



Professional Science
Master's Program

Guidelines for Academic Staff

Science Meets Business

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OUR STORY

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. The MBS degree is awarded through the graduate schools on all three campuses: The School of Graduate Studies (New Brunswick), Rutgers Graduate School–Newark, and Rutgers Graduate School–Camden. As a university-wide program, it is administered with oversight from the Executive Vice President of Academic Affairs, Dr. Prabhas Moghe. Rutgers PSM is one of the largest, most diverse, and most comprehensive programs in the country—offering more than 25 professionally-focused degrees in three main concentrations: Life Sciences, Engineering Management, and Computer & Information Sciences, as well as certificate programs and professional education. Rutgers PSM is also one of the largest graduate programs at Rutgers University.



Our Mission

With an eye for innovation, commercialization, and entrepreneurship, our goal is to train the next generation of individuals to assume key integrator and leadership roles in science-intensive industries, thereby helping to fuel innovation, accelerate technological discoveries, and translate science-based research into practical applications and consumer offerings

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.

700+

PSM's student body of nearly 700 professionals—many of whom work full time while pursuing their graduate degree—consists of a diverse pool of learners from varied backgrounds.

POLICIES & PRACTICES

This comprehensive guide designed to offer information regarding the policies and procedures governing academic appointments at Rutgers, The State University of New Jersey, within the Professional Science Master's Program.

The policies and procedures outlined within the Guidelines for Academic Staff align with the most recent AAUP-AFT Collective Negotiations Agreement and Lecturer's Collective Negotiations Agreement. These terms are subject to change based upon future updates to the agreements.

The policies and procedures outlined within the Guidelines for Academic Staff do not supersede the policies and procedures set forth by the Rutgers Office of University Relations

Faculty members, lecturers, coadjutants, teaching assistants, and graduate assistants are encouraged to refer to the official Office of Labor Relations website for comprehensive information: <https://laborrelations.rutgers.edu>

FACULTY

Non-Tenure Track Non-Library Faculty appointment, reappointment, and promotion process is determined by the Office of University Labor Relations. Please follow this link for more information:

<https://laborrelations.rutgers.edu/faculty/resources>

Additional information concerning NTT faculty can be found in Article 27 of the collective negotiation agreement between [Rutgers University and the AAUP-AFT for the term July 1, 2022 through June 30, 2026 \("Agreement"\)](#).

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NTT APPOINTMENT

NTT Faculty Appointments

Newly appointed faculty members must successfully complete all hiring steps before commencing work. This includes obtaining clearance from background checks and immunization requirements. Candidates are further required to fulfill their I-9 verification no later than the effective date of their hire.

Upon completion of these processes, each newly appointed or reappointed faculty member will receive a formal letter of appointment from the department. The letter outlines the terms of the appointment, encompassing 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.

Faculty appointments under an Academic Year (AY):

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 under an Calendar Year (CY):

Appointees 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 the department director, or permission from University leadership.

NTT Faculty 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.

Please visit the following link for to review NTT appointment and reappointment letters:

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

NTT APPOINTMENT

NTT Faculty Appointment Terms

Appointments of NTT Faculty may be for a term ranging from one year to up to eight years, except grant-funded faculty appointments may be for a term of one to five years. There is no limit to the number of NTT faculty appointments an individual may receive, except for those faculty in an NTT Lecturer title

- If reappointed, the second appointment shall be for a term of one year or greater.
- If reappointed, the third appointment shall be for a term of three years or greater.
- If reappointed, the fourth appointment shall be for a term of four years or greater.
- All appointments after the fourth appointment shall be for a term of at least five years and shall be presumptively renewable (as that term is defined below) regardless of rank.

Per Article 27, Section IV and V of the Agreement, "presumptively renewable" means that the NTT faculty holding such an appointment may be non-reappointed for good cause, including poor performance, or termination or material modification of the entire program, or a drastic decrease in student enrollment in the program or department that necessitates a downsizing of the entire program or department.

NTT Faculty Notice of Non-Reappointment

Faculty holding appointments of one year or more must be given notice of non-reappointment, or of intention to recommend reappointment as follows (Policy 60.5.12):

- Four months prior to the expiration of the first year of academic service
- Seven months prior to the expiration of the second year of academic service
- No 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.

A copy of all notices of non-reappointment shall be sent to the Office of University Labor Relations (oulr@oulr.rutgers.edu)

NTT GENERAL CRITERIA

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

We encourage all NTT Faculty to review the Faculty Criteria for Academic Appointments, Reappoints and Promotions outlined in the [Rutgers University Policy 60.5.14](#). The following criteria outlined in the policy applies to NTT faculty members under the Professional Science Master's Program:

1. Teaching
2. Scholarship
3. Service
4. Professional Practice

These criteria are subject to amendment by the Board of Governors at any time.

Criteria: 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.

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

Criteria for Promotion to 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.

Criteria: 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.

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

Criteria for Promotion to 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

Criteria: 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.)

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

Criteria for Promotion to 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.

Criteria: 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.).

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

Criteria: Instructor of Professional Practice

Section I

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.

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

Criteria for Promotion to 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.

Criteria: Assistant Instructor of Professional Practice

Section I

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

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

Criteria for Promotion to 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

Criteria: Associate Instructor of Professional Practice

Section I

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.

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

Criteria for Promotion to 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.

Criteria: Instructor 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.

