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Professional Science Master's Program

Guidelines and Information for Non-Tenure Track Faculty



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Guidelines and Information for Non-Tenure Track Faculty

The purpose of this document is to provide necessary information regarding the policies and practices governing appointment, reappointments promotions, and essential information for non-tenure track (NTT) faculty at Rutgers, The State University of New Jersey under the Professional Science Master's Program.

The policies and procedures outlined in this manual are in accordance with the Collective Negotiations Agreement with Rutgers University and AAUP-AFT.

For additional information, faculty are encouraged to reference the agreement between Rutgers University and AAUP-AFT via <https://academiclaborrelations.rutgers.edu/contracts>.

The terms listed in this handbook are outlined in the current collective negotiated agreement between Rutgers University and AAUP-AFT. These terms are subject to change and are contingent on updated/future agreements.

The Professional Science Master's Program, established in 2010, offers the Rutgers Master of Business and Science (MBS), a unique graduate degree that combines science and business curriculum.

It is distinguished by an unprecedented number of integrated partnerships among the science, engineering, and professional schools on all three campuses, as well as with employers in the state of New Jersey and around the world.

Faculty Excellence

MBS faculty members include both full-time professors and experts with decades of experience in industries spanning pharmaceuticals and drug discovery, personal care, communications and technology, supply chain management, finance, cybersecurity and more.

Location

Due to its location along the industrial ecosystem of the New York/New Jersey Metropolitan area, Rutgers and PSM have cultivated and maintained strong relationships with prestigious industry affiliates and company partners representing some of the nation's top corporations. Executive leaders often visit campus to conduct industry-specific lectures and share their expertise. |

Student Body

PSM's student body of nearly 600 professionals—many of whom work full-time while pursuing their graduate degree—consists of a diverse pool of learners from varied backgrounds.

Offerings

The Professional Science Master's Program is an interdisciplinary program that integrates science-based courses with business offerings that are essential to the advancement of industry and trade. Courses are offered in varied models, specifically in-person, hybrid, and fully online, providing what is necessary for our student body.

In addition to our credit-bearing courses, PSM offers non-credit continuing education courses and workshops for professionals that are looking for development and growth in specific areas of learning without the committing to a degree program.

Our Mission

Our goal is to prepare learners by providing the necessary skills to assume key integrator and leadership roles in science-intensive industries, in turn, helping fuel innovation, accelerate technological discoveries, and translate science-based research into practical applications and consumer offerings that drive the economic growth.

What We Do

Our unique program combines advanced, STEM-based education with professionally guided business instruction – enabling graduates to step confidently and adeptly into the STEM workforce equipped not only with advanced academic knowledge, but with the business skills essential to professional leadership and advancement.



Faculty Appointments

Per University Policy 60.5.4, “appointments shall be made without discrimination on account of any matter protected by state and federal law, in accordance with University Policy 60.1.8. Equal Employment Opportunity and Affirmative Action.”

The policy also provides two appointment options for the fiscal year, academic year (AY) or calendar year (CY).

Faculty appointments under an Academic Year appointment will carry a normal teaching load and will be available for related duties such as advisement, committee assignment, and similar activities from September 1 until Commencement, or an equivalent period within the Academic Year.

Faculty members appointed as Calendar Year are expected to devote the entire year, with the exception of one month’s vacation, to their university duties (e.g., teaching, research, advising, committee membership, etc.).

With either designation, faculty are expected to conduct their duties and responsibilities on campus, except by special arrangement with department director, or permission from University leadership.

Each newly appointed or reappointed faculty member shall receive a formal letter of appointment from the department which clearly outlines the terms of the appointment. In addition to the terms of the appointment, the formal letter will include duties required in the areas of teaching, scholarship, and service, or any other relevant areas, or as outlined in the department’s bylaws.

All faculty will undergo periodic performance evaluations as set forth in this manual’s procedures.

Appointment Letters

Appointment Letters (contracts) offered to NTT faculty members receiving letters of appointments and reappointments shall be renewable contracts, subject to successful reappointment (with the exception of faculty members in Lecturer titles, who shall be offered non-renewable contracts).

Appointment letters shall be provided to faculty members and to the AAUP-AFT. The purpose of the letter of appointment is to advise an NTT faculty member of the contractual terms of their appointment. The terms, as set forth in the letter, are not subject to challenge through the grievance procedure, but alleged violations of the terms of the letter or of applicable University policies and provisions as indicated in the AAUP-AFT agreement.

Letters of appointment, including letters of reappointment, shall include at least the following:

1. Annual Salary
2. Title/Rank
3. Calendar Year vs Academic Year
4. Effective dates of term of appointment
5. Notification date of reappointment
6. Notice that the position is covered under the Recognition Clause of the collective negotiated agreement between AAUP-AFT and the University
7. The faculty member's responsibilities, which may be amended with written notice to the faculty member
8. Evaluation Criteria

In addition to the appointment letter, faculty members will receive a Faculty Employment Agreement (UPF-5).

