research professor, associate research professor, research professor, distinguished research professor

Appointments with term limits from the university:

- Lecturer, which is at all ranks (e.g., Lecturer(Instructor), Lecturer(Assistant Professor), etc.) – these appointments cannot exceed three consecutive years and cannot be renewed
- Visiting faculty positions – these appointments are made one year at a time and cannot exceed two successive appointments. Visiting positions involve compensation to the individual and create an employer/employee relationship; this distinguishes them from courtesy and honorary appointments which do not involve employment and carry no compensation.

If an NTT faculty member is hired with administrative duties, the administrative title is added to the faculty title (e.g., an individual may be "assistant teaching professor and director of undergraduate studies").

In keeping with university guidelines, the possible terms of appointment for NTT faculty are one to five years for non-grant funded individuals and from six months to five years for grant-funded individuals. At SC&I the usual appointments are from one to three years since availability of funding is a key criterion in making the appointment, and projections of our finances beyond three years are often uncertain.

NTT faculty may be hired on an academic year or calendar year basis. The usual workload for an NTT faculty member is teaching four courses per semester, or an equivalent load that includes administrative, extraordinary service, or other responsibilities.

The rank, length of term, renewal type, and appointment year for the appointment may be determined by the dean's office when the decision to begin a search for an NTT hire is made, or may be determined later when a particular candidate is made an offer.

When the decision is made to hire an NTT position, an appropriate search process will be conducted. The search will involve advertising of the position, review of applicants, and an interview process; however, the scope of the advertising and interviewing may be less complex than for tenure-track hiring. Because the university will not sponsor an international candidate for a PERM Labor Certification ("green card") if that candidate is hired for a non-tenure track position, advertisements for these positions are not required to be posted in national publications. However, in the interest of attracting a broad, diverse, qualified pool of candidates, national advertising will regularly be conducted. If the search is conducted by a department or unit in the school, a search or personnel committee will work with the chair or director to recommend candidates to the dean.

According to university policy, the requirement to conduct a search is waived when external funding to make such a hire becomes available after May 1 or thereabout for the upcoming fiscal year. In these circumstances, an appointment may be made for six months to five years, depending on the conditions of the external funding.

The dean's office will negotiate with possible candidates regarding rank, length of appointment, teaching and workload terms, and other special conditions of employment. Offers to NTT faculty may include start-up funds and other provisions as warranted.

Offer letters to candidates must, by university policy, indicate

- the annual salary,
- title and rank,
- term of appointment with start and end dates,
- notification date for reappointment,
- whether it is a calendar or academic year appointment,
- responsibilities associated with the position (which may be amended with written notice to the faculty member),
- the evaluation criteria for reappointment and promotion; these criteria will always include the school's assessment of the continued need for the position, availability of funds, and evaluation of the individual's satisfactory performance in the position as defined in the letter; exceptions are for faculty in the Lecturer and Visiting title series who may receive non-renewable appointments and who will not be considered for promotion,
- notice that the position is covered under the Recognition clause of the collective negotiations agreement between the AAUP-AFT and the university.

Offer letters to candidates receiving renewable appointments will specify the criteria on which decisions for reappointment will be made. The dean's office will consult with the department making the hire about the specific responsibilities and criteria, and these will be included in the search announcement and appointment letter.

- Appointments as NTT instructors may be given to currently enrolled students in good standing in the school's doctoral program. For these individuals, the criteria for the appointment and reappointment of Teaching/Graduate Assistants will apply, since those criteria require that the individual make sufficient progress towards their degree as well as perform well on the job.
- Appointments of those who are not current students follow the university policy on the criteria for appointments, reappointments, and promotion of NTT faculty, outlining the appropriate criteria, and the responsibilities and criteria associated with their specific appointments.

Per university guidelines, copies of appointment letters will be provided to the AAUP-AFT.

NTT faculty who serve in administrative roles for academic programs will be expected to participate in an informational capacity in decisions about appointments and reappointments of NTT faculty who teach in their programs, and serve as part of the Deans, Chairs, Directors cabinet of the school.

NTT faculty are eligible for consideration for Faculty Compensation Program funds in accordance with contractual agreements in effect between the university and the AAUP-AFT.

To assist non-tenure track faculty in their teaching and service, the school expects to provide some annual funds for their use in travel, equipment purchases, and other expenditures that will support the excellence of their work, as long as the school is financially capable and can continue to provide such support for tenured and tenure-track faculty.

Involvement in governance by faculty at all ranks, including non-tenure track positions, is addressed by University and SC&I By-laws. Attendance at faculty meetings, committee meetings, and other governance councils as appropriate is expected.

