

CAREER DEVELOPMENT PROGRAM

(A-328)

August, 2008

MEMORANDUM OF AGREEMENT

FY 2008-2009

The attached document is reflective of the consultation and negotiation that has taken place to implement a program of Career Development for all bargaining unit members for the 2008 academic year in accordance with the provisions of Chapter 163 of the Laws of 1973 and the implementing agreement reached between State and the Union.

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Robert Zazzali, Associate Provost  
Faculty Relations

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Karen Siefring  
A.F.T. President

**CALENDAR OF KEY DATES  
CAREER DEVELOPMENT PROGRAM (A-328)**

**2008-2009**

***Department Assessment Committee (AC)***

President/Designee meets w/CDC on or before	Friday, February 6, 2009
Election of Department AC on or before	Friday, February 6, 2009
AC Completes work, submits report(s) to appropriate Dean	Friday, March 6, 2009*

\*Deadline for candidate to submit folder to AC is established by AC

***Career Development Committee (CDC)***

Deans submit assessment reports and recommendations to University Senate CDC ( <i>three copies</i> )	Monday, March 23, 2009
CDC receives applications from unit members not being assessed	Monday, March 23, 2009
CDC submits report to President/Designee	Thursday, April 16, 2009**

\*\*Prior to submitting report to President/Designee, CDC sends candidates its recommendations. Candidates may respond to CDC's recommendations.

***President/Designee***

President/Designee notifies all applicants of final determinations regarding their career assistance.	Friday, May 8, 2009
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## **PREAMBLE**

This process is intended to enhance the natural dedication of individual faculty members and librarians to pursue a vigorous program of continuing professional development subsequent to the probationary period at the University. It is structured to aid employees in the development of a positive program of professional growth and career development. So that faculty, librarians and professional staff are fully cognizant of the immediate and longer range institutional, school and department goals and areas of high programmatic need and growth potential, the administration of each College will make these known.

Every five years, the individual tenured faculty member/librarian shall engage in an in-depth self-study to determine the manner in which he/she may best advance his/her own professional growth. Participation in this program will not only yield great personal reward but will also serve to satisfy the requirements of N.J.S.A. 18A:60-10. Additionally, participation will secure priority access to funds negotiated for this purpose, as well as any other institutional funds which may be made available. It is further recognized by the parties that a program of genuine career development for the improvement of instruction should be positive in nature and is best achieved in an atmosphere of trust and cooperation.

The career development program is not intended to constitute a replacement for or waiver of rights of any individual accruing Title 18A of the Revised New Jersey Statutes. No personnel actions involving punitive procedures shall be based on or in any way use the results of the evaluations for the career development program. The employer shall not be prevented from following up leads developed in the career development evaluation process.

The following shall constitute the criteria in priority order for determining the allocation of career development funds:

1. Employees who were assessed and found to have identified areas for improvement.
2. Applications which are consistent with the expressed direction/mission and needs of the College and/or to improve instruction.
3. Other criteria as determined by each College.

1.1 Assessment Committees (AC)

The primary responsibilities of the Assessment Committees (AC) shall be the assessment of the individual's professional growth, contributions to the College, teaching effectiveness and the identification of any area(s) for improvement.

1.111 The assessment committee shall consist of no less than three (3) tenured faculty/librarians of the department who are not currently being assessed.

1.112 Department/Program Assessment Committees shall be elected on or before the approved deadline, by majority vote of the full-time faculty/librarians of the department; no others may vote.

1.113 If there are insufficient tenured faculty/librarians available within the department, all tenured members of the department who are not currently being assessed shall serve on the committee and the full-time faculty/librarians of the department shall elect the balance from the list provided by the Senate All-College Committee on Committees.

1.12 Criteria for Assessment of Faculty/Librarians:

Consistent with the criteria enumerated above faculty/librarians undergoing assessment review will submit to the department program AC a comprehensive folder which shall include a comprehensive statement which will provide an overview of the faculty member's/librarian's professional activities primarily during the five-year period preceding the assessment and shall be based on the following.\*

\*(the deadline for the submission of this report will be determined by the AC Committee)

- 1.121 Description of contributions including contributions to the direction/mission of the department/program, school and College over the last five years and intentions for future contributions;
- 1.122 An assessment of teaching effectiveness;
- 1.123 A statement of professional objectives and how they might best be achieved;
- 1.124 An assessment of professional strengths and/or areas for improvement; and
- 1.125 A statement regarding what career development assistance is needed.