For Lecturer appointments only

The appointment letter should clearly state the appointment is non-renewable and there is no expectation of continued employment beyond the terms/date listed in the appointment letter. It should also include the following: effective date and term of appointment, annual salary, title/rank, and the responsibilities assigned to the position.

Faculty members with Lecturer appointments do not receive notification of expiration/termination since there is no expectation of renewal.

Appointments in the Lecturer title series shall not exceed three years, and no formal evaluation is necessary.

Term of Appointments

The terms of each appointment will be determined by the need and funding available to the department and is subject to the approval of the Executive Vice President of Academic Affairs.

Lecturer appointments are instructors whose association to the University is temporary and cannot exceed three consecutive years. These appointments are non-renewable.

Non-Tenure Track appointments, not including appointments categorized as Lecturer, and reappointments shall be for no less than one year, and no more than seven years for non-grant funded positions. Grant funded positions shall be for a term of six months to five years.

There is no limit to the number of NTT appointments an individual may receive, with the exception of Lecturer appointments.

Reappointments

In the case of reappointments, appointments will be contingent on continued need for the position, sufficient funding for the position, satisfactory student evaluations, and a positive formal evaluation.

Final decisions on reappointments, regardless of title/rank, shall be determined by the head of the department.

If successfully reappointed, NTT faculty shall receive appointment terms that are at least equal to or greater than the immediately preceding term of appointment, unless agreed upon by both the department and the faculty member. It does not apply to appointments resulting from the department's failure to give notice of non-reappointment as outlined in the current collective negotiated agreement. This also does not apply to grant-funded NTT faculty appointments, which may be terminated prior to the end of the term of the appointment if funding is reduced or ends.

As of July 1, 2018, faculty members who have served in a full-time non-tenure track position for at least six years within an eight-year period, if reappointed, shall receive appointments of not less than three years. This does not apply to grant-funded positions.

Reappointment Form

The PSM will continue to use the "Short Form" to conduct all evaluations of reappointment to the same rank of NTT faculty (regardless of rank)

Notice of Non-Reappointment Requirement

For faculty members holding an appointment of one year or more, with limitation of the term of appointment, the department must provide faculty members written notice of non-reappointment, or intention of not recommending reappointment as follows:

1. Four months prior to the expiration of the first academic year of service
2. Seven months prior to the expiration of the second year of academic service
3. Not later than twelve months in advance of the termination of the appointment in all other cases.

If notice is not timely given, the contract will automatically be extended for a six-month period. Since NTT faculty in grant-funded positions may be released prior to the end of their appointment/term if grant funding ends or is reduced during their appointment, the six-month extension requirement is not applicable.

Removal During the Term of an Appointment

Except for granted-funded NTT faculty positions whose appointments are terminated due to end or reduced funding, an NTT faculty member may only be removed from their position for reasons related to performance, conduct or other just cause during the term of appointment.

If the University terminates an NTT faculty member during the term of their appointment, the University/department shall provide the faculty member with a written statement of the reasons and afford the faculty member the opportunity to respond.

In the event the University terminates the faculty member's employment during the term of the appointment, such action may be grieved pursuant to Article 9, Category One of the agreement between Rutgers and AAUP-AFT.

Under such circumstances, the University shall bear the burden of establishing just cause.

Promotions

Movement

If requested, NTT faculty members with six consecutive years of full-time service in the same rank shall be considered for promotion to the next higher rank, in accordance with the procedures set forth in University Policy.

NTT faculty members may choose not to be considered for promotion, without prejudice to their continued employment or level of compensation within the department.

All other requests from NTT faculty members will be considered by the department in accordance to the bylaws and criteria set forth in this document.

Forms for Promotion

For faculty members requesting promotions to the rank of Assistant Teaching Professor or Assistant Professor of Professional Practice will be required to complete the “Short Form” (see Appendix).

For promotions to the Rank of Associate Teaching Professor (Associate Professor of Professional Practice) or higher, PSM is required to use the Form NTT-1, and must follow the procedures specified in the Academic Promotions Instructions for Non-Tenure Track Faculty.

Notification Process of Promotion/Denial

Initial decisions for promotions rests with the department. Final decisions for promotions shall be determined by the Chancellor, except when the department review is negative, in which case, the final decision will be made by the head of the department.

With cases that do not proceed to the Chancellor, the department will be responsible for notifying the faculty member in writing within ten business days of the final decision (a copy shall be sent to the Office of Academic Labor Relations).

Instances where the promotion request proceeds to the Chancellor, the department shall be responsible for notifying the faculty member within ten business days of receipt of Chancellor notification (a copy shall be sent to the Office of Academic Labor Relations).