Criteria for Reappointment

- 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.

Expectations for Appointment & Reappointment:

- 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.

NTT EVALUATION

The Executive Director or designee is responsible for completing the evaluation form (**Short Form-Non Libraries**). In all cases, the evaluation for reappointment must take place in enough time to comply with the notice requirement pursuant to ([Rutgers Policy 60.5.12.](#)).

In all cases, the evaluation for reappointment must take place in enough time to comply with the notice requirement pursuant to [Rutgers Policy 60.5.12](#). As any other evaluation(s) during the term of the appointment are not for reappointment and/or promotion purposes, units are not required to utilize the Short Form for such evaluations though they may if they so choose.

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

1. During the term of a two-year appointment, NTT faculty shall be evaluated **at least once**.
2. During the term of a three-, four- or five-year appointment, NTT faculty shall be evaluated **at least twice**.
3. During the term of a six-year appointment or greater, NTT faculty shall be evaluated **at least three times**.

NTT Promotion

The general instructions on for the NTT Promotion Process and promotion forms can be found on the Office of University Labor Relations website: <https://laborrelations.rutgers.edu/faculty/non-tenure-track-faculty-non-libraries>

Except as noted below, NTT 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 (i.e., rank review). All other requests from NTT faculty members to be considered for promotion may be granted at the department's or unit's discretion.

Effective July 1, 2023, NTT faculty at the rank of Instructor, with four consecutive years of full-time service in the Instructor 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.

Promotion Checklist:

NTT Assistant Teaching Professor

Section I

Candidate Checklist

- Completes [Short Form - Non-Libraries \[DOC\]](#) and includes the following supplementary documentation:
 - Resume/Current C.V.
 - Supplemental Documents
 - Student Instructional Ratings Scores (SIRS)
 - (Optional) Personal Statement
- Completes [Form NTT 1 \[DOC\]](#) (Supplemental Recommended Information Form)

Executive Director Checklist

- Determines which NTT faculty (if any) will be going up for promotion and notifies DoCS-HR.
- Notifies each candidate at least 30 days in advance of the promotion consideration by sending them [Appendix D-1 \[DOC\]](#)
- Reviews, signs, and dates [Form NTT 1 \[DOC\]](#)
- Holds departmental review meeting to consider promotion case(s)
 - Meeting must include at least 3 voting members of the same rank or higher
- Reviews and completes [Short Form - Non-Libraries \[DOC\]](#).
 - Section I - Complete sections 1-3
 - Section II - Complete sections a and b
- Submits the promotional packet to the Chancellors office for review and [Form NTT 5 \[DOC\]](#) for the EVPAA's recommendation and signature. The promotional packet must include the following:
 - [Short Form - Non-Libraries \[DOC\]](#)
 - [Form NTT 1 \[DOC\]](#)
 - Supplemental Documentation
- Sends the completed promotional packet and completed [Form NTT 5 \[DOC\]](#) to DoCS-HR for review and processing.

Chancellor Checklist

- Reviews candidate promotional packet and completes [Form NTT 5 \[DOC\]](#) (Narrative Summary of Dean's Recommendation)

Promotion Checklist:

NTT Teaching Title Series

Section I

Candidate Checklist

- Completes the following forms:
 - [Form NTT 1 \[DOC\]](#) (Supplemental Recommended Information Form)
 - [Form NTT 1-a \[DOC\]](#) (General Teaching/Research Faculty) and includes the following supplementary documentation:
 - Resume/Current C.V.
 - Student Instructional Ratings Scores (SIRS)
 - (Optional) Personal Statement
 - (Optional) Teaching Portfolio
- Completed [Appendix F \[DOC\]](#)
- Reviews PSM Academic Handbook and completes [Form NTT 2 \[DOC\]](#) (Criteria Applicable to this Candidate)

Executive Director Checklist

- Determines which NTT faculty (if any) will be going up for promotion and notifies DoCS-HR.
- Notifies each candidate at least 30 days in advance of the promotion consideration by sending them [Appendix D-1 \[DOC\]](#)
 - Attaches forms [NTT 1](#), [NTT 1-a](#), [NTT 2](#), and [Appendix F](#)
- Reviews, signs, and dates forms [NTT 1](#), [NTT 1-a](#), [NTT 2](#) and [Appendix F](#)
- Holds faculty review committee meeting to consider promotion case(s)
 - Determines and invites members for the faculty review committee meeting
 - A minimum of six (6) members must be present who are of the candidate's rank or higher, not including the Executive Director
 - The Executive Director must keep a meeting report with the following information:
 - All faculty invited, who attended, and how they voted
 - All documents reviewed for the promotion (forms [NTT 1](#), [NTT 1-a](#), and [NTT 2](#))
 - Only faculty who are present at the meetings in which the candidate is considered are to be accorded a vote
- Completes [Form NTT 4 \[DOC\]](#) (Narrative summary of departmental recommendation)
- Notifies the candidate, in writing, of the department's recommendation within five (5) working days of the meeting
- Submits the completed promotional packet to the Chancellor's office for review. The promotional packet must include the following Forms: [NTT 1](#), [NTT 1-a](#), [NTT 2](#), [NTT 4](#) and Appendix F
- Sends the completed promotional packet and completed [Form NTT 5 \[DOC\]](#) to DoCS-HR for review and processing.

