

TRENTON STATE COLLEGE BOARD OF TRUSTEES

Thursday, June 22, 1995
Brower Student Center, Room 202W

BOARD MEETING MINUTES

Present: Ms. Eleanor V. Horne, Chair; Mr. Marvin Greenberg, Vice Chair; Mr. Bruce Hasbrouck, Dr. Lynden Kibler; Mrs. Jeanne Naglak, Dr. Haskell Rhett; Mr. Jonathan Peck, Student Trustee; Mr. Rob Boyle, Alternate Student Trustee; Dr. Denis Murphy, Faculty Representative to the Board, Dr. Harold Eickhoff, President; Dr. Susan Karr, Secretary to the Board

The meeting was called to order at 2:45 p.m.

I. Announcement of Compliance

Ms. Horne announced that the requirements of the Open Public Meetings Act concerning public notice of this meeting had been met.

II. Motion to go into closed session

It was moved by Ms. Horne, seconded by Mrs. Naglak, that the Board go into closed session to discuss Trustee vacancies, the leadership of Academic Affairs, and to continue discussion on collective bargain, items exempt under the Open Public Meetings Act. The motion passed unanimously, and Board went into closed session.

III. Resumption of Public Session

The Board resumed the public meeting at 3:45 p.m.

IV. Pledge of Allegiance

The Pledge of Allegiance was recited.

V. Approval of the Minutes of the February 23, 1995 meeting

It was moved by Mr. Greenberg, seconded by Mrs. Naglak, that the minutes be approved.

VI. Approval of the Minutes of the April 20, 1995 meeting

It was moved by Mr. Greenberg, seconded by Mr. Hasbrouck, that the minutes be approved.

VII. Report of the President

The President made his report. The Vice President for Academic Affairs reported that grants and sponsored research totalled \$2.965 million in 1994-95.

VIII. Report of the Board Officers

There were no reports.

IX. Report of the Nominating Committee

The Nominating Committee submitted the following slate of officers for 1995-96:

Chair: Marvin Greenberg
Vice-Chair: Haskell Rhett
Secretary: Jeanne Naglak

X. Report of the Trustee member of the Trenton State College Development Corporation

Mr. Greenberg made his report.

XI. Report of the Trustee member of the Trenton State College Foundation

Mrs. Naglak made her report.

XII. Report of the Trustee liaison to the Governing Boards Association

Dr. Kibler made his report.

XIII. New Business

A. Report of the Executive Committee

Ms. Horne reported for the committee.

1. Personnel Actions

It was moved by Ms. Horne, seconded by Mr. Greenberg, that the following personnel actions be approved. The motion carried unanimously.

- a. Appointments -- Faculty (ATTACHMENT A)
- b. Change of Status -- Faculty (ATTACHMENT A)
- c. Retirements, Resignations, Exchanges, Sabbaticals, Leaves -- Faculty (ATTACHMENT A)

It was moved by Ms. Horne, seconded by Mr. Hasbrouck that the following personnel actions be approved. The motion carried unanimously.

d. Reappointments -- Faculty (ATTACHMENT B)

It was moved by Ms. Horne, seconded by Mrs. Naglak, that the following personnel actions be approved. The motion carried unanimously.

e. Appointments -- Staff (ATTACHMENT C)

f. Change of Status, Leaves, Resignations -- Staff (ATTACHMENT C)

It was moved by Ms. Horne, seconded by Dr. Rhett, that the following personnel actions be approved. The motion carried unanimously.

g. Reappointments -- Staff (ATTACHMENT D)

2. Resolution establishing the schedule of public meetings of the Trenton State College Board of Trustees for 1995 - 96 (ATTACHMENT E)

It was moved by Ms. Horne, seconded by Mr. Greenberg, that the resolution be approved. The resolution passed unanimously.

3. Resolution appointing a member and reappointing two members of the Board of Directors of the Trenton State College Development Corporation (ATTACHMENT F)

It was moved by Ms. Horne, seconded by Mrs. Naglak, that the resolution be approved. The resolution passed unanimously.

4. Resolution adopting personnel policies and classification plan for non-unit employees (ATTACHMENT G)

It was moved by Ms. Horne, seconded by Mrs. Naglak, that the resolution be approved. After discussion, the resolution passed unanimously.

5. Resolution approving the Revised Promotions Criteria (ATTACHMENT H)

It was moved by Ms. Horne, seconded by Mr. Greenberg, that the resolution be approved. Dr. Ralph Edelbach addressed the Board. After discussion, the resolution passed unanimously.

B. Report of the Academic Affairs Committee

Mrs. Naglak reported for the committee.

1. Resolution approving the Program Approval Process
(ATTACHMENT I)

It was moved by Mrs. Naglak, seconded by Dr. Kibler, that the resolution be approved. After discussion, the resolution passed unanimously.

2. Resolution approving the discontinuance of the undergraduate major in Speech Pathology at Trenton State College (ATTACHMENT J)

It was moved by Mrs. Naglak, seconded by Dr. Kibler, that the resolution be approved. After discussion, the resolution passed unanimously.

3. Resolution approving formation of a Department of Language and Communication Sciences (ATTACHMENT K)

It was moved by Mrs. Naglak, seconded by Dr. Kibler, that the resolution be approved. The resolution passed unanimously.

4. Resolution renaming the School of Technology at Trenton State College (ATTACHMENT L)

It was moved by Mrs. Naglak, seconded by Mr. Peck that the resolution be approved. After discussion, the resolution passed unanimously.

C. Report of the Finance and Construction Committee

Dr. Rhett reported for the committee.

1. Resolution approving the Fiscal Year 1996 operating budget and establishing student charges (ATTACHMENT M)

It was moved by Dr. Rhett, seconded by Mr. Greenberg, that the resolution be approved. Dr. Charles Hill addressed the Board. After discussion, the resolution passed unanimously.

2. Resolution authorizing the conveyance of land to the New Jersey Educational Facilities Authority for a certain project to be built thereon and authorizing the execution and delivery of a lease and agreement for the Paul Loser Nursing/Reception Building Project (ATTACHMENT N)

It was moved by Dr. Rhett, seconded by Mr. Greenberg, that the resolution be approved. Dr. Ralph Edelbach addressed the Board. After discussion, the resolution passed unanimously.

3. Resolution authorizing the conveyance of land to the New Jersey Educational Facilities Authority for a certain project to be built thereon and authorizing the execution and delivery of a lease and agreement for the Crowell Renovation and Addition Project (ATTACHMENT O)

It was moved by Dr. Rhett, seconded by Mr. Hasbrouck, that the resolution be approved. The resolution passed unanimously.

4. Resolution authorizing the conveyance of land to the New Jersey Educational Facilities Authority for a certain project to be built thereon and authorizing the execution and delivery of a lease and agreement in conjunction therewith (ATTACHMENT P)

It was moved by Dr. Rhett, seconded by Mr. Greenberg, that the resolution be approved. The resolution passed unanimously.

5. Resolution declaring the Board's official intent to request reimbursement for project costs from proceeds of debt obligations (ATTACHMENT Q)

It was moved by Dr. Rhett, seconded by Mrs. Naglak, that the resolution be approved. After discussion, the resolution passed unanimously.

6. Resolution approving waivers of advertising for college business purposes: Computing and Technical (ATTACHMENT R)

It was moved by Dr. Rhett, seconded by Mr. Greenberg, that the resolution be approved. After discussion, the resolution passed unanimously.

7. Resolution approving waivers of advertising for college business purposes: Professional and Other Services (ATTACHMENT S)

It was moved by Dr. Rhett, seconded by Mr. Greenberg, that the resolution be approved. After discussion, the resolution passed unanimously.

8. Resolution approving waivers of advertising for college business purposes: Inter-Agency (ATTACHMENT T)

It was moved by Dr. Rhett, seconded by Mr. Hasbrouck, that the resolution be approved. The resolution passed unanimously.

9. Resolution approving waivers of advertising for college business purposes: Utilities (ATTACHMENT U)

It was moved by Dr. Rhett, seconded by Dr. Kibler, that the resolution be approved. The resolution passed unanimously.

10. Resolution approving waivers of advertising for college business purposes: Library (ATTACHMENT V)

It was moved by Dr. Rhett, seconded by Mr. Hasbrouck, that the resolution be approved. The resolution passed unanimously.

11. Resolution approving waivers of advertising for college business purposes: Publications (ATTACHMENT W)

It was moved by Dr. Rhett, seconded by Mr. Hasbrouck, that the resolution be approved. The resolution passed unanimously.

12. Resolution approving waivers of advertising for college business purposes: Facilities Management (ATTACHMENT X)

It was moved by Dr. Rhett, seconded by Dr. Kibler, that the resolution be approved. The resolution passed unanimously.

13. Resolution approving waivers of advertising for construction contracting purposes (ATTACHMENT Y)

It was moved by Dr. Rhett, seconded by Mr. Greenberg, that the resolution be approved. The resolution passed unanimously.

D. Report of the College Relations Committee

Mr. Hasbrouck reported for the committee.

1. Resolution conferring Emeriti status (ATTACHMENT Z)

It was moved by Mr. Hasbrouck, seconded by Dr. Rhett, that the resolution be approved. The Emeriti candidates were presented, and those attending the meeting were introduced. The resolution passed unanimously.

2. Resolution honoring TSC intercollegiate athletic teams
(ATTACHMENT AA)

It was moved by Mr. Hasbrouck, seconded by Mr. Peck, that the resolution be approved. After discussion, the resolution passed unanimously.

3. Resolution thanking Mr. Jonathan Peck (ATTACHMENT AB)

It was moved by Mr. Hasbrouck, seconded by Ms. Horne, that the resolution be approved. After discussion, the resolution passed unanimously. Mr. Peck addressed the Board.

4. Resolution thanking Mrs. Rosa Lee Eickhoff (ATTACHMENT AC)

It is moved by Mr. Hasbrouck, seconded by Dr. Rhett, that the resolution be approved. It was approved by acclamation, and Mrs. Eickhoff was presented with flowers.

XIV. Additional Resolutions

1. Resolution thanking Claire A. Hardgrove (ATTACHMENT AD)

It was moved by Ms. Horne, seconded by Dr. Kibler, that the resolution be approved. It was approved by acclamation.

2. Faculty Senate resolution honoring Eleanor V. Horne, Chairperson, Trenton State College Board of Trustees

Dr. Charles Hill presented the resolution (ATTACHMENT AE) to Ms. Horne.

XV. Adjournment

The following resolution was moved by Ms. Horne, seconded by Dr. Rhett:

BE IT

RESOLVED: The next public meeting of the Trenton State College Board of Trustees will be held on Thursday, September 21, 1995, at a time and location to be announced.

BE IT

FURTHER

RESOLVED: That this meeting be adjourned.

The meeting was adjourned at 5:30 p.m. Ms. Horne reminded the Board that a reception sponsored by the Office of Development and Alumni Affairs honoring the Emeriti faculty would follow the meeting.

Respectfully submitted,



William Kane
Secretary

APPOINTMENTS -- FACULTY

Rena M. Bredin	Assistant Professor Women's Studies Effective: September 1, 1995
Snezana Kilibarda-Dalafave	Assistant Professor Physics Effective: September 1, 1995
Rita Manas	Assistant Professor (one-year temporary) Modern Languages Effective: September 1, 1995
Gerald J. Miller	Assistant Professor Accountancy Effective: September 1, 1995
Sharon E. Navard	Assistant Professor Mathematics and Statistics Effective: September 1, 1995
Jeffrey K. Otto	Assistant Professor Art Effective: September 1, 1995
Taras Pavlovsky	Librarian II Effective: September 1, 1995
Donald Vandegrift	Assistant Professor Economics Effective: September 1, 1995
Sharon J. Sherman	Associate Professor Elementary and Early Childhood Education Effective: September 1, 1995
David Shutkin	Assistant Professor Elementary and Early Childhood Education Effective: September 1, 1995

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ATTACHMENT A (two of three)

CHANGE IN STATUS -- FACULTY

Robert Anderson	Associate Professor Sociology and Anthropology From: 10 month To: 12 month Effective: July 1, 1995
Marcia Blicharz	From: Acting Dean of Nursing To: Associate Professor of Nursing Effective: July 1, 1995
Thomas Breslin	Professor School of Business/Office of the Dean From: 10 month To: 12 month Effective: July 1, 1995
Neil Gaston	Professor School of Business/Office of the Dean From: 10 month To: 12 month Effective: July 1, 1995
Elizabeth Hager	Associate Professor Academic Advising/Biology From: 10 month To: 12 month Effective: July 1, 1995
Catherine Hill	From: Assistant Professor of Health and Physical Education To: Assistant Professor of Mathematics and Statistics Effective: July 1, 1995
Kevin Miller	From: Assistant Professor of Speech Pathology, Audiology and Education of the Hearing Impaired To: Assistant Professor of Special Education Effective: July 1, 1995

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ATTACHMENT A (three of three)

Barbara Strassman

From: Associate Professor of Speech
Pathology, Audiology and Education
of the Hearing Impaired
To: Associate Professor of Special
Education
Effective: July 1, 1995

EXCHANGE -- FACULTY

Roger McKinney

Music
Frankfurt, Germany
1995-96

RETIREMENTS -- FACULTY

James Mahoney

Librarian I
Effective: August 31, 1995

Stanford Ruggles

Professor
Technological Studies
Effective: June 30, 1995

RESIGNATIONS -- FACULTY

Robin Cunningham

Assistant Professor
Mathematics and Statistics
Effective: March 1, 1995

Julie Still

Librarian II
Effective: June 16, 1995

SABBATICALS -- FACULTY

Laurence Taylor

Music
Fall, 1995

MEDICAL LEAVE -- FACULTY

John Walthew

Associate Professor
Elementary and Early Childhood Education
1995-96

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FACULTY REAPPOINTMENTSTo a Sixth Year 1995 - 1996

Leslie Rice	Assistant Professor	Nursing
Bejan Sepahpour	Assistant Professor	Engineering

To a Sixth Year 1996 - 1997

William Ball	Assistant Professor	Political Science
Lynn Braender	Assistant Professor	Business
Jo Eldridge Carney	Assistant Professor	English
Anthony Conte	Assistant Professor	Elementary and Early Childhood Education
Alvin Figueroa	Assistant Professor	Modern Languages
Robert McMahan	Assistant Professor	Music
Priscilla O'Connor	Assistant Professor	Nursing

To a Fifth Year 1996 -1997

Timothy Bakken	Assistant Professor	Law and Justice
Rajesh Chandrashekar	Assistant Professor	Business
Celia Chazelle	Assistant Professor	History
Dallas Cheek	Assistant Professor	Reading and Language Arts
Teresa Dill-Standiford	Assistant Professor	Psychology
Eleanor Fogarty	Librarian II	Roscoe West Library
Ellen Frede	Assistant Professor	Elementary and Early Childhood Education
Ruth Hall	Assistant Professor	Psychology
Jinmo Huang	Assistant Professor	Chemistry
Adam Knobler	Assistant Professor	History
Deborah Knox	Assistant Professor	Computer Science
Lincoln Konkle	Assistant Professor	English
John Landreau	Assistant Professor	Modern Languages
Nancy Lasher	Assistant Professor	Business
Bozena Leven	Assistant Professor	Business
John McGill	Assistant Professor	Business
Kevin Miller	Assistant Professor	Speech Pathology and Audiology
Hossein Nouri	Associate Professor	Business
Oscar Ochoa	Assistant Professor	Physics
Elizabeth Paul	Assistant Professor	Psychology
John Pollock	Assistant Professor	Communication Studies
Howard Reinert	Assistant Professor	Biology
Melinda Roberts	Assistant Professor	Philosophy and Religion
W. Daniel Schmidt	Assistant Professor	Health and Physical Education
Dennis Sweeney	Assistant Professor	History