(NOTE: Changing institutional needs do not constitute identified area for improvement.)

(NOTE: A personal professional deficiency shall be deemed to exist if, and only if, the individual's performance, taken as a whole, does not meet reasonable standards of acceptable performance.)

1.13 Peer Assessment.\* If classroom observations are utilized in the assessment process at Rowan University, there shall be provision for advance notice of the observation, and a post-evaluation conference. The employee shall have the opportunity to respond to the report of the classroom observation.

Student Input. Assessment of teaching effectiveness may also include student input obtained by means of a formal process. The AC shall have access to such data. All student data shall be collected in a regular and systematic fashion and in writing consistent with existing University policy and procedures.

\*(NOTE: If classroom observation is the method chosen, local procedures for observations will prevail; see local memoranda on promotion and recontracting.)

1.14 AC Assessment Procedures

Assessments shall be based on the evidence of an individual's professional performance primarily during the five year period preceding the assessment, as reflected in the faculty member's/librarian's comprehensive folder and committee interview.

(NOTE: Performance--NOT credentials--will guide the assessment process.)

1.141 Criteria

Committee deliberations will be consistent with the criteria enumerated in 1.12.

1.142 Interview with the AC

The AC may meet with the individual being assessed to discuss the documentation submitted and to solicit from the individual such additional evidence, information and material as may be deemed relevant and necessary to the Committee's deliberations.

1.143 AC Report

1.1431 The AC may submit to the individual being assessed a brief report summarizing its findings, including recommendations for resources needed for career development and to address any areas for improvement. The individual who is the subject of the report may present a written request to the AC to reconsider its recommendations. In the request, the individual shall state the specific reasons why he or she feels that the recommendation is inappropriate. If the AC grants the individual's request for

reconsideration, it will expedite the reconsideration process so as to allow for the overall completion of the assessment process in a timely fashion. The AC shall forward the final report and all supporting documentation to the President or designee thereof with a copy to the individual.

1.1432 The AC shall prepare a brief report on each individual assessed which shall include:

1.14321 A review of the individual's professional growth, professional performance and contributions, including contributions to the department/program and college, primarily during the preceding five (5) years, and the individual's intentions for future professional growth and contributions.

1.14322 An identification of the individual's strengths and teaching effectiveness and identification of areas for improvement, if any.

1.14323 In addition, the AC may prepare a recommended plan for career development tailored to the individual's needs utilizing the resources available at the college under the Career Development Program.

1.1433 The AC report will be forwarded to the appropriate academic dean (Dean of the Library) with a copy to the individual faculty member/librarian. The faculty member/librarian may forward to the Dean a written response to the AC report, which may include materials submitted to the AC. Any response shall be attached to the report.

## 1.2 Review - Academic Dean

Upon receipt of the AC recommendations and any response to the AC report which may include materials submitted to the AC, the Dean will

- review the assessment report and recommendations for the individual faculty member/librarian.
- confer with the individual or AC if additional clarification is needed.

1.21 If the Dean disagrees with any aspect of the AC report and recommendation or response submitted by the individual, he/she shall

1.211 Confer either jointly or separately with the individual and the AC;

1.212 Prepare a written statement setting forth the relevant areas of disagreement and the reasons for that disagreement;

1.213 Submit a copy of his/her statement to the individual and the AC.

The individual and the AC may attach and transmit a written response to the CDC. The individual response may include materials submitted to the AC.

## 1.3 Transmission of Materials by Dean's Office

On or before the identified deadline, the Dean will transmit to the CDC three copies of the application for Career Development Assistance and the AC report as well as three copies of the Dean's statements to the individual and to the AC.

## 2. Career Development - Professional Staff in the Unit

### 2.1 Career Development Assistance

Any member of the professional staff granted a multi-year contract and not found to

have particular career development needs or personal professional deficiencies, or who was not the subject of multi-year evaluation review, may submit an application directly to the CDC for career development assistance.