Chancellor Checklist

- Reviews candidate promotional packet and completes [Form NTT 5 \[DOC\]](#) (Narrative Summary of Dean's Recommendation)

Promotion Checklist:

NTT Professional Practice Title Series

Candidate Checklist

- Completes the following forms:
 - [Form NTT 1 \[DOC\]](#) (Supplemental Recommended Information Form)
 - [Form NTT 1-a \[DOC\]](#) (General Teaching/Research Faculty) and includes the following supplementary documentation:
 - Resume/Current C.V.
 - Student Instructional Ratings Scores (SIRS)
 - (Optional) Personal Statement
 - (Optional) Teaching Portfolio
- Completed [Appendix F \[DOC\]](#)
- Reviews PSM Academic Handbook and completes [Form NTT 2 \[DOC\]](#) (Criteria Applicable to this Candidate)

Executive Director Checklist

- Determines which NTT faculty (if any) will be going up for promotion and notifies DoCS-HR.
- Notifies each candidate at least 30 days in advance of the promotion consideration by sending them [Appendix D-1 \[DOC\]](#)
- Reviews, signs, and dates forms [NTT 1](#), [NTT 1-a](#), [NTT 2](#), and [Appendix F](#)
- Compiles a list of experts (minimum of four) for the solicitation of confidential letters
 - Meets with candidate to discuss expert list.
 - Experts should be at the rank of full professor or above, but must at least be at the candidate's proposed rank or equivalent.
 - Candidate(s) may provide a list of names for whom they want and do not want letters sent to.
 - Only **two (2)** experts chosen by the candidate(s) may be included in the final expert list.
- Completes [Form NTT 3-a \[DOC\]](#) per expert and shares with DoCS-HR.
 - DoCS-HR prepares and sends the preliminary solicitation letter (Appendix E-1) to each expert and tracks responses on [Form NTT 3 \[DOC\]](#).
- Holds faculty review committee meeting to consider promotion case(s)
 - Determines and invites members for the faculty review committee meeting
 - A minimum of six (6) members must be present who are of the candidate's rank or higher, not including the Executive Director
 - The Executive Director must keep a meeting report with the following information:
 - All faculty invited, who attended, and how they voted
 - All documents reviewed for the promotion (forms [NTT 1](#), [NTT 1-a](#), and [NTT 2](#))
 - Only faculty who are present at the meetings in which the candidate is considered are to be accorded a vote

Promotion Checklist:

NTT Professional Practice Title Series (continued)

Section I

Executive Director Checklist (continued)

- Completes [Form NTT 4 \[DOC\]](#) (narrative summary of departmental recommendation)
 - The departmental report reflects both majority and minority views, if there is a division, describing the candidate's contributions to collaborative efforts and adding any explanatory commentary deemed necessary for later levels to understand the departmental proceedings and viewpoints. The report must address any negative votes or abstentions.
- Notifies the candidate, in writing, of the department's recommendation within five (5) working days of the meeting
- Submits the completed promotional packet to the Chancellor office for review. The promotional packet must include the following Forms: [NTT 1](#), [NTT 1-a](#), [NTT 2](#), [NTT 3](#), [NTT 3-a](#), [NTT 4](#) and [Appendix F](#)
- Sends the completed promotional packet and completed [Form NTT 5 \[DOC\]](#) to DoCS-HR for review and processing.

Chancellor Checklist

- Reviews candidate promotional packet and completes [Form NTT 5 \[DOC\]](#) (Narrative Summary of Dean's Recommendation)

Faculty Compensation Program

Section I

The Faculty Compensation Program (FCP) provides for merit salary increases to base salary, effective July 1, 2024, for eligible AAUP-AFT faculty members per Article 8, Part Two, of the Agreement. We encourage AAUP-AFT Faculty to review the language set forth in Article 8 for details regarding the program's specific requirements: [2022-2026 Collective Negotiations Agreement Between the University and the AAUP-AF](#).

Rutgers Office of University Labor Relations FCP Assistance:

- For all questions, issues and concerns relating to the FCP please email OULR at FCPquestions@oulr.rutgers.edu.
- Effective January 19, 2024, OULR will set aside the morning, 9 am to 11 am, of the first and third Friday of each subsequent month, through May 17, 2023, for individual meetings and phone calls with schools and units to discuss their specific FCP questions and concerns. Please email requests for a meeting or call with OULR to discuss FCP questions or concern to FCPmeetingrequest@oulr.rutgers.edu by no later than the Thursday before. Please make sure that the email specifies the time requested for the meeting, such as 15 or 30 minutes.

FCP Eligibility

- Full-time faculty in an AAUP-AFT position as of October 27, 2023 and who continue to serve in such position through the date of payment, which will be after July 1, 2024.

FCP Process

- **Chair Announcement:** The chair will invite faculty to submit relevant materials for consideration, namely their CV and any other documents indicated by the department, school or unit.
- **Faculty Submission/Upload:** Faculty will need to submit materials electronically through the online FCP platform, and all levels of review and recommendations will also take place within this platform using their netID and password at <https://fcp.rutgers.edu/>
- **Chancellor/EVPAA Review and Recommendation:** The final decisions for merit salary increases will occur after various levels of reviews, concluding with the Chancellor's final determination and the EVPAA's selection of additional faculty for merit salary increases.