Evaluation of NTT Faculty during Appointment

It is the responsibility of the head of the department to periodically evaluate members of their departments and to report these evaluations as required—to see that adequate supervision, advice, feedback, training is provided to faculty members of the department—in order to promote effectiveness and professional growth.

Since these are the duties of the head of the department, faculty should not hesitate at anytime to discuss their own service and outlook of their future.

Faculty members shall be evaluated by the department and the evaluation shall be conducted at least one month prior to the notice period of non-reappointment as stipulated in the AAUP-AFT agreement.

The head of the department is responsible for completing the evaluation by the established deadline, and all required forms.

When the faculty member has received a positive evaluation, but the need for the position and/or funding is yet to be determined, the department must provide the faculty member with a notice of non-reappointment.

If, at a later date, the need and/or funding for the position is reestablished, an offer of appointment may be extended at that time.

If the need for the position is not established and/or funding is not available, then no reappointment will occur, regardless of the outcome of the evaluation.

A copy of ALL notices of non-reappointment shall be sent to the Office of Academic Labor Relations.

In ALL cases, the department must receive written approval from the Executive Vice President of Academic Affairs.

Evaluations are not required for NTT in Lecturer titles.

The following minimum standards shall apply to the frequency of the evaluation of NTT faculty members:

Length of Appointment	Number of Evaluations
1-2 years	1
3-5 years	2
6-7 years	3

Faculty members shall be provided a copy of their written evaluations.



Criteria for Appointment, Reappointment and Promotion

The primary responsibility of non-tenure track faculty is teaching. However, non-tenure track faculty may also be assigned duties outside of instruction.

As set forth in University Policy 60.5.14, the following criteria apply to NTT faculty members under the PSM. These criteria are subject to amendment by the Board of Governors at any time.

1. Teaching

Effective teaching should be a fundamental endeavor of all members of the faculty. As teachers, members of the faculty are responsible for effective instruction, whether at the undergraduate, graduate, postdoctoral, clinical, extension or continuing education level. Teaching includes classroom, field, and non-credit instruction; supervision of research, student internships, professional practice, clinical practice, theses, and doctoral dissertations; academic advising and acting as a mentor; the training of extension volunteers and paraprofessionals; the improvement and enrichment of course offerings and other instructional activities within the faculty member's discipline or profession; participation in interdisciplinary courses, honors courses and other special courses offered through the undergraduate colleges and other units of the University; and, the writing of textbooks and the development of other instructional materials to enhance education in the faculty member's discipline or profession. Effective teachers must demonstrate depth and breadth of knowledge in their discipline, must communicate this knowledge to others, and must give evidence of a continuing development of their knowledge so as to ensure their continued effective teaching over the duration of their appointment. They stay informed of advances and current thinking in their subject and relate them to their teaching in a meaningful and balanced way. Effective teachers communicate enthusiasm for their subject and have a responsibility to create a positive environment for learning and one that stimulates imaginative thinking. They maintain a critical attitude toward their teaching and strive continuously to improve it.

2. **Scholarship**

Active scholarship should be a fundamental endeavor of all members of the faculty. Scholarship, including basic and applied research, means in-depth study and learning in a specific field and inquiry and experimentation designed to make direct contributions to knowledge in that field. Scholarship, as measured by peer recognition of its originality, impact on, and importance to the development of the field, is demonstrated most typically by refereed publications, such as journal articles and books of high quality. Scholarship and research accomplishments are also demonstrated by the design and execution of applied research in the laboratory or in the field; through the presentation of papers at organized scholarly meetings, usually at the national or international level; through the attraction of external support or competitive fellowships and awards appropriate to the faculty member's field of study; through such activities as editing, translation, the acquisition of significant patents, the compilation of information, and the development of materials that make information more accessible to researchers, other scholars, and practitioners; and through publication in other academic or professional journals and lecturing in professional and other public forums. As the State University, Rutgers encourages appropriate applications in the discipline or profession to the issues and problems of the State and region. Such scholarship will be measured by equally rigorous standards as are applicable to all scholarship.

3. **Service**

Service includes the contributions a faculty member makes to the academic profession, to the University, and to society at large. Contributions to the advancement of the academic profession are most typically demonstrated by active participation in professional and scholarly associations; by service on editorial boards and as a reviewer of scholarly works and proposals; by participation on expert committees, such as NIH (National Institutes of Health) research study sections, NEH (National Endowment for the Humanities) grant selection panels, research committees of the National Academy of Science, or practice committees of professional associations or institutions, and by fostering collaborative relationships with clinical agencies providing sites for clinical practice. Contributions to the effective operation of the University at all levels are most typically demonstrated by significant academic and professional service to the department, the discipline, the faculty, the undergraduate colleges, the graduate programs, the campus, or the University as a whole, through such activities as recruitment of scholars to the University, evaluation of peers, contributions as a fellow, contributions to important committees and other activities in support of the academic development of the University and the enhancement of student academic development and student life programs. Contributions to society at large are most typically demonstrated through the application of the faculty member's academic expertise and particular professional skills to the solution of international, national, state, county and local problems and by service for the public good on governmental and other special committees, boards, agencies, civic groups and commissions.