## **Annual review**

Department chairs or unit heads will conduct an annual review of each NTT faculty member in their unit and submit their assessment in writing to the faculty member and the dean. The written review will be included in the individual's personnel file. When reappointment decisions are required, the review process outlined below will be conducted, in accordance with the university requirement to involve departments in these decisions.

## **Renewal process**

According to university policy, a candidate offered a renewable position may be non-renewed if it is determined that the position is no longer required, if funds for the position are not available, or in the event of negative performance review.

The school complies with Rutgers Policy Section 60.5.12 regarding the schedule for notification of faculty of non-renewal:

- A. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least four months in advance of its termination.
- B. Not later than December 1 of the second academic year of service, if the appointment expires at the end of that year; or, if such appointment expires during an academic year, at least seven months in advance of its termination.
- C. Not later than twelve months in advance of the termination of the appointment in all other cases.

For NTT faculty who are in their first or second year of service on one-year appointments, the renewal process will involve an annual review with the department chair or unit head who recommends a renewal decision to the dean. The dean will make the final determination within the required notification deadlines.

In accordance with the university's notification policy, NTT faculty must be given notice of non-reappointment as follows: in the first year of service, four months prior to the expiration of the appointment; in the second year of service, seven months prior to the expiration of the appointment; in the third and all subsequent years of service, not later than twelve months in advance of the termination of the appointment.

Candidates for reappointment must complete University Form NTT 1-a which can be found at <http://academiclaborrelations.rutgers.edu/resources/academic-promotions-non-tenure-track-faculty-non-libraries>.

The personnel committee assigned to evaluate the NTT faculty member's application for reappointment will be made up of tenured faculty in the department/unit at or above the individual's rank and NTT faculty in the department/unit above the individual's rank, all as voting members. In addition, other NTT faculty in administrative roles (such as a director of a program in which the NTT faculty member teaches) who are at or below the rank of the candidate may participate in the review as non-voting members. The committee must have at least six voting members. The committee will evaluate the candidate's application, vote on a recommendation, and the chair will provide a narrative summary of the committee's recommendations to the dean. The committee may recommend renewal or non-renewal; if the review is for both reappointment and promotion, the committee may recommend renewal, renewal with promotion, or non-renewal. If the recommendation is to renew or to renew with promotion, the committee must also recommend (1) a term length for the reappointment that is consistent with university policies, and (2) the responsibilities and expectations for the workload of the reappointment.

Following the departmental review, the dean will conduct an independent review and make the final decision on renewal or non-renewal.

The dean will notify the candidate of renewal, renewal with promotion, or non-renewal, and, if appropriate, the term of the reappointment and responsibilities and expectations in accordance with the university notification policy outlined above. The candidate will receive a summary of the evaluations of the departmental/unit review, chair, and dean.

In accordance with university policy, an individual who has served in a full-time NTT title for at least six years within an eight year period, if reappointed, will receive a reappointment of not less than two years, with one year notice of non-reappointment. This provision does not apply to grant-funded NTT faculty.

NTT faculty in grant-funded positions may be terminated prior to the end of their term if the external funding ends or is reduced during their term.

All NTT appointments to titles with no university term limits must be made renewable appointments. However, those individuals may be non-renewed upon being evaluated if the

school determines that there is no longer a need for the position, if the school no longer has the funding for the position, or in the event of negative performance review.

## **Removal during the term of an appointment**

SC&I complies with Rutgers' policies and Rutgers-AAUP agreements on removal of a faculty member: an NTT faculty member may be removed from his/her position for reasons related to performance, conduct, or other just causes.

## **Criteria for appointment at different ranks**

The overall criteria for appointment and reappointment of non-tenure track faculty at SC&I are consistent with Rutgers University policies, and the broadly defined responsibilities for teaching, research, service, and professional practice are included in university policy 60.5.14. In addition, the following standards apply for appointment and promotion to different ranks at SC&I.

### ***Rank of Instructor***

Individuals appointed or reappointed to the rank of instructor or research associate at SC&I are generally doctoral students completing their studies, at Rutgers or elsewhere, who meet basic standards for, and are able to fulfill the requirements of, teaching courses or assisting on research projects. The standards for hiring include some previous teaching or research experience and, minimally, holding the status of candidacy for the doctorate.

### ***Rank of Assistant***

The appointment, reappointment, or promotion of an individual as an assistant teaching professor, assistant professor of professional practice, or assistant research professor requires an individual to provide value to the school beyond the basic responsibilities of teaching classes or assisting on research projects. In other words, such a full-time appointment must provide greater value than if the school hired multiple part-time employees to complete the work. Examples of value that these individuals might provide are:

- management of programs or program specializations,
- curriculum development at the course or program level,
- leveraging a professional practice network to provide new internship or placement opportunities to students,
- management of a complex research project.