FCP Timeline (November 2023 - July 2024)

- **January 10 to January 26, 2024:** The FCP online platform opens to eligible faculty so that they may upload their materials for consideration.
- **Feb 22 to March 7, 2024:** The chair and chancellor upload their recommendations to the online FCP platform.
- **June 8 to June 14, 2024:** The University conducts a final review of recommendations.
- **July 1, 2024:** Access is provided to faculty so that they may review all levels of recommendations.

NTT Ranks & Titles

Section I

TEACHING SERIES

Teaching Instructor

Assistant Teaching Professor

Associate Teaching Professor

Teaching Professor

PROFESSIONAL PRACTICE SERIES

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.

Instructor Professor of Professional Practice

Assistant Professor of Professional Practice

Associate Professor of Professional Practice

Professor of Professional Practice

Visiting Faculty

As outlined in [University Policy 60.5.3](#), a Visiting Professor appointment may be with or without compensation, at any faculty rank, is for a specified period, not to exceed one year at a time, and may be made, in Newark and Camden, only by the chancellor, upon recommendation of the department and dean, and in New Brunswick, by the dean, upon recommendation of the department. The prefix “visiting” shall be used for such appointments.

Visiting Appointments with Compensation

Visiting appointments for faculty who are affiliated with another institution - hence they are merely “visiting” Rutgers - but who are performing teaching or other compensable duties for Rutgers.

Visiting Appointments without Compensation

Visiting Appointments without Compensation (“Courtesy Appointment”): visiting appointments that do not create an official employer/employee relationship because of the absence of remuneration.

Visiting Scholar

As outlined by Rutgers Global, departments are authorized to sponsor [student interns](#) on a J-1 visa status. The J-1 Student Intern Category is not to be confused with J-1 Students who are enrolled in a degree program at Rutgers. The J-1 Student Intern refers **only** to a student currently in a **degree program abroad** who visits Rutgers to engage in a project/research-based internship that is integral to the curriculum of the home institution's degree program to which the intern will return.

During the time the visitor is at Rutgers, the department should have regular contact with the visitor to assure that they are complying with federal and university regulations listed on the Rutgers Global's website at <https://global.rutgers.edu/international-scholars-students/for-rutgers-departments/sponsoring-students>

Timeline

- There are federal, state, and university regulations that apply to visiting scholars who are not U.S. citizens. Please note that because of the additional processing it can take **three or more months to plan a visit for an international visitor and it is not guaranteed.**
- It is therefore critical for the department considering hosting an international visitor to contact the DoCS HR (docshr@docs.rutgers.edu) well in advance of the anticipated arrival date.

Pre-Arrival Process

- Initial Meeting:
 - **Step 1:** PSM staff notifies DoCS HRM of a visiting student scholar's consideration.
 - **Step 2:** DoCS HRM determines the hiring process.
 - **Step 3:** PSM schedules a meeting with Rutgers Global and DoCS HRM.
- Process Decisions:
 - **Step 4:** Determination of salary. Selection of visiting dates. Preparation of necessary paperwork (e.g. job description, DS-2019)
 - **Step 5:** PSM prepares the letter, reviewed by Global Services.
- HR Processing:
 - **Step 7:** If hired as a Class 8, DoCS HR sends the letter and initiates the finalist process. Background check and COVID compliance requirements must be completed prior to the visitor arriving to the U.S.

During Stay

- PSM should notify DoCS HR as soon as it becomes known/ or 3 months in advance the visitor will be arriving. Once the HR processing steps are completed, PSM may adjust the letter to reflect any new agreement dates
- Once the visitor arrives, PSM is required to remind the visitor they must check-in online at: <https://visarequest.rutgers.edu/Visitorlogin.aspx> where they choose a date to attend the "New Faculty/scholar Welcome Session"
- PSM should hold regular meetings with visiting student scholars to ensure their responsibilities are being met.
- The visitor must notify Rutgers Global of all the following occurrences:
 - Changes of U.S. Address
 - Occasional paid lectures or consultations
 - Arrival of J-2 dependents
 - Temporary departures of more than 30 days

American Association of University Professors-American Federation of Teachers:

Faculty are represented by the Rutgers chapter of the American Association of University Professors--American Federation of Teachers. The collective bargaining agreement covers such issues as salary, reappointment and promotion, family leave, disability resulting from pregnancy, and the sabbatical program. Visit <http://www.rutgersaaup.org/> for more information.

Professional Science Master's Program

For additional information please visit <https://mbs.rutgers.edu/information-faculty-and-staff>

Rutgers University Labor Relations

For additional information on faculty programs, compensation, leave policies, and other resources, please visit: <https://laborrelations.rutgers.edu/faculty/resources>

NTT Resources (continued)

Section I

Rutgers University Labor Relations (continued)

Faculty NTT Evaluation Form

- [Short Form - Non-Libraries \[DOC\]](#)

Faculty NTT Promotion Forms

- [Supplemental Form NTT 1 \[DOC\] Supplemental Recommended Information Form](#)
- [Form NTT 1-a \[DOC\] General Teaching/Researching Faculty](#)
- [Form NTT 2 \[DOC\] Criteria Applicable to This Candidate](#)
- [Form NTT 3 \[DOC\] Report on External Confidential Letters](#)
- [Form NTT 3-a \[DOC\] Confidential Letter Cover Sheet](#)
- [Form NTT 4 \[DOC\] Narrative Summary of Departmental Recommendation](#)
- [Form NTT 5 \[DOC\] Narrative Summary of Dean's Recommendation](#)