4. Professional Practice

Faculty members with appointments as professional practice faculty are expected to have professional experience, or equivalent intellectual capital, in their chosen field of professional practice which enables them to bring to their work as a faculty member both a professional perspective and a knowledge of the contexts in which graduates may be employed. Professional practice faculty may be engaged in teaching classes, developing and managing applied learning opportunities such as field experience or internship, administration of academic programs, advising, and all other aspects of teaching outlined above in Section A.1. Faculty members in these positions are assigned service responsibilities that normally support teaching and student development and/or the department, the University, or the profession. Scholarly activity may or may not be required. Faculty are expected to be engaged in outreach and may be required to remain active in their field of practice. These positions are reserved for individuals who are effective teachers and whose creative work in professional practice is recognized by peers as making a significant contribution to the field.

In addition to the criteria listed above, the department will also consider professional growth, excellence and recognition outside the University, and significant contributions to the academia and/or the community. Other examples of items to be considered are as follows:

- Teaching experience at other academic entities and in other academic context outside their field of study
- Courses taught
- Student evaluations
- Peer collaborations, which may include mentorship
- Course development
- Contributions to curriculum development
- Advancements in pedagogy
- Active participation in department initiatives
- Teaching awards and recognition
- Advising role in student programs and initiatives
- Professional development
- Presentations and speaking engagements
- Scholarship and publications
- Guidance of students in independent scholarship and other activities
- Oversight of internships, externships, field work, or other learning activities.

Additional Criteria Based On Title/Rank

Title: **Teaching Instructor**

Criteria for appointment

- Eligible candidates must have an advanced degree (masters or doctoral) appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.

Expectations for appointment:

- Shows promise and capacity for excellence in accomplishing the full range of duties associated with teaching/instruction, student advisement, etc.
- Depending on the appointment, there may be additional duties such as supervisory, advisory, laboratory, field work, administrative, etc.
- CY candidate is expected to teach a course load of 3-1-3 (spring, summer, fall);
- AY candidate is expected to teach a course load of 3-0-3 (spring, summer, fall)
- Course load can include teaching in externships, capstones, recitations, or other teaching equivalent, at the discretion of the director.

Reappointment Criteria

- Continued need for the position
- Available funding
- Satisfactory teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Promotion Criteria to the title/rank of Assistant Teaching Professor

- Satisfactory teaching as evaluated by students and department
- Continuously demonstrated record of excellence and performance in their current title/rank
- Demonstrated efforts to remain current in their discipline/field of study
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment
- Must have a minimum of three years in the rank of Teaching Instructor with any department at Rutgers or equivalent rank at other acceptable academic institutions of higher education (can be non-consecutive). The head of the department may waive the three-year requirement under special circumstances.

Title: **Assistant Teaching Professor**

Criteria for appointment

- Eligible candidates must have an advanced degree (masters or doctoral degree) appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.
- Demonstrated excellence over a period of years (at least 3 years or equivalent) in conducting the full range of duties associated with teaching and other significant academically related responsibilities

Expectations for appointment:

- Shows promise and capacity for excellence in accomplishing the full range of duties associated with teaching/instruction, student advisement, etc.
- Depending on the appointment, there may be additional duties such as supervisory, advisory, laboratory, field work, administrative, etc.
- CY candidate is expected to teach a course load of 3-1-3 (spring, summer, fall);
AY candidate is expected to teach 3-0-3 (spring, summer, fall)
- Course load can include teaching in externships, capstones, recitations, or other teaching equivalent, at the discretion of the director.

Reappointment Criteria

- Continued need for the position
- Available funding
- Excellence in teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Promotion Criteria to the title/rank of Associate Teaching Professor

- Demonstrated excellence in teaching as evaluated by students and department
- Continuously demonstrated record of excellence and performance in their current title/rank
- Demonstrated efforts to remain current in their discipline/field of study, specifically, excellence in scholarship as defined under University Policy 60.5.14

- Significant additional contributions/service outside the classroom in accordance with the mission of the department and the University appropriate to the level of the appointment (e.g., course development, supervision, participation of other educational initiatives of the department, program assessment, etc.)
- Must have a minimum of three years in the rank of Assistant Teaching Professor with any department at Rutgers or equivalent rank at other acceptable academic institutions of higher education (can be non-consecutive). The head of the department may waive the three-year requirement under special circumstances.