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FACULTY REAPPOINTMENTS

To a Fourth Year 1996 - 1997

Glenda Alvin	Librarian II	Roscoe West Library
MaryAnn Baenninger	Assistant Professor	Psychology
Leon Brooks	Librarian II	Roscoe West Library
Lynn Bradley	Assistant Professor	Chemistry
Paul Cruser	Associate Professor	English
Priscilla Howard	Assistant Professor	Music
Karen Hogan	Assistant Professor	Business
Julie Jacko	Assistant Professor	Engineering
John Krimmel	Assistant Professor	Law and Justice
Brenda Leake	Associate Professor	Elementary and Early Childhood Education
Donald Leake	Associate Professor	Educational Administration and Secondary Education
Michelle Naples	Associate Professor	Business
Leslie Richeson	Associate Professor	Business
Michael Robertson	Assistant Professor	English
Aleida Rodriguez	Assistant Professor	Modern Languages

To a Third Year 1995 - 1996

Maureen Botros	Assistant Professor	Biology
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REAPPOINTMENT WITH TENURE

Suzanne Pasch	Dean, School of Education Professor of Counseling and Personnel Services Effective: July 1, 1995
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APPOINTMENTS -- STAFF

Barbara Bruschi	Project Specialist Institutional Research Effective: July 1, 1995 - December 29, 1995 (temporary)
Francis Cooper	Director 2 (Acting) Admissions Extend temporary advancement to June 30, 1996
Robert Ford	Project Specialist Campus Planning and Construction Extend temporary appointment to September 30, 1995
Lynette Harris	Professional Services Specialist 4 (10 month) Community Development Services Effective: July 31, 1995
Jack McCullough	Director 3 (part-time) Governor's School for the Arts Extend temporary appointment to August 31, 1995
Laurie Sherwen	Dean 2 and Professor of Nursing School of Nursing Effective: July 1, 1995
Stephen Smith	Professional Services Specialist 2 Development & Alumni Affairs Effective: May 30, 1995
Magdalen Manetas	Managing Assistant Director 1 Community Development Services Effective: July 10, 1995
Sharon Allen Matthias	Professional Services Specialist 4 Admissions Extend temporary appointment to June 30, 1995 Permanent appointment effective July 1, 1995

CHANGE IN STATUS -- STAFF

Patrice Coleman-Boatwright	From: Managing Administrative Assistant 1 To: Executive Assistant 4 Student Life Effective: March 18, 1995
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CHANGE IN STATUS -- STAFF (continued)

Maura McGovern Graber

From: Assistant Director 4
To: Assistant Director 3
Media and Technology
Effective: July 1, 1995

Audrey Jones

From: Professional Services Specialist 3
To: Managing Assistant Director 3
Community Development Services
Effective July 1, 1995

Claire A. Hardgrove

From: Vice President for Academic
Affairs and Professor of Communication
Studies
To: Professor of Communication
Studies
Effective: September 1, 1995

Suzanne Pasch

From: Dean, School of Education
To: Dean, School of Education and
Graduate Studies
Effective: September 1, 1995

Kevin Potucek

From: Professional Services Specialist 4
To: Professional Services Specialist 3
Media & Technology
Effective: March 4, 1995

LEAVES -- STAFF

Claire A. Hardgrove

Fall Semester 1995

June Walker

1995 - 1996 academic year

RESIGNATIONS -- STAFF

Joanna Lee

Managing Assistant Director 2
Affirmative Action
Effective June 30, 1995

Todd Rasmussen

Managing Assistant Director 3
Community Development Services
Effective June 30, 1995

Krista Nitti

Professional Services Specialist 4
Admissions
Effective March 31, 1995

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ONE YEAR REAPPOINTMENTS -- Staff (12 month) -- 7/1/95 - 6/30/96

Billie Aponte	Professional Services Specialist 4 Admissions
Kathleen Asher	Program Assistant Development & Alumni Affairs
Sue Baldwin-Way	Director 2 College Relations
Mary Biggs	Dean 2 Library
Robert Bittner	Dean School of Technology
Patricia Butcher	Assistant Dean Library
Carole Dinnhaupt	Managing Assistant Director 3 Development & Alumni Affairs
Donald Gordon	Managing Assistant Director 2 Personnel Services
Donald Greenwood	Director 3 STEP
Mary Griffin	Managing Assistant Director 2 Institutional Research
Gwendolyn Hughes	Director 3 Career Services
Wayne Jackson	Assistant Director 3 Admissions
Richard Kamber	Dean School of Arts & Sciences
Susan Karr	Executive Assistant 2 President's Office
Penny Lehman	Director 3 Institutional Research

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ONE YEAR REAPPOINTMENTS -- Staff (12 month) -- 7/1/95 - 6/30/96 (Cont.)

Joseph Lopez	Project Specialist (Part Time) Human Resources
Anne Martens	Director 2 Development & Alumni Affairs
Robert Milavsky	Managing Assistant Director 3 Facilities Mgmt & Planning
David Morales	Managing Assistant Director 2 Academic Affairs
Ceceilia O'Callaghan	Associate Director 3 Career Services
Suzanne Pasch	Dean School of Education and Graduate Studies
Kathleen Ragan	Director 2 Auxiliary Services
James Robinson	Dean School of Business
Mary Romspert	Confidential Assistant President's Office
Kathleen Smith	Managing Assistant Director 1 Health Services
Thomas Thompson	Director 3 Campus Police
Philip Tramdack	Assistant Dean Library
June Walker	Associate Director 2 Athletics
John Weber	Managing Assistant Director 3 ISESA
Charlie Williams	Managing Assistant Director 3 Admissions

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THREE YEAR REAPPOINTMENTS -- Staff (12 month) 7/1/95 - 6/30/98

Rita Margraff	Managing Admin Assistant 1 Academic Affairs
Rhelda Richards	Executive Assistant 4 Administration & Finance

FOUR YEAR REAPPOINTMENTS -- Staff (12 month) -- 1995-1999 and 1996-2000

Paul Bacani	Professional Services Specialist 1 Campus Planning & Construction 7/1/96 - 6/30/00
Violet Barrett-Kobes	Professional Services Specialist 3 EOF 7/1/96 - 6/30/00
Shirley Daniels	Professional Services Specialist 2 Records & Registration 7/1/96 - 6/30/00
Paul Dewitt	Director 2 Business Services 7/1/95 - 6/30/99
Judith Hastie	Director 3 Payroll 7/1/95 - 6/30/99
Michele Kilcher-Reilly	Managing Assistant Director 3 (Part Time) Personnel Services 7/1/95 - 6/30/99
John King	Associate Vice President Information Mgmt 7/1/95 - 6/30/99
Kevin McHugh	Director 1 Athletics 7/1/95 - 6/30/99
Annemarie Mills	Executive Assistant 4 College Advancement 7/1/95 - 6/30/99
Margaret Moyer	Managing Assistant Director 2 Human Resources 7/1/95 - 6/30/99

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Mary-Elaine Perry Director 2
Community Development Services
7/1/95 - 6/30/99

Edward Petranto Director 3
Bursar
7/1/95 - 6/30/99

Miles Snyder Director 2
Information Management
7/1/95 - 6/30/99

FIVE YEAR REAPPOINTMENTS -- Staff (12 month) -- 1995-2000 and 1996-2001

Alfred Bridges Vice President for College
Advancement
College Advancement
7/1/95 - 6/30/00

Joseph Camillone Professional Services Specialist β 2
Athletics
7/1/96 - 6/30/01

Stephen Cherashore Managing Assistant Director 1
Records & Registration
7/1/95 - 6/30/00

John Iacovelli Director 3
Financial Aid
7/1/95 - 6/30/00

Jose Valentin Professional Services Specialist 3
EOF
7/1/96 - 6/30/01

Yvonne Watson Dean 2
Academic Support
7/1/95 - 6/30/00

RESOLUTION ESTABLISHING THE SCHEDULE OF PUBLIC MEETINGS
FOR THE TRENTON STATE COLLEGE BOARD OF TRUSTEES
FOR 1995 - 1996

WHEREAS: The New Jersey Open Public Meetings Law, N.J.S.A. 10:4-6, requires that all public bodies publish the dates on which they will meet; and

WHEREAS: The Trenton State College Board of Trustees is a public body within the definition of this law

THEREFORE,
BE IT

RESOLVED: That the Trenton State College Board of Trustees establishes the following meeting dates in 1995-96 and directs that this schedule be sent to the Secretary of State for posting and to the press for publication in conformance with the requirements of law.

Meeting Dates 1995 - 96:

Thursday, September 21, 1995
Thursday, December 14, 1995
Thursday, February 29, 1996
Thursday, June 27, 1996

RESOLUTION APPOINTING ONE MEMBER AND REAPPOINTING TWO MEMBERS
TO THE BOARD OF DIRECTORS
OF THE
TRENTON STATE COLLEGE DEVELOPMENT CORPORATION

WHEREAS: The Trenton State College Board of Trustees approves and appoints the members of the Board of Directors of the Trenton State College Development Corporation, which shall be composed of one member of the Trenton State College Board of Trustees, the President of Trenton State College, the President of the Corporation, one current member from the Trenton State College faculty, and five citizens, two of whom shall be currently enrolled full-time students of the college

THEREFORE
BE IT

RESOLVED: That the Trenton State College Board of Trustees appoints the following person to the Board of Directors of the Trenton State College Development Corporation:

Mr. Matthew Dorsi, student, for a term of two years beginning July 1, 1995 and ending June 30, 1997

AND BE
IT FURTHER
RESOLVED:

That the Trenton State College Board of Trustees reappoints the following persons to the Board of Directors of the Trenton State College Development Corporation:

Mr. Marvin Greenberg, Trenton State College Board of Trustees, for a term of one year beginning July 1, 1995 and ending June 30, 1996, or until such time as a successor is named

Mr. James Shissias, citizen member, for a term of three years beginning July 1, 1995 and ending June 30, 1998

RESOLUTION ADOPTING PERSONNEL POLICIES
AND POSITION CLASSIFICATION PLAN
FOR NON-UNIT EMPLOYEES

WHEREAS: P.L. 1994, C. 48, the Higher Education Restructuring Act, preserved for one year the state regulations pertaining to non-unit employees; and

WHEREAS: The Commission on Higher Education has properly noticed the repeal of said regulations effective July 1, 1995

THEREFORE,
BE IT

RESOLVED: That the Trenton State College Board of Trustees adopts the attached Personnel Polices and Position Classification Plan for Non-Unit Employees, effective July 1, 1995.

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PERSONNEL POLICIES FOR NON-UNIT EMPLOYEES

I. DEFINITIONS

The following words and terms, when used in this document shall have the following meanings and are defined solely for the purposes of these policies, unless the context clearly indicates otherwise:

"Anniversary date" means the date in each fiscal year on which the individual employee is eligible for consideration for an annual increase to his or her salary based upon an assessment of performance.

"Classification of position" means the assignment by the college of a position to a title in the college's Position Classification Plan.

"Classification of title" means the determination of job specifications of an individual title.

"Class" or "class of positions" means a position or group of positions sufficiently alike in duties, authority and responsibilities to require similar qualifications and have the same title.

"Class title" means a descriptive name that identifies a class or class of positions.

"Full time employee" means an employee assigned to a title listed in the Position Classification Plan who meets the standards for exempt status as defined under the Fair Labor Standards Act, 29,U.S.C.201 et seq.

"Immediate family" means father, mother, -in-law, father-in-law, grandmother, grandfather, grandchild, spouse, child, stepchild, foster child, sister or brother of the employee. "Immediate family" shall also include other relatives of the employee residing in the employee's household.

"Non-Unit employees" means all employees who are not entitled to representation by a negotiations agent under the provisions of the New Jersey Employer-Employee Relations Act, N.J.S.A.34:13a-1 et seq. including confidential employees, as set forth in N.J.A.C. 9:6A-3.7}

"Part-time employee" means an employee who is employed on less than a full-time basis.

"Position" means an employment assignment with an authorized set of specific duties and responsibilities requiring the full or part-time employment of an individual(s).

"President" means president of the college.

"Reclassification" means the change by the college of an individual position from one title to a different title included in the Position Classification Plan.

"Reevaluation" means the evaluation of the salary range assigned to a specific title.

"Regular title" means a title included in the Position Classification Plan which has a corresponding salary range established by the Board of Trustees and carries eligibility for holiday and other leave benefits.

"Salary range" means a compensation scale with a minimum and maximum salary.

"Specification" means the generic elements of a particular title including but not limited to the salary range, scope, duties and responsibilities, unit designation, examples of work and minimum qualifications.

"Position Classification Plan" means the comprehensive system of titles, title series, and specifications for non-unit positions.

"Student employee" means an employee in a special title whose employment at the college is primarily for the purpose of financing his or her collegiate education and/or to further his or her education objectives at the college.

"Title" means a descriptive name that identifies a class or class of positions.

"Title series" means a related set of titles involving the same kind of work and ranked according to level of difficulty and responsibility.

II. POSITION CLASSIFICATION PLAN

A. Classification of Titles

1. The Board of Trustees shall establish and maintain a Position Classification Plan for all non-unit employees which shall consist of:

- a. A system of titles and title series; and
- b. Specifications for each title which shall include:
 - i. A definition of the class of positions indicating the scope of work performed and the organizational relationships involved;
 - ii. A statement of duties and responsibilities;
 - iii. Examples of work which illustrate the nature and extent of the duties and responsibilities, which examples shall be considered descriptive and not restrictive;
 - iv. Minimum requirements and qualifications essential to the performance of the work of the class;
 - v. Non-unit designation;

RESOLUTION APPROVING PROMOTION CRITERIA, STANDARDS,
AND PROCEDURES

Whereas: In 1992, President Eickhoff charged the Promotions Committee with recommending revisions to the college's promotion criteria, standards, and procedures; and

Whereas: Such criteria, standards, and procedures would enable promotion decisions to be based on standards that are rigorous and reflective of the college's mission and commitment to professional excellence; and

Whereas: The Promotions Committee has revised the promotions criteria, standards, and procedures in a manner consonant with their charge; and

Whereas: The President recommends these revisions, following review through college governance; and

Whereas: The President and the Board of Trustees are concerned by the potential cost implications outlined in the document's financial impact statement

Therefore Be

It Resolved That: The recommended document, "Promotions Criteria, Standards, and Procedures," be adopted; and

Be It Further

Resolved That: Promotion decisions be made based upon these criteria, standards, and procedures; and

Be It Further

Resolved That: These criteria, standards, and promotions be effective for promotion decisions made during the 1995-96 academic year; and

Be It Further

Resolved That: The promotion criteria, standards and procedures be reviewed in five years; that the financial impact statement be reviewed annually as part of the budget process; and that at the conclusion of the 1997-98 academic year, an updated financial impact statement be submitted to the Board of Trustees.

vi. Assignment to a salary range;

vii. Such other information as may be necessary.

2. The college shall assign each position to an appropriate title based on an analysis of the work to be performed and consistent with the specification for that title.

a. No employee shall be appointed or employed under a title not appropriate to the duties to be performed nor be required to routinely perform duties unrelated to the assigned title.

b. Should the employee disagree with the classification of his or her position, a reclassification appeal may be filed in accordance with (II.D) below.