Rutgers University Human Resources

For additional information please visit <https://uhr.rutgers.edu/>

- **Family and Medical Leave (FMLA):** 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. For questions regarding Family and Medical Leaves, please contact the OneSource Leaves Team at 732-745 SERV (7378) or navigate to the [Self-Service Portal](#) to submit a General Inquiry or formal leave request
- Please visit the University Human Resources page for further information regarding leaves: <https://uhr.rutgers.edu/benefits/leaves-absence>

Rutgers University Policy Library

For additional faculty policies please visit <https://policies.rutgers.edu>

- [University Policy 60.5.1 Academic Freedom and Professional Ethics](#)
- [University Policy 60.5.2 Academic Titles and Rank Equivalencies for Tenured, Tenure-Track and Non-Tenure Track Faculty](#)
- [University Policy 60.5.8 Conflicts of Interest – Faculty Professional Activities Outside the University and Outside Employment for Academic Personnel](#)
- [University Policy 60.5.10 Faculty Term Appointments](#)
- [University Policy 60.5.14 Criteria for Academic Appointments, Reappointments and Promotions](#)

Lecturers (Class 7) are appointments for individuals who are appointed to teach (instructor) or coteach (co-instructor) a full course (regardless of the instructional modality) or a recitation section for a full semester or its equivalent and who only perform duties associated with that course.

For more detailed information and resources on the Lecturer processes please review [Agreement Between Rutgers, The State University of New Jersey and Part-Time Lecturer Faculty Chapter, Rutgers Council of AAUP Chapters, American Association of University Professors-American Federation of Teachers, AFL-CIO July 1, 2022–June 30, 2026 \[PDF\]](#).

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Lecturer Appointment

Lecturer Appointment Terms

- Each newly appointed or reappointed lecturer member shall receive a formal letter of appointment from the department which clearly outlines the terms of the appointment. All lecturers will undergo semester evaluations as set forth in the [Agreement Between Rutgers, The State University of New Jersey and Part-Time Lecturer Faculty Chapter, Rutgers Council of AAUP Chapters, American Association of University Professors-American Federation of Teachers, AFL-CIO July 1, 2022–June 30, 2026 \[PDF\]](#). In addition to the terms of the appointment, the formal letter will include their lecturer role:
- **Instructor:** Teaching, prepare lesson plans, maintain canvas site, office hours with students, prepare and grade midterms and final exams. A course syllabus must be created and made available 2 weeks before the semester begins, and materials should be uploaded to canvas. If this is an online course, material should be created in advance on canvas. Grading should be done promptly, and final grades must be submitted by the deadline.
- **Co-Instructor:** Co-instructing with preparing lesson plans, maintaining canvas site, office hours with students, preparing and grading mid-terms and final exams. A course syllabus must be created and made available 2 weeks before the semester begins, and materials should be uploaded to canvas. If this is an online course, material should be created in advance on canvas. Grading should be done promptly, and final grades must be submitted by the deadline.

All Lecturer appointments and reappointments must will carry from the start and end of the Fall or Spring Semester:

- **Fall Semester:** September 1 to January 31
- **Spring Semester:** February 1 to June 30

Lecturer Appointment Letters

Lecturers must receive appointment letters by **July 1st** for the Fall semester and **December 1st** for the Spring semester. For further on Lecturer appointment letters please review [Sample Lecturer \(Formerly PTL\) Appointment Letter \[DOC\]](#).

Effective Fall 2024 - Two Semester and Four Appointments:

- Lecturers who have taught at least 12 credits per academic year during the previous two consecutive academic years and had no performance-related issues shall receive an appointment for **two semesters** (Fall and Spring of the same academic year) for a minimum of 12 credits or at least as many credits as the unit member taught during the preceding academic year, whichever is greater.
- Lecturers who taught at least 6 credits per academic year in the same department/school in the previous 12 consecutive academic years shall receive an appointment for **four semesters** (Fall and Spring of two consecutive academic years) for at least six credits an academic year or at least as many credits as the unit members taught during the preceding academic year, whichever is greater.

Lecturer Appointment

Lecturer Appointment Process

Applicants may NOT start working until ALL steps are completed, and have received a hiring confirmation from DoCS HR (docshr@docs.rutgers.edu)

- **Application Submission:**
 - Lecturers are required to submit their applications through jobs.rutgers.edu each semester. Semester-specific links will be provided by the PSM department before the start of the semester.
- **Determination of Titles:**
 - Upon submitting the application, Lecturers will receive a Determination of Titles (DOT) form to complete. This form is a mandatory requirement for each semester.
- **Offer Letter:**
 - Lecturers will receive their official offer letters from DoCS HR. It is crucial to review, sign, and promptly return the offer letter within 2 business days.
- **Background Check:**
 - Lecturers subject to background checks will receive an email from HireRight (noreply@hireright.com) containing a link and instructions to submit personal/employer information. Lecturers must consent to the background check investigation within five (5) days of receiving the email, as the link will expire thereafter.
- **Immunization Compliance:**
 - If applicable Lecturers will receive an automated email from the Rutgers Vaccination Portal (noreply@ipo.rutgers.edu) prompting them to upload COVID-19 vaccination information or initiate a religious or medical exemption. **Lecturers should login to the vaccination portal to upload their document(s) or begin the exemption process as soon as they receive the link since the link expires within five (5) calendar days of receipt.**
- **I-9 Employment Verification:**
 - New employees or those with a break in service are required to complete the I-9 (Employment Eligibility Verification Form) no later than their first day of employment. The DoCS-HR office will coordinate with individuals to schedule I-9 appointments.
- **Hire Confirmation:**
 - Applicants may not begin working until they receive a hire confirmation from DoCS HR.