Title: **Associate Teaching Professor**

Criteria for appointment

- Eligible candidates must have a doctoral degree appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.
- Demonstrated excellence over a period of years (at least 5 years or equivalent) in conducting the full range of duties associated with teaching and other academically relevant responsibilities
- Significant record of contributions outside of the classroom (e.g., course development, supervision, participation of other educational initiatives of the department, program assessment, etc.)

Expectations for appointment:

- Capacity for excellence in accomplishing the full range of duties associated with teaching/instruction, student advisement, etc.
- Depending on the appointment, there may be additional duties such as supervisory, advisory, laboratory, field work, administrative, etc.
- CY candidate is expected to teach a course load of 3-1-3 (spring, summer, fall);
- AY candidate is expected to teach a course load of 3-0-3 (spring, summer, fall)
- Course load can include teaching in externships, capstones, recitations, or other teaching equivalent, at the discretion of the director.

Reappointment Criteria

- Continued need for the position
- Available funding
- Excellence in teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Promotion Criteria to the title/rank of Teaching Professor

- Excellence in teaching as evaluated by students and department
- Continuously demonstrated record of excellence and performance in their current title/rank
- Demonstrated efforts to remain current in their discipline/field of study, specifically, excellence in scholarship as defined under University Policy 60.5.14
- Significant contributions of service outside the classroom and in accordance with the mission of the department and the University appropriate to the level of the appointment, such as course development, supervision of staff and/or students, participation in education initiatives, program assessment, development, and implementation of externally funded education programs
- Must have a minimum of four years in the rank of Associate Teaching Professor with any department at Rutgers or equivalent rank at other acceptable academic institutions of higher education (can be non-consecutive). The head of the department may waive the four-year requirement under special circumstances.

Title: **Teaching Professor**

Criteria for appointment

- Eligible candidates must have a doctoral degree appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.
- Demonstrated excellence over a period of years (at least 7-10 years or equivalent) in conducting the full range of duties associated with teaching and other academically relevant responsibilities
- Significant record of contributions in several areas outside of the classroom (e.g., course development, supervision, participation of other educational initiatives of the department, program assessment, etc.)

Expectations for appointment:

- Capacity for excellence in accomplishing the full range of duties associated with teaching/instruction, student advisement, etc.
- Depending on the appointment, there may be additional duties such as supervisory, advisory, laboratory, field work, administrative, etc.
- CY candidate is expected to teach a course load of 3-1-3 (spring, summer, fall);
- AY candidate is expected to teach a course load 3-0-3 (spring, summer, fall)
- Course load can include teaching in externships, capstones, recitations, or other teaching equivalent, at the discretion of the director.

Reappointment Criteria:

- Continued need for the position
- Available funding
- Excellence in teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment
- Excellence in the variety of additional duties and contributions conducted outside the classroom, related to the educational mission of the department/program.

The Professional Practice title series is intended for faculty whose primary role is related to professional development in the industry, integration of academic scholarship with practical experience, disciplined-based education, research, and/or instruction or research related to practical skills in the profession or field of expertise.

Title: **Instructor of Professional Practice**

Criteria for appointment

- Eligible candidates must have an advanced degree (masters or doctoral) appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.
- Noteworthy accomplishments in research and experience in the field (e.g., business, industry, non-profit, etc.) may be substituted for some teaching experience.

Expectations for appointment:

- Shows promise and capacity for excellence in accomplishing the full range of duties associated with teaching/instruction, student advisement, etc.
- Depending on the appointment, there may be additional duties such as supervisory, advisory, laboratory, field work, administrative, etc.
- CY candidate is expected to teach a course load of 3-1-3 (spring, summer, fall);
- AY candidate is expected to teach a course load of 3-0-3 (spring, summer, fall)
- Course load can include teaching in externships, capstones, recitations, or other teaching equivalent, at the discretion of the director.

Reappointment Criteria

- Continued need for the position
- Available funding
- Satisfactory teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Promotion Criteria to the title/rank of Assistant Professor of Professional Practice :

- Satisfactory teaching as evaluated by students and department
- Continuously demonstrated record of excellence and performance in their current title/rank
- Demonstrated efforts to remain current in their discipline/field of study
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Must have a minimum of three years in the rank of Instructor of Professional Practice with any department at Rutgers or equivalent rank at other acceptable academic institutions of higher education (can be non-consecutive). The head of the department may waive the three-year requirement under special circumstances.

Title: **Assistant Professor of Professional Practice**

Criteria for appointment

- Eligible candidates must have an advanced degree (masters or doctoral degree) appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.
- Demonstrated excellence over a period of years (at least 3 years) in conducting the full range of duties associated with teaching and/or research other significant academically related responsibilities
- Noteworthy accomplishments in research and experience in the field (e.g., business, industry, non-profit, etc.) may be substituted for some teaching experience

Expectations for appointment:

- Shows promise and capacity for excellence in accomplishing the full range of duties associated with teaching/instruction, student advisement, etc.
- Depending on the appointment, there may be additional duties such as supervisory, advisory, laboratory, field work, administrative, etc.
- CY candidate is expected to teach a course load of 3-1-3 (spring, summer, fall);
- AY candidate is expected to teach 3-0-3 (spring, summer, fall)
- Course load can include teaching in externships, capstones, recitations, or other teaching equivalent, at the discretion of the director.