3. The scope of work, duties, and responsibilities of any full-time employee assigned to a regular title under the Position Classification Plan shall as a whole meet the standards for exempt status as defined under the Fair Labor Standards Act, 29 U.S.C.201 et seq.

B. Administration of Position Classification Plan

1. The president shall enforce and administer the Position Classification Plan approved by the Board of Trustees and shall:

a. Require that approved class titles be used in all official records and communications relating to personnel, including payrolls and budget. (The college shall not however, be precluded from utilizing functional local titles);

b. Recommend to the Board of Trustees for approval:

i. New titles to be added within the Position Classification Plan;

ii. Job specifications for new titles and modification of job specifications for existing titles to ensure their accuracy;

iii. The deletion of existing titles;

iv. The assignment of salary ranges to titles.

v. Any other changes deemed necessary to accurately reflect current conditions.

C. Classification and Reclassification of Non-Unit Positions

1. The college shall, after review of the duties and responsibilities assigned to a non-unit position, classify the position to a non-unit title within the Position Classification Plan.

Evaluates all recommendations for appointment of faculty and staff. Certifies compliance with college policy including affirmative action and makes final recommendation to the President for appointments.

Meets regularly with academic deans and directors of programs to plan programs of instruction, allocate faculty time to divisions and departments and give final approval to courses scheduled for each term.

Chairs the meetings of the academic council of the college.

Monitors enrollment of students and decides on modifications in the schedule of courses and the deployment of faculty recommended by the deans.

Directs the support staff in collecting and analyzing data that has implications for planning and allocation of resources.

Has final authority in matters of curriculum except new programs. Advises the Faculty Senate Curriculum Committee and the deans in the development of courses and new programs.

Administers the college's program of faculty development including the program of evaluation under A-328.

Supervises the preparation of the college catalog.

Responsible with the college grants officer for grant applications for academic areas and grant administration.

Serves as the chief academic representative of the college in external professional relationships, such as maintaining a continuous liaison with academic officers of New Jersey public and private institutions of higher education in order to integrate the academic mission of the college with the State Higher Education Master Plan.

REQUIREMENTS

Education

Graduation from an accredited college or university with an earned Doctorate degree.

Experience

Twelve years of experience in the field of higher education which shall have included teaching and at least six years in a senior academic management position or equivalence as determined by the appointing authority.

2. When the college or an affected employee claims in writing, that the assigned duties and responsibilities of a position have changed to the extent that they are no longer similar to the duties and responsibilities of other positions in the same title, and that the title is no longer appropriate, the college shall, after review of the claim,:

- a. Reclassify the position to a more appropriate existing title; or
- b. Recommend to the Board of Trustees that a new title be established to which the position shall be reclassified; or
- c. Remove all out-of-title duties and responsibilities; or
- d. Determine that the position is properly classified.

3. The effective date of a reclassification is the date of written notification by the college to any affected employee.

D. Reclassification Appeal Procedures

1. An appeal of a reclassification decision is a request for review of a managerial determination as to whether the duties of a specific position conform to the job specification for the title assigned to that position.

2. An appeal must be submitted in writing to the Office of Human Resources.

a. The appeal must identify the specific duties that do not conform to the job specification for the title and be signed by the employee.

b. If the appellant proposes a different title for the position, he or she must explain how the different title more accurately describes the duties of the position than the current or proposed title.

3. The president shall appoint a hearing officer to conduct a review of the appeal. The parties shall present their arguments before the hearing officer.

a. All parties shall be advised of the review date.

b. An employee is entitled to self-representation or representation by counsel. Reasonable prior notice shall be given to the hearing officer as to the form of representation.

4. The hearing officer shall submit a written report to the president within 15 working days of the review.

a. The report shall include an analysis of the duties of the position as they relate to the job specification, findings, conclusions, and a recommendation.

VICE PRESIDENT FOR ACADEMIC AFFAIRS

JOB SUMMARY

Under the direction of the college president, the vice president for academic affairs serves as the chief academic officer of the college and is responsible for the planning, development, and administration of all aspects of the instructional program including the supervision of faculty, staff, programs, and activities. The vice president for academic affairs also serves as the college's chief executive officer in the absence of the president.

EXAMPLES OF WORK

Works closely with the president of the college in all matters pertaining to the functioning of the college. Shares in planning and decision making in matters of policy, personnel and budget.

Participates in budget preparation and provides budget request justification materials. Directly responsible for the administration of the Office of Academic Affairs portion of the college budget.

Aids in the implementation of the state/union agreements and may serve on the management team for the negotiation of local agreements with the AFT.

Participates in the reappointment, promotion and tenure processes as they relate to faculty and staff.

Meets with the president and the board of trustee's committees including the executive committee of the board on all matters affecting the college except the evaluation of the president.

Responsible for all academic programs and academic staff on campus and off-campus.

Identifies emerging academic needs and develops appropriate institutional goals programs to meet those goals.

Directly responsible for recruitment of faculty; responsible for the retraining and reassignment of faculty from areas of declining enrollments to new programs and areas of increasing enrollment.

Presents new academic programs to the board of trustees and the State Board of Higher Education and provides justification for such programs.

Allocates personnel and budget resources to the academic divisions and department and to academic support and service offices in accordance with the college's educational plans and programs.

b. A copy of the report shall be sent to all parties.

5. The president shall review the report and notify the appellant of his or her decision within 20 working days of receipt of the report of the hearing officer. This decision letter shall include the findings of fact and the determination that:

a. The position is properly classified; or

b. The position is properly classified, but that out-of-title duties are being performed in which case the college shall order, in writing, the removal of inappropriate duties; or

c. The position should be reclassified; in which case, normal reclassification procedures shall be initiated.

E. Title Reevaluation Requests

1. A request for a title reevaluation must identify and explain the areas of substantive change in the scope of work and the duties and responsibilities of the position.

a. The request shall be set forth through a written narrative and include a revised title specification and evidence that all employees in the title are performing specific tasks at a higher level than defined in the current specification.

b. Increased volume of work is not evidence of substantive change.

2. Any officer of the college or affected employee may request a reevaluation, which shall be submitted in writing to the Office of Human Resources.

4. The president may render a decision based on the written record or appoint an independent compensation consultant which appointment shall be made within 30 days.

a. If the president appoints a consultant to conduct a review of the request, all parties shall be advised of the review date and shall present their arguments before the consultant. An employee requesting a reevaluation may be heard personally or be represented by counsel.

b. The consultant shall submit a report and recommendation to the president within 30 calendar days after the review.

c. The report and recommendation shall be sent to all parties. Exceptions may be filed with the president within 15 calendar days of receipt of the report and recommendation. If exceptions are filed,

REQUIREMENTS

Education

Master's degree in business administration, accounting or related field; or equivalency as determined by the appointing authority.

Experience

Eight years of supervisory managerial experience in large scale business operations. Fiscal and administrative experience in senior level positions in higher education preferred or equivalence as determined by the appointing authority.

Range: 37

Unit: D

EEO Category: A

cross-exceptions may be filed within five days of receipt of the exceptions. Exceptions and cross-exceptions shall be served on all parties.

d. If the president determines that the title should be revised he or she shall bring a recommendation to the Board of Trustees. The Board of Trustees shall render final decision on the recommendation at one of its next two succeeding regular meetings following receipt of the recommendation.

F. Assignment of Confidential Positions to a Board of Trustees

1. The president may assign up to two employees, at any one time, to confidential board positions.

2. The following requirements must be met for any assignment to a confidential board position:

a. The employee must serve at the pleasure of the president of the college and shall perform duties directly related to Board of Trustee activities;

b. The employee shall be assigned to a position not entitled to representation by any negotiations agent; and

3. Confidential positions shall be assigned a regular title with benefits but shall not be assigned to any specific salary range.

G. Student Employees

1. The hourly pay rates for student employees shall be determined by the president or his/her designee.

2. Eligibility for student employee status shall require continuous enrollment during the academic year as a student at the employing state college.

3. Student employees shall not be entitled to sick or vacation leave, holidays, or other leaves.

III. Academic Rank for Non-Teaching Personnel

A. Professional staff who meet appropriate qualification requirements for academic rank and serve as presidents, vice presidents for academic affairs, and academic deans are eligible for concurrent academic rank. Nothing shall be construed herein to require a concurrent academic rank appointment, by the Board of Trustees, to an eligible professional staff member.

B. Professional staff holding concurrent rank appointments may be reassigned by the president to any position within his or her area of professional competence and appropriate qualifications for rank.

VICE PRESIDENT FOR ADMINISTRATION AND FINANCE

JOB SUMMARY

Under the direction of a college president, serves as the institution's chief fiscal and administrative officer, participates in the development, implementation, and maintenance of overall college policies, procedures and plans. Supervises the various programs and staff of the Division of Administration and Finance, also serves as the primary fiscal advisor to the Board of Trustees, and as liaison to officials of the Department of Higher Education, Department of Treasury and the Attorney General's Office.

EXAMPLES OF WORK

Manages the preparation of the college's annual budget request in accordance with the rules and regulations of the Office of Management and Budget and the policies and plans of the local board of trustees.

Manages the implementation of the approved budget, oversees the development and maintenance of sound financial systems to insure the appropriate expenditure of funds, including the management of non-state accounts.

Provides the president and board of trustees with varied fiscal data and analyses in connection with both short and long range financial planning.

Directs and participates in the college employee relations activities such as contract administration, grievance and disciplinary hearings, local negotiations and serves as liaison to state officials in labor policies and practices.

Supervises the performance review and reappointment processes.

Coordinates the investigation and resolution of legal issues and problems with representatives of the Attorney General's Office, private attorneys and other interested parties.

Has responsibility for the effective management of all divisional units including but not limited to Office of the Comptroller, Personnel Office, Office of Business Services, and Office of Management Information Systems.

Has overall responsibility for the maintenance and physical plant operations including the upkeep and repair of buildings, grounds, and equipment, and the planning and implementation of capital projects.

Has overall responsibility for the college's security and campus police operations, and the protection of persons and property on campus.

C. Employees holding concurrent academic rank appointments shall not be eligible for multi-year contracts or administrative appointment for a term of more than one year, although reappointments may be made without limit.

D. Under no circumstances shall tenure apply to any administrative position.

Non-teaching professionals

IV. Contracts

A. Non-Unit employees not holding faculty rank may be appointed for one-year terms concurrent with the fiscal calendar. After completion of five years of probationary service, such employees may be eligible for a multiyear contract. Each initial appointment of a multiyear contract shall be for three academic years in length. Subsequent reappointments shall be for four years, and then five years. All subsequent contracts shall be for five years in length.

B. In order for the initial term of employment to qualify as a full year for purposes of the multi-year contract probationary period, employment under the contract must begin no later than January 1.

C. Non-unit employees who, due to unsatisfactory performance, are not reappointed to a new single year or multiyear contract shall be awarded a six (6) month terminal contract.

D. Notwithstanding (A) above, non-unit employees serving under multiyear contracts who are promoted in title shall serve two years in his or her new position before becoming eligible for a multiyear contract in that new position.

If on a first through third single-year contract prior to the promotion, the employee will maintain his/her earned progression toward a multiyear contract, provided he/she receives satisfactory performance ratings. If on a fourth or fifth single-year contract or on a multiyear contract prior to the promotion, the employee will be issued the next level multiyear contract at the conclusion of the second year in the new title, provided he/she receives a satisfactory performance rating for that year. Subsequent contracts will be issued for time periods in accordance with the regular sequence established for non-unit reappointments.

In the event that an employee receives an unsatisfactory performance rating in the newly assigned title, he/she will be subject to the college's normal policy and procedure for non-reappointments.

E. Non-unit employees serving under a multiyear contract may be assigned by the president to any professional position within their area of competence and qualifications during the term of the contract, but their salary may not be reduced during the duration of the contract below that which they would have received had they continued in their original position, and they may be dismissed from the college during the term of the contract only for cause consistent with appropriate statutory provisions.

VICE PRESIDENT FOR STUDENT LIFE

JOB SUMMARY

Under the direction of the college president, the vice president for student life is responsible for the planning, development, and administration of all aspects of student services including the supervision of staff, programs and activities.

EXAMPLES OF WORK

As an executive officer of the college, assists the president in the formulation and administration of college policies and development of long and short range plans for achieving the goals of the college.

Responsible for development and implementation of programs to enhance the educational, social, cultural, and personal lives of students and the total college community.

Participates in budget preparation and provides budget request justification materials. Directly responsible for the administration of the Office of Student Services portion of the college budget.

Manages the staff and programs of the Office of Student Services, including all of the subordinated functions and assures that such programs are operated in the best interests of the college and within state rules, regulations, and guidelines.

Serves as liaison between or among students, administration, and/or faculty groups.

Identifies and analyzes emerging student needs and directs the development of programs to meet those needs.

Supervises the work operations of divisional directors and has final responsibility for effectively recommending the hiring, firing, promoting, demoting, and/or disciplining of employees.

Directs the support staff in collecting and analyzing data that has implications for planning and allocation of resources.

REQUIREMENTS

Education

Earned Master's from an accredited institution in counseling, higher education administration or related field or its equivalence as determined by the appointing authority.

Experience

Eight years of experience in the field of higher education which shall have included teaching and at least five years in a senior academic management position or equivalence as determined by the appointing authority.

F. The Board of Trustees shall establish procedures for considering and approving the offering of multiyear contracts. These procedures encompass a thorough review of all personnel records including the reports of regular, systematic, and formal evaluations conducted during the employment of the individual.

V. COMPENSATION

A. Compensation Plan for Non-Unit Employees

1. The Board of Trustees shall establish a Compensation Plan for Non-unit Employees which shall be the official plan for compensating employees in non-aligned titles.

2. The Compensation Plan for Non-Unit Employees shall include minimum and maximum salaries for each non-aligned pay range.

B. Administration of the Compensation Plan for Non-Unit Employees

1. Employees shall begin at the minimum rate of the pay range assigned to their title unless, in the institutional judgment of the responsible executive officer, a higher rate in the range is warranted. Executive officers shall have the authority to set starting salaries for new employees up to 50% of the applicable pay range based upon previous salary, education and work experience. Initial salary assignments above 50% of the pay range shall require the approval of the president.

2. No employee shall be paid below the minimum or above the maximum of the range during the term of a contract.

3. The salary range for all titles shall be established on the basis of a 12 month work obligation. 10 month titles shall be three ranges lower than the corresponding 12 month titles.

4. Part-time employees in regular titles shall be compensated in direct proportion to the percent of full-time assignment at the assigned step of the salary range for the title held.

5. Employees in special titles shall be compensated at a rate determined by the college in conformance with applicable state and federal laws.

C. Annual Salary Increases for Non-Unit Employees

1. The anniversary date of all non-unit employees shall be July 1 of each fiscal year.

2. Annual increases for non-unit employees shall be based upon performance and shall be implemented with a July 1 effective date.

Establishes and maintains effective communications with all the college constituencies.

Represents the college at conferences, seminars and meetings as required and initiates and plans conferences, seminars and workshops as necessary to achieve institutional advancement goals and objectives.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a related field or equivalency as determined by the college; doctoral degree preferred.

Experience

Significant leadership experience in higher education or other field that is directly related to the functions of the position or equivalent as determined by the appointing authority.

Range: 36

Unit: D

EEO Category: A

3. Non-unit employees at the maximum of their range who receive exceptional overall ratings on their annual performance evaluations shall be eligible for one-time merit payments based upon their performance. Said payments shall not exceed 5% of their base salary.