## 2.2 Review of Specifically Identified Career Development Needs

Only if any member of the professional staff granted a multi-year contract is identified by the President as having areas in which Career Development is appropriate will a Professional Staff Assessment Committee (PSAC) be constituted; if such PSAC is established, the procedures described below will be implemented.

(NOTE: Personal professional deficiency shall be deemed to exist if, and only if, the individual's performance, taken as a whole, does not meet reasonable standards of acceptable performance.)

### 2.21 PSAC Review

#### 2.211 Composition of PSAC

2.2111 The Professional Staff Assessment Committee shall consist of four (4) members elected by the professional staff in the bargaining unit. One member shall be appointed by the AFT. The person receiving the highest number of votes will chair the committee; in the event of a tie, the members of the PSAC will elect the chairperson choosing among the tied candidates.

2.2112 Professional staff in the unit who have been offered a multi-year contract shall be eligible for election to the PSAC.

#### 2.212 PSAC Procedures

2.2121 The PSAC will receive a written report from the President specifically describing the career development needs of the professional staff member under review; the staff member will receive copy of this report.

2.2122 Within five (5) working days after receipt of the President's report, the PSAC will meet with the individual to discuss his/her career development needs and to solicit such additional evidence, information and material as may be relevant and necessary to the Committee's deliberations.

2.2123 The primary responsibility of the PSAC shall be the review of career development needs of members of the professional staff who have been granted multi-year appointment contracts and for whom the President has identified areas in which career development is appropriate. The PSAC will first submit its written recommendation to the employee. Within five (5) calendar days after the transmission of the report, the individual who is the subject of the report may present a written request to the PSAC to reconsider its recommendation. In the request, the individual shall state the specific reasons why he or she feels the recommendation is inappropriate. If the PSAC grants the individual's request for reconsideration, it will expedite the reconsideration process so as to allow for the overall completion of the assessment

process in a timely fashion.

2.2124 Within seven (7) working days after this meeting, the PSAC will make a written recommendation to the CDC as to the specific career development needs of the professional staff member. A copy of this statement will be sent to the appropriate divisional Dean, the University President, and to the individual under review. The individual may attach a response to the statement and transmit it to the CDC.

#### 2.213 Reconsideration of PSAC Recommendations

2.2131 Within five (5) calendar days after receipt of the PSAC recommendation to the CDC, the staff member may present a written request to the PSAC to reconsider its recommendation. The request must state the specific reasons why he/she feels the recommendation is inappropriate.

2.2132 If the PSAC grants the individual's request for reconsideration, it will immediately advise the divisional Dean in writing.

2.2133 The PSAC will expedite the reconsideration process so that the overall career development process will be completed in timely fashion.

2.2134 If, as a result of the reconsideration review, the PSAC revises its original recommendation, a revised statement will be forwarded to the CDC with copy to the divisional Dean and

the individual staff member.

## 2.22 Review - Divisional Dean

Upon receipt of the PSAC recommendations, the appropriate Dean or division head will review the Career Development program recommended for the professional staff member.

2.221 If the Dean agrees with the recommendation of the PSAC, he/she shall so indicate in a written statement to the CDC. A copy of the statement will be sent to the PSAC and the individual staff member.

2.222 If the Dean disagrees with any aspect of the PSAC's report and recommendations, he/she shall:

2.2221 confer with the PSAC and the individual staff member under review.

2.2222 prepare a written statement setting forth the relevant areas of disagreement and the reasons for that disagreement.

2.2223 forward the statement to the CDC. The PSAC and the individual staff member will each receive a copy of the statement and may attach and transmit response to the CDC.

## 3. Career Development Committee (CDC)

### 3.1 Composition

3.11 Representation on the CDC shall include elected members of the bargaining unit chosen in a manner that assures an equitable distribution of elected seats among the major academic/administrative divisions of the University. To achieve equitable distribution, elected seats on the CDC will follow the numerical assignments listed below:

Liberal Arts - 5                      Business - 1  
Education - 3                        Communication – 1  
Engineering – 1                      Librarian - 1  
FPA - 1  
Professional Staff - 1 elected seat

The total number of faculty on the committee should not exceed twelve faculty.