Reappointment Criteria

- Continued need for the position
- Available funding
- Excellence in teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Promotion Criteria to the title/rank of Associate Professor of Professional Practice

- Demonstrated excellence in teaching as evaluated by students and department
- Continuously demonstrated record of excellence and performance in their current title/rank
- Demonstrated efforts to remain current in their discipline/field of study, specifically, excellence in scholarship as defined under University Policy 60.5.14
- Significant additional contributions/service outside the classroom in accordance with the mission of the department and the University appropriate to the level of the appointment (e.g., course development, supervision, participation of other educational initiatives of the department, program assessment, etc.)
- Must have a minimum of three years in the rank of Assistant Teaching Professor with any department at Rutgers or equivalent rank at other acceptable academic institutions of higher education (can be non-consecutive). The head of the department may waive the three-year requirement under special circumstances.

Title: Associate Professor of Professional Practice**Criteria for appointment**

- Eligible candidates must have a doctoral degree appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.
- Demonstrated excellence over a period of years (at least five years or equivalent) in conducting the full range of duties associated with teaching and other academically relevant responsibilities
- Significant record of contributions outside of the classroom (e.g., course development, supervision, participation of other educational initiatives of the department, program assessment, etc.)
- Noteworthy accomplishments in research and experience in the field (e.g., business, industry, non-profit, etc.) may be substituted for some teaching experience

Expectations for appointment:

- Capacity for excellence in accomplishing the full range of duties associated with teaching/instruction, student advisement, etc.
- Depending on the appointment, there may be additional duties such as supervisory, advisory, laboratory, field work, administrative, etc.
- CY candidate is expected to teach a course load of 3-1-3 (spring, summer, fall);
- AY candidate is expected to teach a course load of 3-0-3 (spring, summer, fall)
- Course load can include teaching in externships, capstones, recitations, or other teaching equivalent, at the discretion of the director.

Reappointment Criteria

- Continued need for the position
- Available funding
- Excellence in teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Promotion Criteria to the title/rank of Professor of Professional Practice

- Excellence in teaching as evaluated by students and department
- Continuously demonstrated record of excellence and performance in their current title/rank
- Demonstrated efforts to remain current in their discipline/field of study, specifically, excellence in scholarship as defined under University Policy 60.5.14
- Significant contributions of service outside the classroom and in accordance with the mission of the department and the University appropriate to the level of the appointment, such as course development, supervision of staff and/or students, participation in education initiatives, program assessment, development and implementation of externally funded education programs
- Must have a minimum of four years in the rank of Associate Professor of Professional Practice with any department at Rutgers or equivalent rank at other acceptable academic institutions of higher education (can be non-consecutive). The head of the department may waive the five-year requirement under special circumstances.



Title: Professor of Professional Practice**Criteria for appointment**

- Eligible candidates must have a doctoral degree appropriate to their discipline, field of study, or expertise.
- Teaching experience shall be appropriate to the range/level of courses department is seeking the candidate to teach.
- Demonstrated excellence over a period of years (at least 7-10 years or equivalent) in conducting the full range of duties associated with teaching and other academically relevant responsibilities

Reappointment Criteria

- Continued need for the position
- Available funding
- Excellence in teaching as evaluated by students and department
- Demonstrated teaching effectiveness in all courses assigned
- Demonstrated service in accordance with the mission of the department and the University appropriate to the level of the appointment

Promotion Criteria to the title/rank of Professor of Professional Practice

- Excellence in teaching as evaluated by students and department
- Continuously demonstrated record of excellence and performance in their current title/rank
- Demonstrated efforts to remain current in their discipline/field of study, specifically, excellence in scholarship as defined under University Policy 60.5.14
- Significant contributions of service outside the classroom and in accordance with the mission of the department and the University appropriate to the level of the appointment, such as course development, supervision of staff and/or students, participation in education initiatives, program assessment, development and implementation of externally funded education programs
- Must have a minimum of four years in the rank of Associate Professor of Professional Practice with any department at Rutgers or equivalent rank at other acceptable academic institutions of higher education (can be non-consecutive). The head of the department may waive the five-year requirement under special circumstances.

Leaves

Leaves

There are several types of leaves of absences that are provided to faculty by either the University or the AAUP-AFT agreement.

Sabbatical Leave

The Sabbatical Leave Program provides one- and two-semester leaves to eligible faculty members so that they may undertake projects of academic significance to themselves, their program/department. Leaves may be granted to faculty in order to provide an opportunity to engage in an intensive program/research and/or study, and in turn, enhancing their effectiveness as a teach and scholar.