Lecturer Notice of Non-Reappointment

Effective Fall 2024, Lecturers with appointments of at least two semesters must be given notice of non-reappointment at least 60 days prior to the expiration of the semester. Reappointment shall be based upon the continuing need for the position, availability of funding and a positive formal evaluation.

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.

Criteria for Reappointment:

- 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.

Expectations for Appointment & Reappointment:

- Course Delivery:
 - Designing and delivering lectures on specific subjects or courses.
 - Developing course content, including lecture materials, assignments, and assessments.
- Subject Matter Expertise:
 - Demonstrating expertise in the subject matter being taught.
 - Staying current with developments in the field and incorporating relevant information into lectures.
- Student Engagement:
 - Engaging students in discussions, Q&A sessions, and interactive activities.
 - Encouraging critical thinking and participation in class.
- Assessment and Grading:
 - Designing and grading assessments, exams, and assignments.
 - Providing constructive feedback to students on their academic performance.
- Office Hours:
 - Holding regular office hours to provide additional assistance and clarification to students.
 - Being available for academic advising and mentoring.
- Research and Scholarship:
 - Conducting research and contributing to the scholarly community in their field.
 - Publishing research findings in academic journals or presenting at conferences.
- Professional Development:
 - Engaging in professional development activities to stay abreast of educational trends and teaching methodologies.
 - Participating in workshops and seminars related to teaching excellence.

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.

Criteria for Reappointment:

- 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

Expectations for Appointment & Reappointment:

- Collaborative Teaching
 - Collaborating with other instructors or professors in the delivery of a course
 - Coordinating lesson plans, activities, and assessments with other instructors
- Specialized Expertise:
 - Bringing specialized knowledge or skills to complement the expertise of the primary instructor.
 - Sharing responsibilities for different aspects of the course.
- Student Support:
 - Assisting students with questions, concerns, and academic challenges.
 - Collaborating on student projects, presentations, or research.
- Assessment and Grading:
 - Coordinating the assessment and grading process with the primary instructor.
 - Providing input on evaluation criteria and grading standards.
- Communication and Coordination:
 - Communicating effectively with the primary instructor, students, and other co-instructors.
 - Participating in team meetings to discuss course progress, adjustments, and improvements.
- Research Collaboration:
 - Collaborating on research projects or scholarly activities related to the course content.
 - Integrating research findings into the course material.

Lecturer Compensation

Lecturer Salaries (Academic Semester)

[Rutgers University and PTLFC-AAUP-AFT \(Article 4\)](#) outlines the minimum salary provisions for Lecturers.

Lecturer per credit rate:

Fall 2023 - \$2596

Fall 2024 - \$2685

Fall 2025 - \$2777

Lecturers whose base salary is above the new salary minimums above shall receive an across-the-board per credit increase as follows:

Fall 2023- 10%

Fall 2024 - 3.25%

Fall 2025 - 3.50%

Lecturer Salaries by Title (Academic Semester)

- **Lecturer 2:**
 - \$2,856 per credit
 - \$165/student/lesson
- **Lecturer 3:**
 - \$3,142 per credit
 - \$182/student/lesson
- **Lecturer 4:**
 - \$3,456 per credit
 - \$200/student/lesson
- **Lecturer 5:**
 - \$3,802 per credit
 - \$220/student/lesson

Lecturer Stop Point Compensation Policy

If the enrollment exceeds the approximate enrollment contained in the appointment letter by 33- 1/3% or 25 students, whichever is lower, Lecturers shall receive a salary supplement of \$200 per credit.

Lecturer Co-Instructor Compensation

Per [Rutgers University and PTLFC-AAUP-AFT \(Article 4\)](#) Co-Teachers shall be paid a pro-rata share of the Lecturer minim according the division of teaching responsibilities and the number of credits of the course, but no less than the minimum per credit base salary rate for one credit, hour or student.

Lecturer Evaluation

Lecturer Evaluation Review Form

Per [Rutgers University and PTLFC-AAUP-AFT \(Article12\)](#), Lecturers are required to undergo a comprehensive evaluation once every academic year, either during the Fall or Spring semester.

[Appendix C - Evaluation Review Form for Lecturers \[DOC\]](#) must be completed for each semester in which the Lecturer has an appointment by the department. One copy must be forwarded to the Lecturer including the completed peer observation report, and one to DoCS HR to store in the Lecturer's personnel file.

Appendix C shall be completed **once during each academic year (either during the Fall or Spring semester) for which the Lecturer has an appointment**. Lecturers must receive a peer observation once per academic year (either during the Fall or Spring semester), in addition to being evaluated via the **SIRS** or successor instrument. **Sections A, B, E, F and G are to be completed by the Lecturer** while **Sections C and D are to be completed by Dean, Chair or designee(s)**.

Lecturer Advancement

Per [Rutgers University and PTLFC-AAUP-AFT \(Article 19\)](#) the Lecturer Title contains a five-tier system for appointment and advancement in rank. The five levels of appointment or tiers are Lecturer, Lecturer 2, Lecturer 3, Lecturer 4, Lecturer 5. The contract also spells out the specific requirements and process for advancement in rank.