(NOTE: In recognition that equitable distribution of seats requires a weighing at variance with Article IV, A, 4 of the A-328 Agreement, the Office of Employee Relations considers the Rowan distribution of elected CDC seats to conform to the spirit of this section and to "...assure equitable distribution of seats on the CDC among the divisions, colleges or other major academic/administrative subdivisions of the University..." in accordance with Article IV, A, 5. Appendix II State-Union Agreement, P. 61.)

3.12 Additionally there may be two (2) appointed members on the CDC: one (1) member shall be appointed by the Union as its representative and one (1) member shall be appointed by the Administration as its representative.

3.13 The Chairperson of the CDC shall be a member of the bargaining unit elected by the CDC.

### 3.2 Nomination and Election Procedures

Elected members of the CDC shall be nominated and elected from the University Senate.

3.21 Bargaining unit members will be eligible for election to the CDC if they are

tenured or have been serving under multiyear contracts.

3.22 Individuals who are under assessment review or are themselves applying for CDC funds will not be eligible to serve on the CDC.

### 3.3 Committee Procedures

The CDC shall prepare recommendations concerning the Career Development Programs and Career Development assistance to be implemented at the University and may, as needed, make recommendations for improvement. Committee procedures for the assignment of career development resources shall be fairly and equitably applied to all unit members.

#### 3.31 Committee Information

##### 3.311 General Information - Modes of Career Assistance.

3.3111 On or before the approved deadline, the President/Designee of the University will inform CDC as to the amount of funds available under the A-328 Agreement for that particular year. In accordance with Appendix II, Article IV, D.3 of the AFT Agreement, the President/Designee shall provide the CDC with estimates of the costs associated with each contemplated mode of activity and estimates of the costs for participation per individual in each mode. The estimates shall include direct costs but shall not include indirect costs such as, but not limited to, the maintenance of university facilities which may be used or heating, lighting or air conditioning.

3.3112 The modes may include but are not necessarily limited to the forms of career assistance listed below; there is no requirement that all of the elements of a Career Development Assistance Program should be utilized by the CDC in a particular year.

3.31121 Tuition reimbursement, i.e., when a career development leave is approved for the purpose of engaging in a specific educational activity, tuition expenses shall be reimbursed at full cost.

3.31122 Expenses for travel to professional meetings, conferences, short courses and seminars.

3.31123 Career Development Leaves (CDL). Career Development Leaves may be granted for up to two consecutive academic years. CDL's not exceeding one-half year in duration shall be at the rate of three-quarter's salary; CDL's exceeding one-half year shall be at the rate of half salary. No employee shall receive a rate of less than \$13,000 per annum.

3.31124 Financial support for equipment, travel or other items necessary for the successful completion of a research project.

3.31125 Seminars, colloquia or other internal programs relating to teaching techniques and methodology or

topics relative to the improvement of professional employees.

3.31126 Recommendations to the President indicating ways in which the University may secure professional development funds from the Federal government or private sources.

3.3113 The President shall provide CDC with estimates of the costs associated with each contemplated mode of development assistance and estimates of the costs for participation per individual in each mode.

### 3.32 Priority Consideration for Career Development Monies

Tenured faculty and tenured librarians reviewed under the assessment process and professional staff in the unit recommended for a multiyear contract or reappointment to a multiyear contract shall receive priority consideration in the award of career development funds over candidates not undergoing such review. Professional Staff members granted multiyear appointments but with career development needs or personal professional deficiencies noted are also eligible for priority CDC assistance.

### 3.33 Receipt of Assessment Reports

By the approved deadline, the CDC shall receive and consider the reports of the Department Assessment Committees, the PSAC and the statements of appropriate college Deans concerning all employees under assessment review. The CDC shall, whenever necessary, consult with the Assessment

Committee, PSAC, divisional Dean and individual candidates concerning these recommendations.

3.34 Receipt of applications from other unit members

Applications may be submitted by any unit member tenured or serving under multiyear contract and by probationary faculty and staff, if they have received notice of reappointment for the year following their application.