For details regarding the Sabbatical Leave Program, faculty are encouraged to visit the Office of Academic Relations website via <https://academiclaborrelations.rutgers.edu/resources>.

Competitive Fellowship Leave

The Competitive Fellowship Leave (CFL) program allows eligible faculty members the opportunity to take advantage of fellowship offers made through prestigious and highly competitive national and international programs (e.g., Fulbright, Guggenheim, Mellon, etc.) without major financial detriment.

For detailed information regarding the Competitive Fellowship Leave Program, faculty should visit the Office of Academic Labor Relations website via <https://academiclaborrelations.rutgers.edu/resources>.

Family and Medical Leaves

Faculty may require leaves due to various familial and/or medical necessities.

Faculty should notify/communicate directly with University Human Resources regarding requests so that UHR can determine the faculty members eligibility, process, forms, and next steps.

Faculty may submit their inquiries/requests via the OneSource portal: <https://my.rutgers.edu/portal/render.userLayoutRootNode.uP>.

Leave of Absences without Pay

The agreement between Rutgers and AAUP-AFT provides faculty with a leave of absence without pay in certain circumstances. Such leaves may be approved for a period of up to two consecutive years.

Academic Freedom and Professional Ethics

Per University Policy 60.5.1, this policy sets forth the University's commitment to academic freedom as well as faculty's professional ethics and standards of conduct. It also details the conditions and procedures associated with academic dismissal.

We strongly encourage our faculty members to review the policy.

Policy 60.5.1

Since the very nature of a university and its value to society depend upon the free pursuit and dissemination of knowledge and free artistic expression, all members of the faculty and teaching staff of the University, whether tenured or nontenured, full-time or part-time, are expected, whenever and wherever they engage in teaching, research, service, professional practice or clinical practice, as well as in their research and professional publication, freely to discuss subjects with which they are competent to deal, to pursue inquiry therein, and to present and endeavor to maintain their opinions and conclusions relevant thereto. In expressing those ideas which seem to them justified by the facts, they are expected to maintain standards of sound scholarship and competent teaching.

A.They shall conduct themselves in accordance with the standards of professional ethics, set forth in paragraphs I to V inclusive, of the following Statement on Professional Ethics adopted by the American Association of University Professors at its annual meeting in April 1966 and revised in June 1987.

Statement on Professional Ethics

I. Professors, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end professors devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although professors may follow subsidiary interests, these interests must never seriously hamper or compromise their freedom of inquiry.

Academic Freedom and Professional Ethics

II. As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for the students as individuals and adhere to their proper role as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom.

III. As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debt and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.

IV. As members of an academic institution, professors seek above all to be effective teachers and scholars. Although professors observe the stated regulations of the institution, provided the regulations do not contravene academic freedom, they maintain their right to criticize and seek revision. Professors give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, professors recognize the effect of their decision upon the program of the institution and give due notice of their intentions.

V. As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.”

Academic Freedom and Professional Ethics

A. Outside the fields of instruction, artistic expression, research, professional and clinical practice, and professional publication, faculty members, as private citizens, enjoy the same freedoms of speech and expression as any private citizen and shall be free from institutional discipline in the exercise of these rights. The conduct of the faculty member shall be in accordance with standards dictated by law.

B. Except as set forth in paragraph K below, paragraphs C through J shall apply. In the case of tenure-track faculty, after the expiration of a probationary period, faculty members should have permanent or continuous tenure, and their service should be terminated, except in the case of retirement for age, only (1) for adequate cause as defined in section D (formerly section 3.94); or (2) under extraordinary circumstances because of financial exigencies; or (3) when the teaching, research, extension program, or clinical program in which the faculty member is involved is terminated and said faculty member cannot be properly prepared for alternative duties.

C. Recommendations regarding dismissal of tenured faculty members or nontenured faculty members prior to the completion of their contract, when the ground is failure to maintain standards of sound scholarship and competent teaching, or gross neglect of established University obligations appropriate to the appointment, or incompetence, or incapacitation, or conviction of a crime involving moral turpitude, are made to the president through the senior vice president and chief academic officer and the appropriate chancellor by deans of colleges and schools, with the advice of the faculty committee on appointments and promotions, and with the advice of the tenured faculty, at, or above, the particular rank in the faculty member's department.

D. The recommendation may be initiated at the departmental level; or the appropriate dean or director, the appropriate chancellor, the executive vice president and chief academic officer, or the president may direct that advice be given from the departmental level. A group of students who have taken courses with the faculty member may petition the department to consider initiation of tenure termination proceedings.

E. Those responsible for academic dismissal at each level are to base their recommendations without discrimination because of race, religion, sex, views on any subject, or natural origin. They shall utilize the judgment of faculty peers, and shall utilize the judgment of students, especially those with majors in the appropriate department.