Appointment or promotion at the rank of assistant teaching professor will be made based on a record of meaningful professional experience and recognition within a field or industry and/or

demonstrated achievement of teaching excellence, and a graduate degree or, preferably, a doctorate. Previous scholarly productivity as evidenced through some record of publication is preferred.

Appointment or promotion at the rank of assistant professor of professional practice will be made based on a record of significant professional experience, recognition within a field or industry as evidenced by offices held and/or acknowledgments from regional and national professional organizations, and, when possible, a graduate degree. A record that includes a doctorate and demonstrated teaching excellence would be welcome.

Appointment or promotion at the rank of assistant research professor will be made based on previous scholarly productivity as evidenced through a record of publication, and a doctorate.

### *Rank of Associate*

The appointment, reappointment, or promotion as an associate teaching professor, associate professor of professional practice, or associate research professor requires an individual to contribute significantly to the school, or have demonstrated significant contributions to a previous employer, beyond the basic responsibilities of the position. Some examples of accomplishments that would be meaningful are listed here, but a wide variety of accomplishments are possible:

- development of new academic programs or concentrations within programs
- substantial improvements made to an academic program through adoption of pedagogical techniques or delivery that result in improved learning outcomes
- substantial improvements made to an academic program through enhanced management and administration
- implementation of recruitment techniques that result in enrollment by more students who are high achieving
- implementation of retention techniques that result in improved retention of quality students
- new co-curricular programs to support student development
- new methods for placing students in internships or permanent positions
- publication of research results that have demonstrated impact

Originality and relevance of the individual's work along with peer recognition are necessary for appointment or promotion at the rank of associate. A doctorate is strongly preferred for associate teaching professor and associate research professor.

### *Rank of Professor*

An individual appointed or promoted to the rank of teaching professor, professor of professional practice, or research professor should have made substantial progress and demonstrated further distinction beyond that required at the associate professor level. Appointment or promotion at this rank for teaching and research titles requires a doctorate. For

all titles the rank of professor requires a record of achievement that demonstrates significant and sustained impact of their work and national recognitions and/or leadership in the primary areas of responsibility, whether teaching, professional practice, or research.

## *Appointment as Distinguished Professor*

Within the rank of professor, the designation of distinguished teaching professor, distinguished professor of professional practice, or distinguished research professor is reserved for those faculty who have achieved eminence in their fields. The standard for promotion to distinguished professor is significantly higher than that applied in promotion to professor. Only those faculty who have demonstrated outstanding achievement by earning significant recognition inside and outside the university, for teaching, professional practice, or research, as appropriate to their title, are eligible for promotion to distinguished professor. Typically, such recognition is reflected in a national and international reputation in one's discipline. A candidate for promotion to distinguished professor should be an exemplary member of the faculty who consistently has demonstrated a high standard of achievement in all of his/her professorial roles.

## **Promotion**

In accordance with the Memorandum of Agreement between Rutgers and the AAUP-AFT in effect as of July 1, 2014:

"Non-tenure track faculty with six consecutive years of full-time service in the same rank shall be considered for promotion to the next higher rank, if requested, in accordance with the procedures for promotion set forth in University Policies. All other requests from NTT faculty members to be considered for promotion may be granted in the department's or unit's discretion. NTT faculty members may choose not to be considered for promotion, without prejudice to their continued employment or level of compensation within the department or unit."

The process can be self-initiated by the faculty member if he/she has been in the same rank for six or more years and has not been evaluated in the past four years (referred to as "rank review"), or initiated by the department chair in consultation with the department faculty, by the dean, or by a member of the school-wide A&P committee. Faculty members eligible for promotion evaluation under the provisions of rank review will be notified of their eligibility for promotion consideration by their chair (or program director) on or about May 1 in the spring before the year they are eligible for consideration. During the spring term prior to the academic year in which they are eligible, faculty members are encouraged to discuss with their chair and with the dean or other members of the dean's office their wish to be considered for rank review. As is noted in the September 1 rank review notification letter, faculty members who request consideration will be required to submit all evaluation documents identified in the letter within 30 days.