4. A non-unit employee initiating employment after the start of a fiscal year shall be eligible for a proportionate annual salary increase the following July 1 provided that he or she has been in active pay status in his or her current salary range for at least three months. Exceptions to this requirement may be made by the president of the college.

5. Each year, the Board of Trustees shall establish the percentage increase applicable to non-unit employees' salaries.

D. Pay Adjustments for Non-Unit Employees Appointed to Titles with Higher Salary Ranges

1. When a non-unit employee is appointed to an acting position, successfully competes with internal and/or external candidates for a new appointment, or as a result of a reorganization is appointed to a position at the college with a higher salary range than his or her current position, the employee may be treated for salary purposes as a new hire.

E. Pay Adjustments for Non-Unit Employees Who are Demoted

1. A non-unit employee, who at the point of contract renewal is demoted to a position with a lower salary range than his or her current position, shall receive no greater than the maximum of the new range. Exceptions to this requirement may be made by the president of the college.

VI. LEAVES

A. Records

1. The college shall maintain for each employee records of all uses of leave time, including use of sick and vacation leave.

2. When an employee leaving the service of the college shall have unused sick leave, the college shall certify the amount of such unused sick leave.

3. Any non-unit employee who had previous employment at another state college; Rutgers University, of Medicine and Dentistry of New Jersey; New Jersey Institute of Technology; or a position within state service shall be credited with the unused sick leave accumulated at his or her prior position, as certified by the prior employer. No transfer of unused sick leave shall be permitted if there is a break in service of greater than 30 calendar days between the two positions or if the employee has previously retired from state service.

B. Sick Leave: Authorized Use and Verification

VICE PRESIDENT FOR COLLEGE ADVANCEMENT

JOB SUMMARY

Under the direction of the president, the vice president for college advancement is the chief administrator of the division of institutional advancement. The division is charged with directing college external relations and outreach efforts. In addition, the vice president for college advancement may be assigned responsibilities such as alumni relations, external relations (community and governmental), marketing, public information, publications, and other related activities. The vice president serves as a member of the executive staff which assists the president in making college-wide policy, budget, and program decisions. The vice president also assumes other related duties as assigned by the president.

EXAMPLES OF WORK

Organizes, plans and directs the division of institutional advancement to achieve objectives of the Mission Statement and planning goals of the institution:

- Coordinates long-range planning of the division.
- Develops, allocates, and monitors the Institutional Advancement budget.
- Approves personnel actions within the division including hiring, performance evaluation, promoting, disciplining, and terminating employees in accordance with college policies and state regulations.
- Serves as a member of the executive committee and other selected college committees.
- Prepares annual and special reports for the president regarding activities of the division.

Directs fund-raising and related institutional advancement activities, including capital campaigns, annual fund, and planned giving programs.

Manages the college's involvement with its Foundation and Alumni Association.

Develops and coordinates the institution's relationship with state and federal elected officials and other elected governmental officials.

Maintains membership in appropriate professional organizations and keeps college officials informed of developments in those fields which are appropriate to the planning and operation of the college.

Interprets and administers applicable Federal and/or State laws and regulations in the area of institutional advancement.

1. Sick leave may be used by non-unit employees in the following instances:

a. By non-unit employees who are unable to work because of personal illness, accident or exposure to contagious disease.

b. For short periods of time due to a death in the immediate family of a non-unit employee, or to care for a seriously ill member of such employee's immediate family.

c. By a non-unit employee who is handicapped, for absences related to the acquisition or use of an aid for the handicapped provided that the aid is necessary to function on the job.

2. The college may require proof of illness from an employee for any of the following reasons:

a. There is reason to believe that an employee may be abusing sick leave;

b. The employee has been absent on sick leave for five or more consecutive work days;

c. The employee has been absent on sick leave for an aggregate of more than 15 days in a 12 month period.

3. The college may require an employee to be examined by a physician designated and compensated by the college as a condition of the employee's return to work, continued use of sick leave, or for other valid reasons.

a. The examination shall establish whether the employee is capable of performing his or her work duties and that the return to employment will not jeopardize the health of the employee or that of other employees.

b. The college shall set the date of the examination to assure that it does not cause undue delay in the employee's return to work.

4. When an illness is of a chronic or recurring nature causing occasional absences, one proof of illness may be required by the college for every six month period. The proof of illness must specify the nature of the illness and whether or not it is likely to cause periodic absence from employment.

5. In case of sick leave due to exposure to contagious disease, a certificate from the New Jersey Department of Health may be required by the college.

C. Sick Leave: Entitlements

Experience

Six years professional experience as a faculty member in an institution of higher education or in higher education administration, or the equivalence as determined by the appointing authority.

A Doctorate degree in an area related to the position to be filled may be substituted for one year of experience.

Range: 35

Unit: D

EEO Category: A

1. All 12-month full-time non-unit employees shall be entitled to 15 working days of sick leave during each fiscal year. All 10-month full-time non-unit employees shall be entitled to 12.5 working days of sick leave during each fiscal year.

2. Any non-unit employee commencing employment after the start of the academic (10 mos. employees) or fiscal year (12 mos employees) shall be credited sick leave during that year on a prorated basis.

3. Sick leave credits shall not accrue after a non-unit employee has resigned or retired although his or her name is being retained on the payroll until exhaustion of vacation leave.

4. Part-time employees in regular titles shall be entitled to a proportionate amount of paid sick leave.

5. Sick leave shall not accrue to non-unit employees during a leave of absence without pay.

6. A non-unit employee who exhausts all accumulated paid sick leave in any one year shall not be credited with additional paid sick leave until the beginning of the next fiscal year, except that, in extenuating circumstances, the president of the college may, at his or her discretion, advance paid sick leave to a non-unit employee. The employee shall be required to pay back any such sick leave advancement by a reduction of subsequent accumulated sick leave or by other arrangement approved by the college.

7. Unused sick leave for non-unit employees shall accumulate from year to year.

D. Sick Leave: Reporting

1. A non-unit employee shall, by the scheduled reporting time, notify his or her supervisor of any absence due to illness.

2. Failure by any employee to supply notification to the designated contact person may result in a denial of sick leave for the specific absence, be considered an abuse of sick leave and constitute a cause for disciplinary action.

E. Sick Leave: Pregnancy

1. A non-unit employee who requests leave with or without pay for reason of inability to perform duties and responsibilities due to her pregnancy shall be granted leave under the same terms and conditions as sick leave, vacation leave or leave without pay. The employee must submit acceptable medical evidence that she is unable to perform her work due to pregnancy.

2. A non-unit employee may use accrued leave time but shall not be required to exhaust accrued leave before taking a leave without pay.

ASSOCIATE VICE PRESIDENT

JOB SUMMARY

Under the administrative direction of an executive vice president, vice president for academic affairs or vice president for administration and finance, oversees the management of major and very complex operations with multiple objectives and large units encompassing distinct activities in essential management areas, which impact upon policies and practices that affect college-wide programs; participates in the development of college and division-wide policies.

EXAMPLES OF WORK

Responsible for the general management oversight of offices and programs within the associate vice president's area of responsibility.

Develops short and long-term goals and objectives with each director having primary responsibility for a major work unit.

May serve as a member of the president's executive staff.

Assists with the development of College policy, and provides counsel to the vice president for administration and finance and the president in appropriate matters.

Supervises staff and insures professional development of administrative and support staff within the designated areas of responsibility.

Assigns reports and studies, reviews recommendations and findings, and directs the distribution of report data when appropriate.

Provides guidance and counsel to staff, reviews and makes performance evaluations, approves personnel actions within the program including promotions, hiring and disciplinary actions in accordance with college policies and state regulations.

Develops, administers, and monitors program and office budgets.

May be required to learn to utilize various types of electronics and/or manual recording and information systems used by the office or related units.

REQUIREMENTS

Education

Graduation from an accredited college with a bachelor's degree supplemented by a master's degree in business, accounting education or a related field or the equivalence as determined by the appointing authority.

3. In order to qualify for New Jersey Temporary Disability Insurance, an employee must exhaust all accrued sick leave.

F. Vacation Leave: Entitlements

1. Vacation leave shall accrue for non-unit employees according to the following:

a. All 12 month full-time non-unit employees shall be entitled to 22 working days of vacation leave during each fiscal year.

b. All 10 month full-time non-unit employees shall be entitled to 18 working days of vacation leave during each fiscal year.

c. Any non-unit employee commencing employment after the start of the academic (10 mos. employee) or fiscal year (12 mos. employee) shall be credited vacation leave during that year on a prorated basis.

d. Vacation leave shall not accrue for non-unit employees during a leave of absence without pay.

2. Employees in special titles shall not be entitled to paid vacation leave.

3. Part-time employees in regular titles shall be entitled to a proportionate amount of paid vacation leave.

4. Vacation leave credits shall not accrue after a non-unit employee has resigned or retired although his or her name is being retained on the payroll until exhaustion of vacation leave.

5. A non-unit employee leaving the service of the college shall, at the discretion of the college, either fully use his or her vacation leave prior to leaving the employment of the college or be paid for such unused vacation leave.

6. Non-unit employees may carry over to the next fiscal year up to a maximum of one year of unused vacation leave.

7. A non-unit employee who exhausts all paid vacation leave in any one year shall not be credited with additional paid vacation leave until the beginning of the next fiscal year.

8. Upon the death of a non-unit employee, earned unused vacation leave shall be paid to the employee's estate.

G. Vacation and Sick Leave: Liability

1. A non-unit employee is liable for vacation and sick leave days taken in excess of his or her entitlement.

DEAN

JOB SUMMARY

Under the direction of the vice president for academic affairs, the dean acts as the senior academic officer of a school(s) and assumes overall responsibility for the development, modification and administration of programs necessary to meet the academic needs of the students served by the school and for the fostering of excellence in programs, instruction, and research.

EXAMPLES OF WORK

Coordinates the school-wide administration of degree programs. Develops goals and objectives for the school with regard to program enrichment and instructional enhancement.

Supervises recruitment and evaluation of faculty and other professional staff for all positions within the school. Makes recommendations for appointment, reappointment or promotion to the vice president for academic affairs.

Prepares and administers the annual budget on a school-wide basis. Prepares analysis on projected costs and provides justification for additional funds necessary for program expansion.

May act as designee of president or vice president for academic affairs on external or internal committees. Serves as college representative in other higher educational organizations and maintains professional liaisons with counterparts in other colleges or universities.

May participate in the labor relations area of the college in the formulation of management proposals for negotiations with the AFT as well as evaluating union proposals to management.

Has overall responsibility for all personnel matters pertaining to all staff of the school.

REQUIREMENTS

Education

Possession of a terminal degree in an academic or professional discipline related to the specified academic area or equivalence as determined by the appointing authority.

Experience

A minimum of eight years of experience in a higher education environment combining academic instruction and administration or the equivalence as determined by the appointing authority.

Range: 35

Unit: D

EEO Category: A

2. A non-unit employee who leaves the college or goes on a leave of absence without pay before the end of the fiscal or calendar year, as applicable, shall have his or her leave prorated according to time earned.

3. A non-unit employee shall reimburse the college for paid working days used in excess of his or her prorated and accumulated entitlements.

a. A non-unit employee who returns to work from a leave of absence shall not be credited with paid vacation or sick leave until the amount of leave used in excess of the prorated entitlement has been reimbursed.

4. Intermittent days off without pay shall be aggregated and considered as a continuous leave without pay for calculation of reduced vacation and sick leave credits.

H. Leave Without Pay

The college may grant leaves of absence without pay to full-time non-unit employees for a period not to exceed one year. The one-year leave may be extended for exceptional circumstances upon request of the employee and approval of the president.

I. Leave Without Pay: Child Care

Child care leave may be granted to non-unit employees under the same terms and conditions as all other leaves without pay.

J. Special Leave for-Non-Unit Employees: Jury Duty

1. Non-Unit employees shall be granted leave with pay for the time required to attend jury duty that is scheduled during work hours.

2. The non-unit employee shall be responsible for immediate notification to the college of impending jury duty.

3. Non-unit employees shall, at the request of their supervisor, submit to the college written verification of attendance signed by a representative of the court.

K. Special Leave for Non-Unit Employees: Court Appearance

1. Non-unit employees shall remain in pay status when appearing as a witness or a party before a judicial or quasi-judicial body or legislative committee when such appearance is part of the job function.

2. Non-unit employees shall be granted time off with pay when summoned as a witness before a judicial or Quasi-judicial proceeding to which he or she is not a named party other than in (1) above.

DEAN II

JOB SUMMARY

Under the direction of the vice president for academic affairs, the dean 2 acts as the senior academic officer of a school(s) or other academic unit and assumes responsibility for the development, modification administration of programs necessary to meet the needs of the school or of the college in general and for the fostering of excellence in programs, instruction, and research.

EXAMPLES OF WORK

Coordinates the school-wide administration of degree programs. Develops goals and objectives for the school with regard to program enrichment and instructional enhancement.

Prepares annual goals and objectives for the school or other academic unit and coordinates their implementation and evaluation.

Reviews and analyzes budgetary needs of the school or other academic unit and prepares the annual budget and supervises grant budgets.

Participates in the development of policies affecting the school and/or college programs and serves as a project director for projects within the school or program.

Supervises recruitment and evaluation of faculty and other professional staff for all positions within the school. Makes recommendations for appointment, reappointment or promotion to the vice president for academic affairs.

Acts as a primary liaison with college offices and other schools, departments and divisions.

REQUIREMENTS

Education

Possession of a terminal degree in an academic or professional discipline related to the specified academic area or equivalence as determined by the appointing authority.

Experience

A minimum of eight years of experience in a higher education environment combining academic instruction and administration or the equivalence as determined by the appointing authority.

Range: 34

Unit: D

EEO Category: A

3. Non-unit employees may be granted time off without pay to appear at a judicial or quasi-judicial proceeding to which he or she is a party, other than in (1) above.

L. Holidays

1. Non-unit employees shall be entitled to days off with pay on such state holidays as are authorized by the Governor.

2. Any non-unit employee who is required by the college to work on a state holiday shall be entitled to comparable time off on another day approved by the employee's supervisor.

3. Non-unit employees shall be required to work holidays designated "energy holidays" in conjunction with the college's energy saving program. Employees shall be credited with alternate leave for energy holidays worked at a rate of time and a half to be applied during the scheduled energy closings.

4. Non-unit employees must be in pay status the working day immediately preceding and subsequent to a holiday in order to receive credit for the holiday.

5. Part-time employees in regular titles other than faculty shall receive credit for the holiday on a proportionate basis provided the employee's work schedule would have included work time on that holiday.

M. Unauthorized Absence

Any employee who is absent from duty for five consecutive business days without notice to and approval of his or her supervisor or who fails to report for duty within five business days after the expiration of any authorized leave may be subject to dismissal by the college.

N. Sick Leave Injury (SLI): General

1. A non-unit employee who is disabled from a work-related injury or illness shall be granted a leave of absence with pay.

2. A non-unit employee who is disabled from a work-related injury or illness, who can return to work on a basis less than his or her normal work schedule shall be compensated for the hours actually worked and receive sick leave injury (SLI) benefits for the hours missed due to the disability.