Lecturer Advancement Eligibility

- **Lecturer 2:** A Lecturer is eligible for movement to Lecturer 2 after the Lecturer has completed a minimum of 10 or more semesters or at least 54 credits, whichever comes sooner.
- **Lecturer 3:** A Lecturer is eligible for movement to Lecturer 3 after the Lecturer has completed a minimum of 20 or more semesters or 108 credits of eligible service, whichever comes sooner, or after the Lecturer has completed at least 10 semesters as a Lecturer 2.
- **Lecturer 4:** Effective Fall 2023, eligibility for advancement to Lecturer 4: Completion of 30 or more semesters or 180 credits of eligible service, whichever comes sooner, or after the Lecturer has completed at least 10 semesters as a Lecturer 3.
- **Lecturer 5:** Effective Fall 2023, eligibility for advancement to Lecturer 5: Completion of 40 or more semesters or 252 credits of eligible service, whichever comes sooner, or after the Lecturer has completed at least 10 semesters as a Lecturer 4.

Lecturer Advancement Deadlines

- The Lecturer shall submit written notification on [Appendix D-1 - Lecturer Evaluation for Advancement Form \[DOC\]](#) to their Executive Director no later than **October 1st** for review in the Fall and **March 1st** for review in the Spring. The completed evaluation advancement form should be sent via email to Dr. Deborah Silver at dsilver@rutgers.edu with a copy to docshr@docs.rutgers.edu.

Advancement Checklist:

Lecturer

Section I

Candidate Checklist

- Submit written notification on [Appendix D-1 \[DOC\]](#) along with the required supporting documentation to the PSM department:
 - A chronological list of all courses previously and currently taught by the Lecturer. Include campus/unit/department, course number and course title.
 - A teaching portfolio including a reflective narrative of the Lecturer's teaching;
 - Four most recent syllabi utilized by the Lecturer;
 - Two most recent exams, formal assignments or tests
- Upon successful review for advancement, Lecturers shall be advanced in the semester following the semester in which the review occurred.

Executive Director Checklist

- Schedules class observation(s) for one of the courses being taught by the Lecturer, during the semester in which the Lecturer seeks advancement.
- Reviews [Appendix D-1](#), supplemental information, prior evaluations/class observations, and the Lecturers personnel file
- Makes a written recommendation on Appendix D-1 and sends the completed form along with supplemental documents for EVPAA review.
- Notifies Lecturer of the decision, in writing, no earlier than ten (10) days prior to the end of the Fall semester and no later than twenty (20) days after the close of the Fall semester.

EVPAA Checklist

- Reviews [Appendix D-1](#) and supporting documentation and submits final decision in writing.

Lecturer Resources

Section II

Professional Science Master's Program

For additional information please visit <https://mbs.rutgers.edu/information-faculty-and-staff>

Rutgers University Labor Relations

For additional information on lecturer appointments, evaluations, advancement, and other resources, please visit <https://laborrelations.rutgers.edu>

Coadjutants

Coadjutants or Coad (Class 8) are individuals who either teach during the academic year and are otherwise regularly appointed employees with a 50% or more Class 1 appointment, or individuals who teach less than a full semester during an academic year. Co-adjutant Non-Teaching Appointments are employees who do research and other non-teaching academic support duties when the individual is hired for less than a semester or for a full Fall or Spring semester.

Coad Appointment

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Coad Appointment

Coad Appointment Terms

Each newly appointed or reappointed Coad 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 their lecturer role:

Non-Teaching Coad Appointments:

- **Course Assistant (Course Support):** Provides non-teaching academic support assisting instructors with preparing lesson plans, maintaining canvas site, preparing, and grading mid-terms and final exams, and holding office hours with students. A course syllabus should be available before the first-class meeting. Grading should be done promptly, and final grades must be submitted by the deadline.
- **Course Assistant (Project Mentoring):** Provides non-teaching support to instructors and students, general areas of responsibility include leading and coaching students and student groups, monitoring, and organization of student projects, and assisting with evaluation of student progress.

Teaching Coad Appointments (less than a full semester):

- **Instructor:** Teaching, prepare lesson plans, maintain canvas site, office hours with students, prepare and grade midterms and final exams. A course syllabus must be created and made available 2 weeks before the semester begins, and materials should be uploaded to canvas. If this is an online course, material should be created in advance on canvas. Grading should be done promptly, and final grades must be submitted by the deadline.
- **Co-Instructor:** Co-instructing with preparing lesson plans, maintaining canvas site, office hours with students, preparing and grading mid-terms and final exams. A course syllabus must be created and made available 2 weeks before the semester begins, and materials should be uploaded to canvas. If this is an online course, material should be created in advance on canvas. Grading should be done promptly, and final grades must be submitted by the deadline.

Coad Appointment Letters

- To review Coad appointment letters please see [Sample Co-Adjutant Appointment Letter \[DOC\]](#).

Coad Appointment & Reappointment Process

- Coad appointments must follow the steps outlined in the PSM Hiring Process in order to start working for their assigned semester:

Coad Compensation (Rec)

Coad Salary

- Salary provisions for coadjutant appointments are not governed by a collective negotiations agreement. Therefore, departments may establish appropriate pay rates for individual coadjutant appointments.