Promotion will not be recommended simply for the passage of time and satisfactory performance in a given rank. Whatever the individual's responsibilities, high quality performance is a basic expectation of an appointment at Rutgers and SC&I. Promotion will be considered for individuals who exceed this expectation and who demonstrate significant value to the organization. According to the General Principles in the application of criteria for promotion in University Policy 60.5.15:

"Those faculty members who have made the most important contributions to the University and have discharged their duties with the greatest distinction will be considered for promotion. Continued growth and continued contributions are required for all ranks. Advancement to a higher rank is not automatic. The several criteria described in Section 60.5.14 are not mutually exclusive but rather overlapping and complementary. It should be noted that the criteria are expressed in terms of the individual's accomplishments and not in terms of earned degrees, although these are important. "

As noted above, NTT faculty are generally appointed at SC&I for between one and three years at a time. NTT faculty do not, by definition, earn tenure even with promotion. The promotion of an individual is dependent on the criteria listed above, but reappointment is dependent not only on the individual's performance but also on an assessment of the continuing need for the position and the school's financial ability to support the position. Thus it can be possible to promote an individual but not to reappoint that person at the end of the following term of appointment.

## **Promotion Process**

University policy states that NTT faculty with six or more years of full-time service in the same rank may be eligible for promotion review. A SC&I faculty member who is reviewed for promotion but not promoted may initiate a promotion review again, but must wait a minimum of 4 years following the unsuccessful review.

The promotion process for NTT faculty at SC&I:

1. An NTT faculty member or a department chair considering initiation of a promotion review for an NTT faculty member should consult with the dean or other member of the dean's office to discuss eligibility, process, and criteria.
2. When the choice is made to initiate a review for promotion, the department chair will issue a 30 day notification letter and a Form 2-NTT to the candidate by May 1.
3. Following the 30 day notification letter, the NTT faculty member will have one month to complete the following materials and submit them to the department chair; all of these forms may be found at <http://academiclaborrelations.rutgers.edu/resources/academic-promotions-non-tenure-track-faculty-non-libraries>:

- a. Form NTT 1-a,
  - b. Form NTT 2,
  - c. Appendix F – Inventory Listing of (Supporting) Materials (which can be found within the “Appendices” document on the website listed above),
  - d. Curriculum vita,
  - e. Personal statement.
4. Solicitation of external and/or support letters:
  - a. For faculty in the teaching title series, no external letters from qualified individuals outside the university are required. Up to four confidential letters from qualified individuals familiar with the candidate's teaching may be solicited from both within and outside Rutgers; these should be submitted for inclusion among the supporting materials.
  - b. For faculty in the professional practice and research title series, at least four confidential **external** letters from peers will be solicited to provide evidence of wider impact and recognitions of the individual's work. Before the end of the 30 day notification period, the candidate is encouraged to discuss with the chair the names of potential outside evaluators, and may also prepare a list of individuals from whom the candidate would prefer letter of evaluation not be solicited. The candidate will be asked to provide written explanation for the proposed exclusion of any individuals. The chair, in consultation with the dean and other members of the dean's office, will identify the appropriate list of external referees. Forms 3-NTT and 3a-NTT will be prepared and submitted by the department along with the external letters.
5. A departmental personnel committee of at least six members will be constituted, from among tenured faculty at the rank for the promotion or higher and NTT faculty at the rank for the promotion or higher, and they will meet to review the candidate's promotion packet and supporting materials.
6. The personnel committee/department chair will complete Form NTT 4 to document and submit a narrative summary of the departmental personnel committee's recommendations regarding promotion. (The form is found at the website above.)
7. An NTT A&P committee of three members from outside the department will be appointed, with at least two of them tenured; one NTT faculty member at or above the rank for promotion may also be included. The A&P committee will conduct an independent review of the candidate's record, including the recommendations of the personnel committee, and will make an advisory recommendation about promotion to the dean in the form of a memorandum.
8. For faculty whose appointments are not within a department, a combined A&P/personnel committee of at least six faculty members including at least two representatives from each of the school's departments at or above the rank for the promotion who represent a meaningful peer group for the candidate will be appointed. One of the members, preferably a current or past department chair, will be appointed to serve as chair of the committee.
9. The dean will conduct an independent review of the candidate's record and the recommendations of the personnel committee and the A&P committee. The dean will

complete Form NTT 5 to document his/her findings and recommendation. (The form is found at the website above.) If the dean chooses to recommend promotion, that recommendation will be made to the Chancellor of Rutgers-New Brunswick (or to the New Brunswick Provost, as university policy dictates). If the dean does not feel that promotion is warranted, the dean will notify the candidate that the promotion is unsuccessful.

10. Once a recommendation for promotion goes to the Chancellor of Rutgers-New Brunswick, the determination on the promotion from the Chancellor's Office is the final decision.

Rutgers University Policy 60.5.14, Criteria for Academic Appointments, Reappointments, and Promotions, details the criteria for teaching, scholarship, service, and other faculty accomplishments, and those criteria form the basis of all faculty evaluations. To see the policy, visit <http://policies.rutgers.edu/sites/policies/files/60.5.14%20-%20current.pdf>.