3. SLI benefits shall be reduced by the amount of any workers' compensation award to such an employee.

4. Benefits are limited to a one-year period from the initial date of the injury or illness.

5. Special title employees shall not be eligible to receive sick leave injury (SLI) benefits.

ASSISTANT DEAN

JOB SUMMARY

Under the direction of the dean, dean II or the associate dean, the assistant dean organizes, plans and directs major review and planning, staffing needs, curriculum development (including general studies and core course), and grants development for departments and programs in the school. The assistant dean also works as a liaison with department chairs, program coordinators and other administrative offices to facilitate matters arising in related fields.

EXAMPLES OF WORK

Assists the faculty in the school by developing grants at the local, state, and federal level by disseminating appropriate information; helps in the writing and preparation of the narrative, budget, and overall organization of the proposal; and assures the timely reporting of required progress documents subsequent to the award of the grant.

Aids chairpersons and/or program coordinators in the development of annual goals which will assist them in realistically planning their future staffing needs, curricular changes, and budgetary requirements of their departments.

Prepares various reports and assists in the preparation of the annual school report synthesizing the accomplishments, plans, and directives of the various programmatic components of the unit.

Meets with faculty, chairs, and/or program coordinators to develop curricular and/or program plans and helps integrate those needs with future staffing, budgetary, and grants-related needs.

Supervises administrative assistants and other professional and support staff in daily activities involved in the overall administration of the academic, outreach and student services which are part of the school.

REQUIREMENTS

Education

A Master's degree in an appropriate academic discipline, doctorate preferred or the equivalence as determined by the appointing authority.

A minimum of four years of college-level teaching and/or administrative experience or equivalence as determined by the appointing authority.

Range: 29

Unit: D

EEO Category: A

O. Sick Leave Injury (SLI) For Non-Unit Employees: Standards

1. To receive sick leave injury (SLI) benefits, the disability must be an injury or illness resulting from employment.

a. Injuries or illnesses which would clearly not have occurred but for a specific work-related accident or condition of employment are compensable.

b. Preexisting illnesses, diseases and defects aggravated by a work-related accident or condition of employment are not compensable where such aggravation was reasonably foreseeable.

c. Illnesses, such as a heart disorder and arthritis, which are generally not caused by a specific work-related accident or condition of employment, are not compensable except where the claim is supported by medical documentation that clearly establishes the injury or illness is work related.

d. Psychological or psychiatric illness shall not be compensable, except where such illness may be traced to a specific work-related accident or occurrence which traumatized the non-unit employee, thereby creating the illness, and the claim is supported by medical documentation.

e. An injury or illness occurring where the college has established that the non-unit employee has been grossly negligent, including alcohol or drug abuse at the time of the accident, shall not be compensable.

2. Any accident resulting in injury for which the non-unit employee seeks compensation must occur on the work premises except as set forth in (2b) below.

a. For the purpose of this subsection, work premises shall be defined as the physical area of operation of the college, including buildings, grounds and parking facilities provided by the college for the use of its employees.

b. An injury occurring off the work premises is compensable only when the non-unit employee is engaged in authorized work activity or travel between assignments.

3. Injuries which occur during normal commutation between home and the college or home and a field assignment are not compensable. Injuries which occur during lunch or break periods are not compensable. However, non-unit employees who are required by the college to be on duty during lunch and/or work-break shall not be precluded from receiving SLI benefits.

4. The burden is on the non-unit employee to establish by a preponderance of the evidence that he or she is entitled to SLI benefits.

P. Sick Leave Injury (SLI) for Non-Unit Employees: Procedures

Ability to prepare and/or direct the preparation of clear reports, and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

Range: 32

Unit: D

EEO Category: A

1. The non-unit employee shall report to his or her supervisor any accident or work condition claimed to have caused disability immediately upon occurrence or discovery and shall complete a written report, on a form provided by the college, on the matter within five work days or as soon as possible thereafter. The report shall include a statement of when, where, and how the injury or illness occurred, statements of witnesses and copies of all medical reports concerning the injury or illness.

2. The college shall review the request for sick leave injury (SLI) benefits based on the standards in (O) above and within 20 work days of receipt of the request shall:

a. Grant the request and notify the non-unit employee in writing that benefits have been approved; or

b. In writing, deny the request, inform the non-unit employee of the reasons for the denial and advise the employee of the right to appeal within 20 work days of receipt of the determination and to whom the appeal must be addressed.

3. The college may require the non-unit employee to be examined by a physician designated and compensated by the college to determine the nature, cause and extent of the injury or illness.

Q. Sick Leave Injury (SLI) For Non-Unit Employees: Appeal Procedures

1. An appeal of a denial of sick leave injury (SLI) benefits from a non-unit employee shall be submitted, in writing, to the Office of Human Resources. The appeal must include the original request for SLI benefits filed pursuant to (P) above and the determination setting forth the denial of SLI benefits made pursuant to (P2)

2. The president of the college or the president's designee shall appoint a hearing officer to conduct a review of the appeal. The parties shall present their arguments before the hearing officer.

a. All parties shall be advised of the review date.

b. Non-unit employees are entitled to self-representation or representation by counsel. Reasonable prior notice shall be given to the hearing officer as to the form of representation.

3. The hearing officer shall submit a written decision to the president within 15 working days of the review. The report shall include findings, conclusions, and a recommendation. A copy of the report shall be sent to all parties.

Maintains integrity and appropriate confidentiality in college and program operations.

Approves and/or develops public relations materials.

Represents the college at conferences, seminars or meetings as required.

Plans and/or supervises the planning of conferences, seminars and workshops.

Prepares and supervises the preparation of detailed correspondence.

Serves on ad hoc and standing committees as required.

Directs the establishment and the maintenance of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's Degree supplemented by a Master's Degree in a field related to the responsibilities of the position to be filled or equivalence as determined by the appointing authority.

Experience

Five years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other field that is directly related to the functions of the position to be filled or equivalence as determined by the appointing authority.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to establish cooperative working relationships with other offices or organizations that impact on or relate to the work of the program or unit.

Ability to develop and administer procedures which insure the appropriate confidentiality of program records and activities.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor the program or unit budget.

Ability to develop and recommend college-wide and unit policies.

Ability to develop long and short range plans and goals for the college and/or unit.

4. The president or the president's designee shall review the report of the hearing officer and notify the appellant in writing of the decision within 20 working days of receipt of the report of the hearing officer. This decision letter must include findings of fact, conclusions, and a determination of eligibility.

R. Paid Professional Leave for Non-Unit Employees

1. Non-unit employees may be granted paid leave for up to one (1) year for purposes of pursuing formal education, advanced training or other authorized professional development directly related to their employment at the college.

2. Paid leaves up to three (3) months in duration shall be at full salary.

3. Paid leaves between four (4) and six (6) months in duration shall be at the rate of three quarters (3/4) salary.

4. Paid leave exceeding six (6) months in duration shall be at the rate of one half (1/2) salary.

5. Non-unit employees on paid leave shall be entitled to the continuation of pension and insurance programs benefits as provided in the applicable plans.

6. Each non-unit employee accepting a leave must sign a written statement obligating him or her to continue to serve for at least one (1) year after expiration of the term of the leave.

7. Non-unit employees on paid leave are permitted to receive additional compensation in the form of fellowships, government grants, honoraria and/or part-time employment directly related to the purpose of the leave, in addition to the partial salary from the College, provided they receive advance authorization to do so and provided that total compensation from all sources does not exceed the employee's base salary at the college. The leave may not be used to accept paid employment during the period of the leave except as provided above.

8. Non-unit employees shall be eligible to apply for paid professional leaves after completing at least six (6) consecutive years of service at the college. Said leaves shall be granted no more frequently than once every seven (7) years to any individual employee.

VII. STANDARDS OF CONDUCT FOR NON-UNIT EMPLOYEES

A. Falsification of Application Materials

The falsification of any information, materials or documents submitted by an individual in connection with an application for employment at the college may be grounds for dismissal.

B. State Standards

DIRECTOR I

JOB SUMMARY

Under the administrative direction of a dean's level or higher at a state college, organizes, plans and directs 1) a major and very complex program with multiple objectives or 2) a large unit which encompasses several distinct program activities in a vital management area.

Policies, practices and actions developed will normally affect college-wide programs. The Director I also participates in the development of college and/or division-wide policies

EXAMPLES OF WORK

Organizes, plans and directs the activities of the program or work unit; sets goals, plans and implements work programs and develops unit policies and procedures in accordance with college policies and goals, and translates them into policies and operating practices.

Administers and interprets applicable federal and state laws that impact upon the college.

Directs the preparation of reports and studies containing findings and recommendations for the review, information and assistance of the college administration.

Participates with other senior managerial staff in the development of college policy and in long and short range planning.

Develops, administers and monitors the program or unit budget; reviews and approves or disapproves all requests for expenditures.

Supervises the staff and directs the work operations, develops performance standards, reviews and makes performance evaluations, provides guidance and counsel to staff and approves personnel actions within the program or unit including promotions, hiring and disciplinary actions in accordance with college policies and state regulations.

Evaluates program goals, operations, and performance; as required, develops and implements alternative procedures to improve performance and meet the program objectives.

Consults with and seeks approval from the supervisor on the most unusual problems or policy matters, particularly when the result of decisions impact significantly on college-wide programs.

Establishes and maintains effective communication and cooperative working relationships with college administrators, faculty and staff, government and private agencies and/or the public in order to accomplish the objectives of the program or unit.

Non-unit employees shall abide by all applicable state policies regulating the conduct of state employees. These shall include but not be limited to the state Code of Ethics and policies governing business transactions, conflicts of interest and political activities.

Wide knowledge of the principles of budget planning, development and administration.

Wide knowledge of the principles of organization and personnel management.

Ability to acquire basic knowledge of higher education policies and procedures.

Ability to acquire wide knowledge of the State agencies, local governments and private organizations that have a working relationship with the college and/or program.

Ability to manage a college program or unit, including setting goals, planning and implementing work programs and developing policies and procedures.

Ability to evaluate program or unit performance and develop alternative methods to improve performance and meet established objectives.

Ability to develop and administer procedures which insure the appropriate confidentiality of program records and activities.

Ability to effectively supervise subordinate staff including developing work operations and performance standards making performance evaluations and approving personnel actions for the unit.

Ability to establish cooperative working relationships and coordinate programs with other offices or organizations that impact on or relate to the work of the program or unit.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor the program or unit budget.

Ability to develop and recommend college-wide and unit policies.

Ability to develop long and short range plans and goals for the College and/or unit.

Ability to prepare and/or direct the preparation of clear reports, and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

POSITION CLASSIFICATION PLAN

TITLE	RANGE
Managing Administrative Assistant III	20
Managing Administrative Assistant II	22
Managing Administrative Assistant I	24
Managing Assistant Director III	22
Managing Assistant Director II	24
Managing Assistant Director I	26
Project Specialist	XX
Executive Assistant IV	26
Executive Assistant III	28
Executive Assistant II	30
Executive Assistant I	32
Associate Director III	25
Associate Director II	27
Associate Director I	29
Director IV	26
Director III	28
Director II	30
Director I	32
Assistant Dean	29
Dean II	34
Dean	35
Associate Vice President	35
Vice President for College Advancement	36
Vice President for Student Life	36
Vice President for Administration and Finance	37
Vice President for Academic Affairs	38

Maintains integrity and appropriate confidentiality in College and program operations.

Approves and/or develops public relations materials relating to the program or unit.

Represents the college at conferences, seminars or meetings as required.

Initiates and plans conferences, seminars and workshops.

Prepares and supervises the preparation of detailed correspondence.

Serves on ad hoc and standing committees as required.

Directs the establishment and the maintenance of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the area of assignment or equivalence as determined by the appointing authority.

Applicants who do not possess the required education may substitute the indicated experience on a year basis (30 credit hours is considered on year of college).

Experience

Four years significant professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other field that is directly related to the functions of the position to be filled or equivalency as determined by the appointing authority.

A Doctor of Philosophy degree or a Doctor of Education degree may be substituted for two years of the indicated experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire thorough knowledge of the program or unit purpose, goals and objectives.

Thorough knowledge of modern management principles.

Ability to acquire thorough knowledge of the laws and regulations which impact on the program or unit.

Ability to acquire considerable knowledge of the philosophy, goals and organization in higher education.

Ability to acquire considerable knowledge of the higher education system and the function of institutions of higher learning.

MANAGING ADMINISTRATIVE ASSISTANT III

JOB SUMMARY

Under the direction of a Director IV or higher at a state college, is responsible for administering, coordinating and performing the routine professional functions necessary to the office or program operations and for serving as principal assistant in administrative matters; does related work as required. This position requires participating in the formulation of management policies and procedures or assisting in directing the effectuation of same.

EXAMPLES OF WORK

Organizes the preparation of reports required in the formulation of management policies and procedures and insures that information is collected, integrated, compiled, and analyzed on a timely basis.

Participates in the effectuation of management policies and procedures.

Schedules meetings, prepares agendas and insures that meeting minutes are prepared and distributed.

Manages and/or oversees the support service for management staff and committees which include researching and analyzing issues requiring management determination, and recommending appropriate action.

Responsible for administering the coordination of various organizational units providing support services such as data processing, accounting, purchasing, printing and personnel to insure program procedures and policies are implemented.

Assists in developing organization plans, performance criteria related to professional staff and administrative procedures to help organizational goals.

Coordinates, analyzes, and evaluates administrative, personnel, and organizational problems for the executive or administrative officer and assists in developing and implementing solutions.

As directed, collects data for the annual budget request, monitors office expenditures.

Assists in establishing systems and procedures.

Represents the administrative or executive officer as required.

Workes effectively with employees of the college and other organizations in the course of performing assigned responsibilities.

Follows up on decisions and/or directives of the administrative or executive officer to insure implementation and/or completion.

DIRECTOR II

JOB SUMMARY

Under the general direction of an executive officer or line administrator at a state college, organizes, plans, and directs 1) a complex, major program and/or; 2) a large unit encompassing integrated activities in an essential management area.

Policies, practices and actions developed will normally affect college-wide programs. The Director II also participates in the development of college and/or division-wide policies.

EXAMPLES OF WORK

Organizes, plans and directs and participates in the activities of the program or work unit; sets goals, plans and implements work programs and develops unit policies and procedures in accordance with college policies, goals, and objectives and translates them into policies and operating procedures.

Administers and interprets applicable federal and/or state laws and regulations that impact upon the college.

Prepares and/or directs the preparation of reports and studies containing findings and recommendations for the review, information and assistance of supervisors.

Compiles and summarizes statistical and other data for reports to the college and/or other agencies.

Participates with other senior managerial staff in development of college policy and in long and short range planning.

Develops administers and monitors the program or unit budget; reviews and approves or disapproves requests for expenditures.

Supervises staff and directs the work operations, develops performance standards, reviews and makes performance evaluations, provides guidance and counsel to staff and approves personnel actions within the program or unit including promotions, hiring and disciplinary actions in accordance with college policies and state regulations.

Evaluates program goals, operations and performance; as required, develops and implements alternative procedures to improve performance and meet the program objectives.

Consults with and seeks approval from the supervisor on the most unusual problems or policy matters, particularly when the results of decisions impact significantly on college-wide programs.

Establishes and maintains effective communication and cooperative working relationships with college administrators, faculty and staff, government and private agencies and/or the public in order to accomplish the objectives of the program or unit.

As directed, coordinates and performs routine studies or investigations; makes recommendations regarding appropriate action.

Expedites and coordinates support services to the program or unit such as maintenance, repairs, supplies and mail.

Interviews visitors to the office; responds to inquiries or requests; and advises the executive officer concerning matters requiring his/her personal attention.

Supervises the office library.

Prepares correspondence.