Coad Teaching Salary

PSM minimum salary provisions for teaching coadjutants.

Coad (Teaching) per credit rate:

Fall 2023 - \$2596

Fall 2024 - \$2685

Fall 2025 - \$2777

Coad Teaching Stop Point Compensation Policy

If the enrollment exceeds the approximate enrollment contained in the appointment letter by 33- 1/3% or 25 students, whichever is lower, Lecturers shall receive a salary supplement of \$200 per credit.

Teaching Assistants & Graduate Assistantships

Section IV

Teaching Assistant (TA):

A Teaching Assistant is a graduate student paid a salary to render service to the university, primarily in teaching, normally at the maximum rate of fifteen clock hours per week.

Graduate Assistant (GA):

A Graduate Assistant is a graduate student paid a salary to render service to the university, primarily in research, either directly, or under a grant or contract with other agencies, normally at the maximum rate of fifteen clock hours per week.

For more detailed information on Teaching Assistants and Graduate Assistants Appointment and Process please review [Rutgers University and PTLFC-AAUP-AFT \(Article 12\)](#).

TA/GA Appointment

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TA/GA Appointment

TA/GA Appointment Terms

Each newly appointed or reappointed TA or GA member shall receive a formal letter of appointment from the department which clearly outlines the terms of the appointment. To review Coad appointment letters please see [Form A: TA/GA Sample Appointment Letter \[DOC\]](#)

TA/GA Eligibility:

- Full-Time TA/GA: shall be required to work no more than 15 hours a week
- Less than Full Time TA/GA: shall work a prorated portion of a full-time appointment on specifically assigned duties related to his/her appointment.

Notification of Criteria:

- Academic departments that have employed TAs in each of the three previous semesters are required to give notice in writing of the departmental criteria for such appointments and reappointments. The statement of criteria should be included with all letters of appointment, reappointment and notice of waiting list status: [PSM Criteria - Teaching Assistants Graduate](#)

TA/GA Reappointment

Currently employed TAs and GAs must be notified on or before **April 30th** of their reappointment status for the coming academic year. Those TAs and GAs who are only to be appointed for the Fall semester must be notified on or before **October 31st** of their status for the Spring semester. To download all forms and documentation, please visit: <https://laborrelations.rutgers.edu/faculty/resources>

For TAs and GAs who will be reappointed:

- TAs and GAs who are reappointed for the coming academic or calendar year, or the fall semester only, should be sent an appropriately modified version of [Form A \[DOC\]](#)
- The same letter must also be sent to all newly appointed TAs and GAs.
- All other currently employed TAs and GAs must be sent a [Form C1 \[DOC\]](#) or [Form C2 \[DOC\]](#).

For TAs and GAs who will be placed on a waiting list:

- All currently employed TAs and GAs placed on a waiting list must be sent [Form C1 \[DOC\]](#) or [Form C2 \[DOC\]](#).
- If a student on a waiting list requests it in writing, they shall receive a second notification in writing on or before June 30th of the number of appointments already offered in the department for the coming year.
- Students on a waiting list must be notified by the academic unit as soon as possible if there is a change in their status. Should an assistantship become available for a student whose name is on the waiting list, they must be sent an appointment letter [Form A \[DOC\]](#)

For TAs and GAs who will not be reappointed:

- All currently employed TAs and GAs who will not be reappointed must be sent [Form C1 \[DOC\]](#) or [Form C2 \[DOC\]](#).
- The forms must include a written explanation of the reasons for non-reappointment.

TA/GA Resources

Section IV

Professional Science Master's Program

For additional information please visit <https://mbs.rutgers.edu/information-faculty-and-staff>

Rutgers University Labor Relations

For additional information and resources related to TA/GA appointments and reappointments, <https://laborrelations.rutgers.edu>

Rutgers University Human Resources

For additional UHR TA/GA resources please visit <https://uhr.rutgers.edu/teaching-assistants-graduate-assistants>

- [Benefits Overview](#)
- [TA/GA Counseling Services](#)
- [TA/GA Salary Schedule](#)
- [Health Benefit Information for TAs/GAs with Less Than a Full-time Appointment](#)

Graders

Graders (Class 5): Student worker appointment for full time matriculated Rutgers University students. Graders perform non-teaching duties under Instructor supervision.

- Grader Eligibility:
 - Graduate student with a recommendation from a professor.
- Grader Duties:
 - Graders work with instructors to grade homework, assignments, projects, answer student questions, and depending on experience, develop questions and projects. Graders may not work for courses they are currently taking.
- Graders Hourly Pay:
 - Graders are paid on a hourly basis at NJ minimum hourly rate.
- Work Load:
 - Graders hours can range up to 20 hours per week.

Winter and Summer Instructor

Section IV

Winter/Summer Session Instructors (“WSIs”) are employees engaged in paid instruction during the Winter Session or Summer Session term. Winter Session term and Summer Session term are those separately budgeted terms during which courses are offered in the interval between the Fall and Spring Semesters (Winter Session) and between the Spring and Fall Semesters (Summer Session).

For information regarding the appointment of Winter or Summer Session Instructors please review: [Agreement Between Rutgers, The State University of New Jersey and Winter and Summer Instructors Unit Rutgers Council of AAUP Chapters, American Association of University Professors - American Federation of Teachers, AFL-CIO, September 1, 2022-August 31, 2026](#)