3.342 The CDC may consult with the applicant if further amplification or additional information is needed.

3.4 Preparation of CDC Report to President

3.41 Notification to Candidates

3.411 The CDC shall notify each candidate for assistance in writing of its recommendations concerning that candidate.

3.412 Each candidate shall have the opportunity to respond in writing to the CDC's recommendation before the recommendations are forwarded to the President. Individual candidate's response to the CDC recommendation may include any materials submitted at previous levels of the review process. Any response shall be attached to the CDC report transmitted to the President.

3.42 Submission to the President

3.421 On or before the approved deadline, the CDC shall prepare a report to the President containing its recommendations for the 2008 - 2009 academic year concerning the allocation of career development funds.

This shall include specific recommendations for each candidate applying for career assistance and the reason(s) for each recommendation.

3.4211 This report shall contain copies of all materials on which the committee report is based including letters sent to individual candidates.

3.4212 The Union shall receive a copy of the committee's report and all relevant materials.

4. Presidential Review, CDC Recommendations:

The President shall receive the report(s) of the CDC and may accept, reject or modify each of its recommendations.

4.1 The following shall constitute the criteria in priority order for determining the allocation of Career Development funds:

4.11 Employees who were assessed and found to have identified areas for improvement.

4.12 Applications which are consistent with the expressed direction/mission and needs of the College and/or to improve instruction.

4.2 Before the end of spring semester, the President shall make known in writing to each applicant the relevant reasons for accepting, modifying or rejecting the CDC recommendation in his/her particular case. CDC will receive copy of these individual statements and a display of the allocation of all CDC funds.

4.3 Where implementation of the President's recommendations requires Board action, the President shall present them to the Board of Trustees.

5. Personnel Files:

All materials generated in the Career Development assessment process shall be placed in the individual's personnel file.

6. Grievability of Career Assessment Procedures:

The procedures for conducting the Career Development Assessment, identifying deficiencies and the assignment of Career Development resources shall be fairly and equitably applied to all unit members.

6.1 Violations are grievable under Article VII, 8, 1 of the State Master Agreement.

6.2 If an arbitrator determines that a violation has occurred, the matter may

- be remanded to the appropriate level for reconsideration, or
- be set aside and a request made that the assessment process be done *de novo*.

In such case, the affected individual will be considered with the next group of faculty/librarians coming up for assessment review. The records concerning the original assessment will not be included in the individual's personnel file.

Application Form  
for  
VOLUNTARY CAREER DEVELOPMENT ASSISTANCE

Last Name \_\_\_\_\_

First Name \_\_\_\_\_

Dept/Office \_\_\_\_\_

Phone (Office) \_\_\_\_\_

(Home) \_\_\_\_\_

1. Status: (Check one)

Priority 1

Tenured Faculty currently being assessed for Career Development  
Tenured Librarian currently being assessed for Career Development  
Professional Staff currently being assessed for multiyear contract

Priority 2

Tenured Faculty not currently being assessed  
Tenured Librarian not currently being assessed  
Professional Staff presently serving under multiyear contract

Priority 3

Probationary staff recontracted for following year

2. Brief description of plan for Career Development (two or three sentences)

3. Type of assistance needed (check category applicable)

\_\_\_\_\_ Tuition reimbursement

\_\_\_\_\_ Expenses for travel to professional meetings, conferences, short courses and seminars

\_\_\_\_\_ Career Development Leave

Check also: \_\_\_\_\_ half year

\_\_\_\_\_ full year

\_\_\_\_\_ Financial support for equipment, travel, or other items necessary for the successful completion of a research project

\_\_\_\_\_ Seminars, colloquia, or other internal programs relating to teaching technique, and methodology or topics relative to the improvement of professional techniques and methodology of other professional employees

4. An itemized budget of any financial requests (seminars, travel, equipment, etc).

(Specify item)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Total

\_\_\_\_\_

5. Include with this application a current *curriculum vitae*

Applicant's Signature \_\_\_\_\_ Date \_\_\_\_\_

Dept

A.C. Chair Signature \_\_\_\_\_ Date \_\_\_\_\_

(optional)

NOTE: Staff members in any of the categories listed may apply for Career Development Assistance; if they do apply, this form must be used. Additionally, Department Assessment Committees may file this form on behalf of any department member currently being assessed.