Supervises and/or maintains essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a bachelor's degree or equivalence as determined by the appointing authority.

Experience

One year professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other related field or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute indicated experience on a year-for-year basis. (30 credit hours are considered one year of college.)

A master's degree may be substituted for the one year of experience.

KNOWLEDGE, SKILLS AND ABILITIES

Wide knowledge of modern management principles and techniques and their applications.

Ability to acquire wide knowledge of philosophy, goals and organization in higher education.

Ability to acquire knowledge of college policies and procedures.

Ability to acquire knowledge of college organization and operation.

Considerable knowledge of office management principles, procedures and techniques.

Wide knowledge of the principles of organization and personnel management.

Ability to acquire wide knowledge of the State agencies, local governments and private organizations that have a working relationship with the College and/or program.

Ability to manage a college program or unit, including setting goals, planning and implementing work programs and developing policies and procedures.

Ability to evaluate program or unit performance and develop alternative methods to improve performance and meet established objectives.

Ability to develop and administer procedures to insure appropriate confidentiality of program records and activities.

Ability to effectively supervise subordinate staff including developing work operations and performance standards making performance evaluations and approving personnel actions for the unit.

Ability to establish cooperative working relationships and coordinate programs with other offices or organizations that impact on or relate to the work of the program or unit.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor the program or unit budget.

ABILITY to develop and recommend unit policies.

Ability to develop long and short range plans and goals for the unit.

Ability to prepare and/or direct the preparation of clear reports, and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the college at conferences, seminars or meetings.

Ability to organize and administer conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

- Basic knowledge of the principles of budget planning and development.
- Ability to relieve the executive or administrative officer of operational and administrative detail.
- Ability to coordinate office operations.
- Ability to assist in the preparation of reports including gathering, integrating, compiling and analyzing data from several sources.
- Ability to schedule meetings and prepare agendas.
- Ability to provide support to committees including arranging for meeting rooms, gathering, analyzing required materials and recommending appropriate action.
- Ability to establish and maintain liaison with organizational units providing support services.
- Ability to develop and maintain cooperative working relationships with administrators and staff.
- Ability to assist in planning organizational arrangements and developing performance criteria and administrative procedures.
- Ability to investigate administrative and organizational problems and assist in developing and implementing solutions.
- Ability to collect data for budget requests and monitor office expenditures.
- Ability to assist in establishing systems and procedures.
- Ability to represent the executive or administrative officer as required.
- Ability to follow-up on decisions and directives of the executive officer.
- Ability to perform routine studies or investigation and make recommendations regarding appropriate action.
- Ability to expedite and coordinate support services to the office such as maintenance, repairs, supplies, and mail.
- Ability to prepare correspondence.
- Ability to supervise and/or maintain essential records and files.

Range: 20 (12 months)
17 (10 months)

Unit: D

EEO Category: B

Approves and/or develops public relations materials relating to the program or unit.

Represents the college at conferences, seminars or meetings as required.

Initiates and plans conferences, seminars and workshops.

Prepares and supervises the preparation of detailed correspondence.

Serves on ad hoc and standing committees as required.

Directs the establishment and the maintenance of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the area of assignment or equivalence as determined by the appointing authority.

Experience

Three years professional experience as a faculty member in an institution of higher education or an administrator in education, higher education or other field that is directly related to the functions of the positions to be filled or equivalence as determined by the appointing authority.

Applicants who do not possess the required education may substitute the indicated experience on a year for year basis (30 credit hours is considered one year of college).

A Doctor of Philosophy Degree or a Doctor of Education Degree may be substituted for the two years of the indicated experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire thorough knowledge of the program or unit purpose, goals and objectives.

Thorough knowledge of modern management principles.

Ability to acquire thorough knowledge of the laws and regulations which impact on the program.

Ability to acquire considerable knowledge of the higher education philosophy goals and organization.

Ability to acquire considerable knowledge of the higher education system and the function of institutions of higher learning.

Wide knowledge of the principles of budget planning, development and administration.

MANAGING ADMINISTRATIVE ASSISTANT II

JOB SUMMARY

Under the direction of a Director III or higher at a state college, is responsible for administering, coordinating and performing the routine professional functions necessary to the office or program operations and for serving as principal assistant in administrative matters; does related work as required. This position requires participating in the formulation of management policies and procedures or assisting in directing the effectuation of same.

EXAMPLES OF WORK

Organizes the preparation of reports required in the formulation of management policies and procedures.

Insures that information is collected, integrated, compiled, and analyzed on a timely basis.

Performs research as requested.

Participates in the effectuation of management policies and procedures.

Schedules meetings, assists in developing agendas, and insures that meeting minutes are prepared and distributed.

Manages and/or supervises the support services for management staff and assists committees by research and analyzing issues requiring management determination, and recommends appropriate action.

Administers the coordination of various organizational units providing support services such as data processing, accounting, purchasing, printing, and personnel to ensure program procedures and policies are implemented.

Assists in developing organization plans, performance criteria related to professional staff and administrative procedures to help organizational goals.

Coordinates, analyzes, and evalutes administrative, personnel, and organizational problems for the executive or administrative officer.

Assists in developing and implementing solutions.

Assists in preparation of budget, collects budget data, and monitors office expenditures.

Assists in establishing systems and procedures.

Represents the administrative or executive officer as required.

Works effectively with employees of the college and other organizations in the course of performing assigned responsibilities.

DIRECTOR III

JOB SUMMARY

Under the direction of an executive officer or line administrator at a state college, organizes, plans, and directs an essential, primarily single objective program or unit. Development of goals, program practices and procedures is subject to well defined policy, precedent and/or supervisory review. The policies and procedures of the program or unit integrate with and impact on other units, staff or programs.

EXAMPLES OF WORK

Organizes, plans and directs the activities of the program or work units, sets goals and develops unit policies and procedures in accordance with college goals and objectives.

Administers and interprets applicable federal and/or state laws and regulations that impact on the work units and/or programs, and translates them into policies and operating procedures.

Prepares and/or directs the preparation of reports and studies containing findings and recommendations for the review, information, and assistance of supervisors.

Compiles and summarizes statistical and other data for reports to the college and/or other agencies.

Recommends, administers and monitors the program or unit budget; reviews and approves or disapproves most requests for expenditures. Exceptional requests are recommended to the supervisor for approval.

Supervises staff and directs the work operations, develops performance standards, makes performance evaluations, provides guidance and counsel to staff and approves personnel actions within the program or unit including promotions, hiring and disciplinary actions in accordance with college policies and state regulations.

Evaluates program goals, operations and performances; as required, develops and implements alternative procedures to improve performance and meet the program objectives.

Consults with and seeks approval from the supervisor on unusual problems or policy matters, particularly when the result of decisions impact significantly on other programs.

Establishes and maintains effective communication and cooperative working relationships with college administrators, faculty and staff, government and private agencies and/or the public in order to accomplish the objectives of the program or unit.

Maintains integrity and appropriate confidentiality in college and program operations.

Follows up on decisions and/or directives of the administrative or executive officer to insure implementation and/or completion.

Coordinates and performs studies or investigations and makes recommendations on appropriate action.

Expedites and coordinates support services to the program or unit such as maintenance, repairs, supplies and mail.

Assists in coordinating office operations including clerical work, reporting systems, forms, space, office equipment and suggests methods for improvement.

Interviews visitors to the office, responds to inquiries or requests and advises the executive officer concerning matters requiring his/her personal attention.

Supervises the office library.

Prepares correspondence.

Supervises and/or maintains essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a bachelor's degree or equivalence as determined by the appointing authority.

Experience

Two years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other related field or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute experience on a year-for-year basis. (30 credit hours are considered one year of college.)

A master's degree may be substituted for one year of experience.

KNOWLEDGE, SKILLS AND ABILITIES

Wide knowledge of modern management principles and techniques and their applications.

Ability to acquire wide knowledge of philosophy, goals and organization in higher education.

Ability to acquire knowledge of college policies and procedures.

Ability to acquire basic knowledge of the college policies and procedures.

Basic knowledge of the State agencies, local governments and private organizations that have a working relationship with the program.

Ability to manage a college program or unit, including setting goals, planning and implementing work programs and developing policies and procedures.

Ability to evaluate program or unit performance and develop alternative methods to improve performance and meet established objectives.

Ability to develop and administer procedures to insure appropriate confidentiality of program records and activities.

Ability to effectively supervise subordinate staff including developing work operations and performance standards, making performance evaluations and recommending personnel actions for the unit.

Ability to establish cooperative working relationships and coordinate programs with other offices or organizations that impact on or relate to the work of the program or unit.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop and monitor the program or unit budget.

ABILITY to develop and recommend unit policies.

Ability to develop long and short range plans and goals for the unit.

Ability to prepare and/or direct the preparation of clear reports and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the college at conferences, seminars or meetings.

Ability to organize and administer conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

- Ability to acquire knowledge of college organization and operation.
- Considerable knowledge of office management principles, procedures and techniques.
- Basic knowledge of the principles of budget planning and development.
- Ability to relieve the executive or administrative officer of operational and administrative detail.
- Ability to coordinate office operations.
- Ability to assist in the preparation of reports including gathering, integrating, compiling and analyzing data from several sources.
- Ability to schedule meetings and prepare agendas.
- Ability to provide support to committees including arranging for meeting rooms, gathering, analyzing required materials and recommending appropriate action.
- Ability to establish and maintain liaison with organizational units providing support services.
- Ability to develop and maintain cooperative working relationships with administrators and staff.
- Ability to assist in planning organizational arrangements and developing performance criteria and administrative procedures.
- Ability to investigate administrative and organizational problems and assist in developing and implementing solutions.
- Ability to collect data for budget requests and monitor office expenditures.
- Ability to assist in establishing systems and procedures.
- Ability to represent the executive or administrative officer as required.
- Ability to follow-up on decisions and directives of the executive officer.
- Ability to perform routine studies or investigation and make recommendations regarding appropriate action.
- Ability to expedite and coordinate support services to the office such as maintenance, repairs, supplies, and mail.
- Ability to prepare correspondence.
- Ability to supervise and/or maintain essential records and files.

Represents the college at conferences seminars or meetings as required.

Prepares and supervises the preparation of detailed correspondence.

Serves on ad hoc and standing committees as required.

Directs the establishment and maintenance of essential records and files.

Initiates and plans conferences, seminars and workshops.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the area of assignment or equivalence as determined by the appointing authority.

Experience

Two years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other field that is related to the functions of the positions to be filled or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute the indicated experience on a year for year basis (30 credit hours is considered one year of college).

A Doctor of Philosophy degree or a Doctor of Education degree may be substituted for the two years of the indicated experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire thorough knowledge of the program or unit purpose, goals and objectives.

Thorough knowledge of modern management principles.

Ability to acquire thorough knowledge of the laws and regulations which impact on the program.

Ability to acquire considerable knowledge of the college philosophy, goals and organization.

Ability to acquire considerable knowledge of the higher education system and the function of institutions of higher learning.

Wide knowledge of the principles of budget planning, development and administration.

Wide knowledge of the principles of organization and personnel management.

MANAGING ADMINISTRATIVE ASSISTANT I

JOB SUMMARY

Under the direction of a Director II or higher at a state college, is responsible for administering, coordinating, and performing the support work necessary to the successful accomplishment of college or office goals and programs and for serving as principal assistant in administrative matters; does related work as required. This position requires participating in the formulation of management policies and procedures or assisting in directing the effectuation of same.

EXAMPLES OF WORK

Performs research, generates and executes studies, analyzes data and effectively recommends actions which may effect professional personnel, organizational structure, program development, etc.

Coordinates and reviews the preparation of reports required in the formulation of management policies and procedures; insures that required information is collected, integrated, compiled and analyzed on a timely basis.

Participates in the effectuation of management policies and procedures.

Schedules meetings, develops agendas and insures that meeting minutes are prepared and distributed.

Manages the support services for managerial staff and committees which include insuring that required materials are compiled, analyzing items requiring a determination and recommending appropriate action.

Responsible for administering the coordination of various organizational units providing support services, such as data processing, accounting, purchasing, printing, and personnel to insure that program procedures and policies are implemented.

Recommends organizational plans, performance criteria related to professional staff and administrative procedures to help achieve organization goals.

Coordinates, analyzes and evaluates administrative, personnel, and organizational problems and makes recommendations for solutions.

Responsible for collection of data for and assists in the preparation and implementation of the annual budget request; develops and coordinates fiscal procedures and monitors expenditures.

Assists in establishing systems and procedures.

Represents the executive officers at meetings, conferences and seminars as required.

DIRECTOR IV

JOB SUMMARY

Under the direction of an executive officer or line administrator at a state college, organizes, plans, and directs a single objective program or unit. Development of goals, program practices and procedures is subject to well defined policy, precedent and/or supervisory review. The program or unit activities integrate with, but have minimal impact on the activities of other college units, staffs or programs.

EXAMPLES OF WORK

Organizes, plans and directs the activities of the program or work unit; sets goals and objectives and evaluates performance.

Administers and interprets applicable federal and/or state laws and regulations that impact upon the work units and/or programs, and translates them into policies and operating procedures.

Prepares reports and studies containing findings and recommendations for the review, information, and assistance of the college administration.

Compiles and summarizes statistical and other data for reports to the college and/or other agencies.

Recommends, administers and monitors the program unit budget; reviews and recommends approval or disapproval of requests for expenditures.

Supervises staff and directs the work operations, develops performance standards, approves and reviews performance evaluations and provides guidance and counsel to staff. Recommends personnel actions within the program or unit including promotions, hiring and disciplinary action in accordance with college policies and state regulations.

Evaluates program goals, operations and performances; as required, develops and implements alternative procedures to improve performance and meet the program objectives.

Consults with and seeks approval from the supervisor on the most unusual problems or policy matters, particularly when the result of decision impacts on division or college-wide programs.

Establishes and maintains effective communication and cooperative working relationships with college administrators, faculty and staff, government and private agencies and/or the public in order to accomplish the objectives of the program or unit.

Maintains integrity and appropriate confidentiality in college and program operations.

Supervises and/or develops public relations materials relating to the program or unit.

Works effectively with managers and other employees of the college and other organizations in the course of accomplishing assigned duties.

Follows up on decisions and/or directives of the executive officer to insure implementation and/or completion.

Expedites and coordinates support services to the program or unit such as maintenance, repairs, supplies and mail.

Coordinates office operations including clerical work; internal reporting systems, forms, space, and office equipment and suggests methods for improvement. Advises the executive officer concerning matters requiring his/her personal attention.

Supervises the office library.

Prepares correspondence.

Supervises and/or maintains essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree or equivalency as determined by the appointing authority.

Experience

Three years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other related field or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute indicated experience on a year-for-year basis. (30 credit hours is considered one year of college.)

A Ph.D. of an Ed.D. degree may be substituted for two years of required experience.

KNOWLEDGE, SKILLS, AND ABILITIES

Considerable knowledge of modern management principles and techniques and their application.

Ability to acquire considerable knowledge of philosophy, goals and organization in higher education.

Ability to develop and recommend program policies.

Ability to prepare and/or direct the preparation of clear reports and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

Range: 29

Unit: D

EEO Category: A

Ability to acquire knowledge of college policies and procedures.

Ability to acquire knowledge of the college organization and operations.

Basic knowledge of the principles of budget planning and development.

Considerable knowledge of office management principles, procedures and techniques.

Ability to relieve the executive officer of operational and administrative detail.

Ability to coordinate the preparation of reports including gathering, integrating, compiling, and analyzing data from several sources.