Academic Freedom and Professional Ethics

F. If the President of the University finds reason to believe that a faculty member should be dismissed when the ground is that the faculty member has been convicted of a crime involving moral turpitude, or is incompetent, or incapacitated, or has failed to maintain for himself or herself standards of sound scholarship and competent teaching, or gross neglect of established University obligations appropriate to the appointment, the President shall send the faculty member a notice stating in detail the charges against the faculty member and informing the faculty member that the faculty member is entitled to a hearing if the faculty member shall ask for it within two weeks and that, in the absence of a request for a hearing, the faculty member may be dismissed from the faculty.

G. If the faculty member requests a hearing, it shall be held by a panel of five, selected by lot from the elected members of the University Senate; but the parties may first exercise a reasonable number of challenges, and a member of the Senate may be excused from service on the panel at the member's own request, for good cause. The procedure at the hearing shall fully conform to the concept of due process; but the hearing shall not be public unless the respondent so requests. The President of the University shall designate a lawyer or a member of the faculty to present the charges, and the respondent shall be entitled to the aid of counsel. The faculty member's reasonable expense shall be paid by the University. No administrative officer of the University shall participate in presenting charges, or as defense counsel, or as a member of the panel.

H. The panel shall determine whether the charges, or any part thereof, are true; whether the matters charged and proved constitute ground for dismissal under section C above (formerly section 3.93); and whether, taking into consideration the respondent's previous record and his or her value to the University, the faculty member should be dismissed or otherwise disciplined.

I. The report of the panel shall be presented to the Board of Governors and a copy thereof sent to the respondent. Written as well as oral argument may be submitted to the Board on behalf of the President and the respondent. If further evidence is required by the Board, the panel shall be reconvened to receive it and to make any further findings that may be appropriate. The Board shall accord great weight to the findings of the panel, and its final action affirming, revising, or modifying the panel shall be by vote for such action by at least six members of the Board

Academic Freedom and Professional Ethics

J. In Robert Wood Johnson Medical School, School of Health Related Professions, Rutgers School of Dental Medicine, New Jersey Medical School, School of Public Health, and School of Nursing (former UMDNJ School of Nursing), dismissal of a faculty member will be in accordance with the applicable collective negotiations agreement.

Non-Tenure Track (NTT) Ranks and Titles

Teaching/Instructor Series	Professional Practice Series
Lecturer/Instructor	Lecturer/Instructor
Teaching Instructor	Instructor Professor of Professional Practice
Assistant Teaching Professor	Assistant Professor of Professional Practice
Associate Teaching Professor	Associate Professor of Professional Practice
Teaching Professor	Professor of Professional Practice

Conflicts of Interest

Conflicts of Interest – Professional Activities Outside University/Outside Employment

While carrying out their university responsibilities and additional duties, faculty members should avoid any conflict of interests or appearance of conflict of interest, as defined by the provisions of the New Jersey Conflicts Of Interest Law, as well as any relevant regulations and written policies of Rutgers University.

Whenever a potential conflict of interest exists, faculty are required to inform the department. Based on the information provided by the faculty member, the department will determine if a conflict of interest exists and specify the necessary steps to eliminate the conflict.

Also, faculty members must not represent/negotiate, or appear to represent/negotiate for any organizations, individuals, institutions, or entities in current or pending relevant connection with any matter associated with Rutgers University.

For additional information, faculty may view the policy via <https://policies.rutgers.edu/view-policies/human-resources-hr-%E2%80%93-section-60#5>.

Salaries

The current minimum salaries as outlined the AAUP-AFT agreement shall be as follows for the ranks listed below:

Title/Rank	7/1/2018	7/1/2019	7/1/2020	7/1/2021
Instructor AY	\$57,854	\$59,590	\$61,377	\$62,912
Instructor CY	\$66,532	\$68,528	\$70,584	\$72,348
Asst Prof AY	\$63,640	\$65,549	\$67,515	\$69,203
Asst Prof CY	\$73,183	\$75,378	\$77,639	\$79,580
Assoc Prof AY	\$66,000	\$67,980	\$70,019	\$71,770
Assoc Prof CY	\$75,900	\$78,177	\$80,522	\$82,535
Professor AY	\$74,993	\$77,243	\$79,560	\$81,549
Professor CY	\$86,242	\$88,829	\$91,494	\$93,781

Departments are required to provide at least the minimum salary as indicated above to all new faculty. However, the department may elect to propose an offer beyond the minimum that recognizes the years of experience, expertise, and level of education of the selected candidate.

Forms

Faculty members may view sample templates of forms currently used to process requests for faculty or requirements outlined by the Agreement by visiting:

<https://academiclaborrelations.rutgers.edu/non-tenure-track-faculty-non-libraries>

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