Ability to schedule meetings, develop agendas and prepare minutes.

Ability to provide support to college committees including arranging for meeting rooms, gathering and analyzing required materials and recommending appropriate action.

Ability to establish and maintain liaison with organizational units providing support services.

Ability to develop and maintain cooperative working relationships with administrators and staff.

Ability to plan office organization, and develop performance criteria and administrative procedures.

Ability to investigate administrative and organizational problems and develop solutions.

Ability to develop and prepare budget requests and monitor expenditures.

Ability to develop and coordinate systems and procedures.

Ability to represent the executive officer as required.

Ability to follow-up on decisions and directions of the executive officer.

Ability to expedite and coordinate support services to the organizational unit such as maintenance, repairs, supplies, and mail.

Ability to coordinate office operations.

Ability to prepare correspondence.

Ability to supervise and/or maintain essential records and files.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire thorough knowledge of the program or unit purpose, goals and objectives.

Thorough knowledge of modern management principles.

Ability to acquire considerable knowledge of the laws and regulations which impact on the section and the program or unit.

Ability to acquire wide knowledge of the college philosophy, goals and organization.

Ability to acquire wide knowledge of the higher education system and the function of institutions of higher learning.

Wide knowledge of the principles of budget planning, development and administration.

Wide knowledge of the principles of organization and personnel management.

Ability to acquire basic knowledge of college policies and procedures.

Ability to acquire knowledge of the state agencies, federal, state and local governments and private organizations that have a working relationship with the program and/or section.

Ability to assist in the management of a college program or unit, including setting goals, planning and implementing work programs and developing policies and procedures.

Ability to evaluate program performance and develop alternative methods to improve performance and meet established objectives.

Ability to comply with procedures which insure appropriate confidentiality of program records and activities.

Ability to effectively supervise subordinate staff including developing work operations and performance standards, making performance evaluations and recommending personnel actions.

Ability to establish cooperative working relationships and coordinate with other offices or organizations that impact on or relate to the work of the section and program or unit.

Ability to advise and counsel students and others concerned with the functions of the program or unit.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor a program budget.

MANAGING ASSISTANT DIRECTOR III

JOB SUMMARY

Under the direction of an Associate Director III or a Director III or IV, manages one or more sections of a primarily single objective program or unit; or under the direction of an Associate Director I or II, Director I or II, is responsible for exercising general management and supervision over one or more sections of a major program or unit and staff, participates in the development and effectuation of program or unit goals, policies and procedures which may involve development of college policy for the direction of the unit and/or program; does related work as required.

EXAMPLES OF WORK

Assists in the planning and management of the program or unit by developing and recommending goals, policies and procedures which comply with college policies and goals.

Develops and recommends plans for program promotion, assessment and improvement.

Manages the activities of a section or sections of the program or unit; evaluates section(s) goals, operations and performance; as required, implements alternative procedures to improve performance and meet section objectives.

Supervises the section(s) work operations, develops performance standards, makes performance evaluations, provides guidance and counsel to staff and approves various personnel actions required within the sections managed including promotion, hiring, and disciplinary action in accordance with college policies and state regulations.

Prepares, recommends, monitors and revises section(s) budgets.

Establishes and maintains communication and cooperative working relationships with college administrators, faculty, staff, students and student organizations, government and private agencies and/or the public in order to accomplish the objectives of the sections supervised and the program or unit.

Administers and interprets applicable federal and/or state laws and regulations.

Advises and counsels students, parents and/or alumni when emergent problems occur.

Processes and reviews applications; makes determinations of eligibility for college or section programs.

Prepares reports on program or section(s) activities; compiles, summarizes and analyzes statistical and other data and develops findings and conclusions and recommendations.

Consults with the director to resolve the most unusual problems or policy concerns evolving from within the sections of the program or unit supervised.

Establishes and maintains effective communication and cooperative working relationships with college administrators, faculty and staff, students and student organizations, government and private agencies and/or the public in order to accomplish the objectives of the sections of the program or unit supervised.

Maintains integrity and appropriate confidentiality in section and program operations.

Develops public relations materials relating to the section or program.

Participates in conferences, seminars or meetings representing the director as required.

Initiates and plans conferences, seminars and workshops.

Prepares or supervises the preparation of detailed correspondence.

Serves or represents the director on ad hoc and standing committees as required.

Directs the establishment and maintenance of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the position to be filled or equivalence as determined by the appointing authority.

Experience

Four years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other field that is directly related to the functions of the position to be filled or equivalence as determined by the appointing authority.

Applicants who do not possess the required education may substitute required experience on a year-for-year basis (30 credit hours is considered one year of college).

A Ph.D. or an Ed.D. degree may be substituted for two years of the required experience.

Consults with the director or associate director to resolve problems or policy concerns evolving from within the sections supervised.

Maintains integrity and appropriate confidentiality in section and program operations.

Develops public relations materials.

Represents and acts for the director or associate director as directed.

. Prepares detailed correspondence.

Serves on ad hoc and standing committees as required.

Directs the maintenance of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree or equivalency as determined by the appointing authority.

Experience

Two years professional experience as a faculty member in an institution of higher education or other field that is directly related to the functions of the position to be filled or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute required experience on a year-for-year basis (30 credit hours is considered one year of college).

A Ph.D. degree or an Ed.D. degree may be substituted for two years of the required experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire considerable knowledge of the program or unit purpose, goals, and objectives.

Wide knowledge of modern management principles.

Ability to acquire basic knowledge of the laws and regulations which impact on the section(s) and the program or unit.

Ability to acquire basic knowledge of the college philosophy, goals and organization.

Ability to acquire basic knowledge of the higher education system and the function of institutions of higher learning.

ASSOCIATE DIRECTOR I

JOB SUMMARY

Under the direction of a Director I at a state college, assists the director and participates in the administration of a major and complex program with multiple objectives and/or a vital large unit which encompasses several distinct program activities in an important management area, supervises and manages one or more important sections of the unit or program and acts with the authority of the Director I, in his or her absence; does related work as required.

EXAMPLES OF WORK

Assists the director in establishing programs or unit goals and develops policies and procedures in accordance with college policies, goals and objectives.

Prepares or directs the preparation of reports and studies containing findings and recommendations for the review, information and assistance of the director.

Reviews the data and prepares the program or unit budget. As directed, monitors expenditures, evaluates spending patterns and recommends approval or disapproval of expenditure requests.

In conjunction with the director, develops proposals for soliciting private and public funds to help meet program objectives or expand activities and services.

Evaluates program operations and performance and recommends changes to the director, as required.

Administers and interprets applicable federal and/or state laws and regulations that impact upon the college and translates them into policies and operating procedures.

Evaluates section(s) goals, operations and performance; as required, develops and implements alternative procedures to improve performance and meet section objectives.

Supervises staff and directs the work operations, develops performance standards, reviews and makes performance evaluations, provides guidance and counsel to staff and approves various personnel actions required within the section supervised including promotions, hiring and disciplinary actions in accordance with college policies and state regulations.

Advises and counsels students and parents regarding program offerings activities and services. Provides guidance and assistance when unusual problems occur.

Compiles and summarizes statistical and other data for the director.

Basic knowledge of the principles of budget planning, development and administration.

Basic knowledge of the principles of organization and personnel management.

Ability to acquire wide knowledge of college policies and procedures.

Ability to acquire knowledge of the state agencies, federal and local governments and private organizations that have a working relationship with the program and/or section.

Ability to assist in the planning and administration of a program or unit by developing and recommending goals, policies and procedures.

Ability to evaluate performance and develop alternative methods to improve performance and meet established objectives.

Ability to effectively supervise subordinate staff including developing work operations and performance standards, making performance evaluations and recommending personnel actions.

Ability to establish cooperative working relationships and coordinate with other offices or organizations that impact on or relate to the work of the section(s) and program or unit.

Ability to advise and counsel students and others concerned with the functions of the program or unit.

Ability to review applications and make determinations concerning the eligibility of the applicant.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor a section or sections budget.

Ability to develop and recommend program goals, policies and procedures.

Ability to prepare clear reports and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

Range: 22 (12 months)
19 (10 months)

Unit: D

EEO Category: D

Ability to develop and recommend program policies.

Ability to prepare and/or direct the preparation of clear reports and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

Range: 27

Unit: D

EEO Category: A

MANAGING ASSISTANT DIRECTOR II

JOB SUMMARY

Under the direction of an Associate Director II, a Director II or a Director III, manages one or more sections of a major organizational program or unit; or under the direction of an Associate Director or Director I, is responsible for managing one or more sections with one or more objectives; participates in the development and effectuation of program or unit goals, policies and procedures which involves development of college policy for direction of the unit and/or program; does related work as required.

EXAMPLES OF WORK

Assists in the planning and management of the program or unit by developing and recommending goals, policies and procedures which comply with college policies and goals.

Develops and recommends plans for program promotion, assessment and improvement.

Manages the activities of a section or sections of the program or unit; evaluates section(s) goals, operations and performance; as required, implements alternative procedures to improve performance and meet section objectives.

Manages the section(s) staff and work operations, develops performance standards, makes performance evaluations, provides guidance and counsel to staff and recommends approval of personnel actions required within the sections supervised.

Prepares, recommends, monitors and revises section(s) budgets.

Establishes and maintains communication and cooperative working relationships with college administrators, faculty, staff, students and student organizations, government and private agencies and/or the public in order to accomplish the objectives of the sections supervised and the program or unit.

Administers and interprets applicable federal and/or state laws and regulations.

Advises and counsels students, parents and/or alumni regarding program offerings, activities and services. Provides guidance and assistance when unusual problems occur.

Processes and reviews applications; makes determinations of eligibility for college or section programs.

Prepares reports on program or section(s) activities; compiles, summarizes and analyzes statistical and other data and develops findings and conclusions and recommendations.

Consults with the director or associate director to resolve unusual problems or policy concerns evolving from within the sections supervised.

Ability to acquire considerable knowledge of the laws and regulations which impact on the section and the program or unit.

Ability to acquire wide knowledge of the college philosophy, goals and organization.

Ability to acquire wide knowledge of the higher education system and the function of institutions of higher learning.

Wide knowledge of the principles of budget planning, development and administration.

Wide knowledge of the principles of organization and personnel management.

Ability to acquire basic knowledge of college policies and procedures.

Ability to acquire knowledge of the state agencies, federal, state and local governments and private organizations that have a working relationship with the program and/or section.

Ability to assist in the management of a college program or unit, including setting goals, planning and implementing work programs and developing policies and procedures.

Ability to evaluate program performance and develop alternative methods to improve performance and meet established objectives.

Ability to develop program ideas or concepts and prepare proposals or funding.

Ability to comply with procedures which insure appropriate confidentiality of program records and activities.

Ability to effectively supervise subordinate staff including developing work operations and performance standards, making performance evaluations and recommending personnel actions.

Ability to establish cooperative working relationships and coordinate with other offices or organizations that impact on or relate to the work of the section and program or unit.

Ability to advise and counsel students and others concerned with the functions of the program or unit.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor a program budget.

Maintains integrity and appropriate confidentiality in section and program operations.

Develops public relations materials.

Represents and acts for the director or associate director as directed.

Prepares detailed correspondence.

Serves on ad hoc and standing committees as required.

Directs the maintenance of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the position to be filled or equivalency as determined by the appointing authority.

Experience

Two years professional experience as a faculty member in an institution of higher education, one in an administrative capacity or two years as an administrator in education, higher education or other field that is directly related to the functions of the position to be filled or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute required experience on a year-for-year basis (30 credit hours is considered one year of college).

A Ph.D. degree or an Ed.D. degree may be substituted for two years of the required experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire considerable knowledge of the program or unit purpose, goals, and objectives.

Wide knowledge of modern management principles.

Ability to acquire basic knowledge of the laws and regulations which impact on the section(s) and the program or unit.

Ability to acquire basic knowledge of the college philosophy, goals and organization.

Ability to acquire basic knowledge of the higher education system and the function of institutions of higher learning.

Establishes and maintains effective communication and cooperative working relationships with college administrators, faculty and staff, students and student organizations, government and private agencies and/or the public in order to accomplish the objectives of the sections of the program or unit supervised.

Maintains integrity and appropriate confidentiality in section and program operations.

Develops public relations materials relating to the section or program.

Participates in conferences, seminars or meetings representing the director as required.

Initiates and plans conferences, seminars and workshops.

Prepares or supervises the preparation of detailed correspondence.

Serves or represents the director on ad hoc and standing committees as required.

Directs the establishment of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the position to be filled or equivalency as determined by the appointing authority.

Experience

Three years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other field that is directly related to the functions of the position to be filled equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute required experience on a year-for-year basis (30 credit hours is considered one year of college).

A Ph.D. or an Ed.D. degree may be substituted for two years of the required experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire thorough knowledge of the program or unit purpose, goals and objectives.

Thorough knowledge of modern management principles.

Basic knowledge of the principles of budget planning, development and administration.

Basic knowledge of the principles of organization and personnel management.

Ability to acquire wide knowledge of college policies and procedures.

Ability to acquire knowledge of the state agencies, federal and local governments and private organizations that have a working relationship with the program and/or section.

Ability to assist in the planning and administration of a program or unit by developing and recommending goals, policies and procedures.

Ability to evaluate performance and develop alternative methods to improve performance and meet established objectives.

Ability to effectively manage subordinate staff including developing work operations and performance standards, making performance evaluations and recommending personnel actions.

Ability to establish cooperative working relationships and coordinate with other offices or organizations that impact on or relate to the work of the section(s) and program or unit.

Ability to advise and counsel students and others concerned with the functions of the program or unit.

Ability to review applications and make determinations concerning the eligibility of the applicant.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor a section or sections budget.

Ability to develop and recommend program goals, policies and procedures.

Ability to prepare clear reports and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

Range: 24 (12 months)
21 (10 months)

Unit: D

EEO Category: D

ASSOCIATE DIRECTOR II

JOB SUMMARY

Under the direction of a Director I or II at a state college, assists in the administration of complex major program and/or large unit; supervises and manages one or more important sections of the unit or program; acts with the authority of the Director I, II in his/her absence; does related work as required.

EXAMPLES OF WORK

Assists the director in establishing programs or unit goals and develops policies and procedures in accordance with college policies, goals and objectives.

Prepares or directs the preparation of report and studies findings and recommendations for the review, information and assistance of the director.

Reviews data and prepares the program or unit budget. As directed, monitors expenditures, evaluates spending patterns and recommends approval or disapproval of expenditure requests.

In conjunction with the director, develops proposals for soliciting private and public funds to help meet program objectives or expand activities and services.

Evaluates program operations and performance, and recommends changes to the director as required.

Administers and interprets applicable federal and/or state laws and regulations that impact upon the college/division and translates them into policies and operating procedures.

Evaluates section(s) goals, operations and performance; as required, develops and implements alternative procedures to improve performance and meet section objectives.

Supervises the section(s) staff and directs the work operations and develops performance standards, reviews and makes performance evaluations, provides guidance and counsel to staff and approves various personnel actions required within the section supervised including promotions, hiring, and disciplinary action in accordance with college policies and state regulations.

Advises and counsels students and parents regarding program offerings, activities and services. Provides guidance and assistance when unusual problems occur.

Compiles and summarizes statistical and other data for the director.

Consults with the director to resolve the most unusual problems or policy concerns evolving from within the sections of the program or unit supervised.

MANAGING ASSISTANT DIRECTOR I

JOB SUMMARY

Under the direction of an Associate Director I, a Director I or a Director II, manages one or more sections of a major organizational unit having multiple programs or unit goals; participates in the development and implementation of policies and procedures, does related work as required.

EXAMPLES OF WORK

Assists in the planning and management of the program or unit by developing and recommending goals, policies and procedures which comply with college policies and goals.

Develops and recommends plans for program promotion, assessment and improvement.

Manages the activities of a section or sections of the program or unit; evaluates section(s) goals, operations and performance; as required, implements alternative procedures to improve performance and meet section objectives.

Manages the section(s) staff and work operations, develops performance standards, makes performance evaluations, provides guidance and counsel to staff and approves various personnel actions required within the sections supervised including promotion, hiring, and disciplinary action in accordance with college policies and state regulations.

Prepares, recommends, monitors and revises section(s) budgets.

Establishes and maintains communication and cooperative working relationships with college administrators, faculty, staff, students and student organizations, government and private agencies and/or the public in order to accomplish the objectives of the sections supervised and the program or unit.

Administers and interprets applicable federal and/or state laws and regulations.

Advises and counsels students, parents and/or alumni regarding program offerings, activities and services. Provides guidance and assistance when unusual problems occur.

Approves the processing and reviewing of applications, approves determinations of eligibility for college or section programs.

Prepares reports on program or section(s) activities; compiles, summarizes and analyzes statistical and other data and develops findings and conclusions and recommendations.

Consults with the director or associate director to resolve unusual problems or policy concerns evolving from within the section supervised.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor a program budget.

Ability to develop and recommend program policies.

Ability to prepare and/or direct the preparation of clear reports and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

Range: 25

Unit: D

EEO Category: A

Maintains integrity and appropriate confidentiality in section and program operations.

Develops public relations materials.

Represents and acts for the director or associate director as directed.

Prepares detailed correspondence.

Serves on ad hoc and standing committees as required.

Supervises the maintenance of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the position to be filled or equivalency as determined by the appointing authority.

Experience

Three years professional experience as a faculty member in an institution of higher education, two years of which are in an administrative capacity, or two years as an administrator in education, higher education or other field that is directly related to the functions of the position to be filled or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute required experience on a year-for-year basis (30 credit hours is considered one year of college).

A Ph.D. degree or an Ed.D. degree may be substituted for two years of the required experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire considerable knowledge of the program or unit purpose, goals, and objectives.

Wide knowledge of modern management principles.

Ability to acquire basic knowledge of the laws and regulations which impact on the section(s) and the program or unit.

Ability to acquire basic knowledge of the college philosophy, goals and organization.

Ability to acquire basic knowledge of the higher education system and the function of institutions of higher learning.

KNOWLEDGE, SKILLS AND ABILITIES

- Ability to acquire thorough knowledge of the program or unit purpose, goals and objectives.
- Thorough knowledge of modern management principles.
- Ability to acquire considerable knowledge of the laws and regulations which impact on the section and the program or unit.
- Ability to acquire wide knowledge of the college philosophy, goals and organization.
- Ability to acquire wide knowledge of the higher education system and the function of institutions of higher learning.
- Wide knowledge of the principles of budget planning, development and administration.
- Wide knowledge of the principles of organization and personnel management.
- Ability to acquire basic knowledge of college policies and procedures.
- Ability to acquire knowledge of the state agencies, federal, state and local governments and private organizations that have a working relationship with the program and/or section.
- Ability to assist in the management of a college program or unit, including setting goals, planning and implementing work programs and developing policies and procedures.
- Ability to evaluate program performance and develop alternative methods to improve performance and meet established objectives.
- Ability to develop program ideas or concepts and prepare proposals or funding.
- Ability to comply with procedures which insure appropriate confidentiality of program records and activities.
- Ability to effectively supervise subordinate staff including developing work operations and performance standards, making performance evaluations and recommending personnel actions.
- Ability to establish cooperative working relationships and coordinate with other offices or organizations that impact on or relate to the work of the section and program or unit.
- Ability to advise and counsel students and others concerned with the functions of the program or unit.

Basic knowledge of the principles of budget planning, development and administration.

Basic knowledge of the principles of organization and personnel management.

Ability to acquire wide knowledge of college policies and procedures.

Ability to acquire knowledge of the state agencies, federal and local governments and private organizations that have a working relationship with the program and/or section.

Ability to assist in the planning and administration of a program or unit by developing and recommending goals, policies and procedures.

Ability to evaluate performance and develop alternative methods to improve performance and meet established objectives.

Ability to effectively manage subordinate staff including developing work operations and performance standards, making performance evaluations and recommending personnel actions.

Ability to establish cooperative working relationships and coordinate with other offices or organizations that impact on or relate to the work of the section(s) and program or unit.

Ability to advise and counsel students and others concerned with the functions of the program or unit.

Ability to review applications and make determinations concerning the eligibility of the applicant.

Ability to establish cooperative working relationships with supervisors and staff.

Ability to develop, administer and monitor a section or sections budget.

Ability to develop and recommend program goals, policies and procedures.

Ability to prepare clear reports and studies that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to represent the college at conferences, seminars or meetings.

Ability to supervise and/or maintain essential records and files.

Compiles and summarizes statistical and other data for the director.

Consults with the director to resolve the most unusual problems or policy concerns evolving from within the sections of the program or unit supervised.

Establishes and maintains effective communication and cooperation working relationships with college administrators, faculty and staff, students and student organizations, government and private agencies and/or the public in order to accomplish the objectives of the sections supervised and the program or unit.

Maintains integrity and appropriate confidentiality in section and program operations.

Develops public relations materials relating to the section or program.

Participates in conferences, seminars or meetings representing the director as required.

Initiates and plans conferences, seminars and workshops.

Prepares or supervises the preparation of detailed correspondence.

Serves or represents the director on ad hoc and standing committees as required.

Directs the establishment of essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the position to be filled.

Experience

Two years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or other field that is directly related to the functions of the position to be filled or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute required experience on a year-for-year basis (30 credit hours is considered one year of college).

A Ph.D. or an Ed.D. degree may be substituted for two years of the required experience.

PROJECT SPECIALIST

JOB SUMMARY

When a full time position is needed for a project which has a clearly defined objective and anticipated duration, and, where it is not feasible to use an established title, the Project Specialist title may be utilized on an interim basis for one year and may be extended for one year only.

EXAMPLES OF WORK

Work examples may vary depending upon the nature of the project.

REQUIREMENTS

Education and Experience

Commensurate with the level of expertise a project demands.

Range: 00

Unit: X

EEO Category: B

ASSOCIATE DIRECTOR III

JOB SUMMARY

Under the direction of a Director I, II, or III at a state college, as the principal managerial assistant to the director, assists in the administration of an important, primarily single objective program or unit; supervises and manages one or more important sections of the unit or program and acts with the authority of the Director III in his or her absence; does related work as required.

EXAMPLES OF WORK

Assists the director in establishing programs or unit goals and develops policies and procedures in accordance with college policies, goals and objectives.

Prepares or directs the preparation of reports and studies containing findings and recommendations for the review, information and assistance of the director.

Reviews data and prepares the program or unit budget. As directed, monitors expenditures, evaluates spending patterns and recommends approval or disapproval of expenditure requests.

In conjunction with the director, develops proposals for soliciting private and public funds to help meet program objectives or expand activities and services.

Evaluates program operations and performance and recommends changes to the director, as required.

Administers and interprets applicable federal and/or state laws and regulations that impact upon the unit and/or program and translates them into policies and operating procedures.

Evaluates section(s) goals, operations and performance; as required, develops and implements alternative procedures to improve performance and meet section objectives.

Supervises the section(s) staff and directs the work operations, develops performance standards, reviews and makes performance evaluations, provides guidance and counsel to staff and approves various personnel actions required within the section supervised including promotions, hiring, and disciplinary action in accordance with college policies and state regulations.

Advises and counsels students and parents regarding program offerings, activities and services. Provides guidance and assistance when unusual problems occur.

EXECUTIVE ASSISTANT IV

JOB SUMMARY

Acts as an executive assistant to an executive officer assists in the development and implementation of division policies and the development, management and control of the plans, program and operations under the direction of the executive and for expediting work through appropriate channels; assumes responsibility in all aspects of the operations under the direction of the executive; does related work as required.

EXAMPLES OF WORK

Develops and recommends college/division goals, programs and policies to the supervisor; participates in their review, interpretation and implementation.

Plans and coordinates the implementation of new or revised college/division policy.

Establishes and maintains cooperative working relationships with executive and administrative officers of the college, the Faculty Senate and its committees, department chairpersons, faculty members, staff and students, government and private agencies and/or the public to ensure that established goals are met and resolve problems.

Plans, implements and controls general and special projects assigned by the executive officer insuring timely completion.

Recommends organizational arrangements, performance criteria and administrative procedures to help achieve college/division goals.

Performs special studies or investigations which require the analysis of requests and facts of a sensitive nature; makes recommendations regarding appropriate action.

Develops and implements measures to insure that the directives of the supervisor are properly carried out.

Assists in developing curriculum and planning and implementing curriculum changes.

Arranges and schedules meetings and conferences for the supervisor.

Participates in conferences, seminars or meetings representing the supervisor as required.

Assists in the faculty selection and appointment procedures.

Conducts research; evaluates data and prepares reports containing findings and recommendations for the review, information and assistance of the supervisor.

Supervises the operation and staff of the office.

Hears appeals as required.

Ability to acquire considerable knowledge of philosophy, goals and organization in higher education.

Ability to acquire considerable knowledge of college policies and procedures.

Wide knowledge of the principles of budget planning, organization and personnel management.

Ability to acquire wide knowledge of agencies of state and local government and private organizations that impact on the college and its program.

Ability to assist in the development of college and divisional policies.

Ability to assist in the development management and control of college plans, programs and operations.

Ability to expedite the work of the college through appropriate channels.

Ability to establish cooperative working relationships and coordinate college programs with other organizations that impact on or relate to college operations.

Ability to work cooperatively with college executives and administrative officers, faculty, staff, students and the public.

Ability to plan and schedule conferences, meetings and seminars.

Ability to hear student appeals.

Ability to conduct studies, investigations and research, evaluate data and develop conclusions and recommendations.

Ability to prepare policy and position papers.

Ability to effectively supervise subordinate staff including developing performance standards, making performance evaluations and approving personnel actions.

Ability to develop, administer and monitor a budget.

Ability to prepare clear, sound, accurate and informative reports that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the president at meetings, conferences and seminars.

Ability to supervise and/or maintain essential records and files.

Counsels students concerning academic, vocational and/or personal difficulties.

Interviews visitors to the supervisor's office; responds to inquiries or requests; and advises the supervisor concerning matters requiring his/her personal attention.

Participates in the development of the college/division budget and allocation and control of budgetary resources.

Serves on ad hoc and standing committees as required.

Prepares detailed correspondence in the course of official duties.

Maintains essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree or equivalency as determined by the appointing authority.

Experience

Two years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or a related field and/or professional experience in program management with responsibility for planning, organizing, coordination, staffing, reporting and budgeting or in assisting an executive with program development and implementation or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute indicated experience of a year-for-year basis. (30 credit hours are considered one year of college.)

A Ph.D. or an Ed.D. degree may be substituted for two years of the indicated experience.

KNOWLEDGE, SKILLS AND ABILITIES

Thorough knowledge of modern management principles and techniques and their application.

Ability to acquire knowledge of all aspects of programs, operations and organization under the direction of the executive officer.

Ability to acquire considerable knowledge of philosophy, goals and organization in higher education.

Ability to acquire considerable knowledge of the higher education system and the function of institutions of higher education.

Manages the planning and coordination of all functions of the president's office and attends such functions as directed.

Develops and implements measures to insure that the directives of the president are properly carried out.

Interviews visitors to the office of the president; responds to inquiries or requests; and advises the president concerning matters requiring his/her personal attention.

Prepares the budget for the office of the president and monitors all expenditures.

Prepares detailed correspondence in the course of official duties.

Maintains essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree in a field related to the position to be filled or equivalency as determined by the appointing authority.

Experience

Five years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or a related field and/or professional experience in program management with responsibility for planning, organizing, coordination, staffing, reporting and budgeting or in assisting an executive with program development and implementation or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute indicated experience of a year-for-year basis. (30 credit hours are considered one year of college.)

A Ph.D. or an Ed.D. degree may be substituted for two years of the indicated experience.

KNOWLEDGE, SKILLS AND ABILITIES

Ability to acquire knowledge of all aspects of the college organization and operations.

Thorough knowledge of modern management principles and techniques and their application.

Ability to acquire considerable knowledge of college policies and procedures.

Wide knowledge of the principles of budget development, organization and personnel management.

Wide knowledge of the principles of academic development, research, learning/teaching strategies, faculty/student evaluation and academic administration.

Ability to acquire wide knowledge of agencies of state and local government and private organizations that impact on the college and its program.

Ability to assist in the development of college and divisional policies.

Ability to assist in the development management and control of college plans, programs and operations.

Ability to expedite the work of the college through appropriate channels.

Ability to establish cooperative working relationships and coordinate college programs with other organizations that impact on the activities of the division.

Ability to work cooperatively with college executives and administrative officers, faculty, staff, students and the public.

Ability to plan and schedule conferences, meetings and seminars.

Ability to conduct studies, investigations and research, evaluate data and develop sound conclusions and recommendations.

Ability to effectively supervise subordinate staff including developing performance evaluations and approving personnel actions.

Ability to develop, administer and monitor a budget.

Ability to prepare clear, sound, accurate and informative reports that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the executive officer at meetings, conferences and seminars.

Ability to supervise and/or maintain essential records and files.

EXECUTIVE ASSISTANT I

JOB SUMMARY

Acts as the executive assistant to the president and assists in the development and implementation of college policies and the development, management and control of college plans, programs and operations; and for expediting the work of the college through appropriate channels; serves as a member of the president's cabinet and assumes responsibility in all aspects of the administrative, instructional and financial operations of the college; does related work as required.

EXAMPLES OF WORK

Develops and recommends goals, programs and policies to the president and participates in their review, interpretation and implementation.

Plans and coordinates the implementation of new or revised college policies.

Establishes and maintains cooperative working relationships with executive and administrative officers of the college, the Faculty Senate and its committees, department chairpersons, faculty members, staff and students, government and private agencies and/or the public to ensure that established goals are met and resolve problems.

Participates with executive officers of the institution in the formulation of college policy.

Plans, implements and controls general and special projects assigned by the president; insures timely completion.

Recommends organizational arrangements, performance criteria and administrative procedures to help achieve college goals.

Performs special studies or investigations which require the analysis of requests and facts of a sensitive nature; makes recommendations regarding appropriate action.

Conducts research; evaluates data and prepares reports containing findings and recommendations for the review, information and assistance of the president.

Participates in conferences, seminars or meetings representing the president as required.

Hears appeals concerning decisions rendered at a prior step at the direction of the supervisor.

Prepares policy and position papers for the president.

Supervises the operation and staff of the president's office.

Arranges meetings and conferences for the president.

EXECUTIVE ASSISTANT III

JOB SUMMARY

Acts as the executive assistant to a dean or higher, assists in the development and implementation of policies and development, management and control of plans, programs and operations under the direction of the executive officer; expedites the work of the office through appropriate channels; serves as a member of the executive officer's staff and assumes responsibility in all aspects of the operation.

EXAMPLES OF WORK

- Develops and recommends goals, programs and policies to the executive officer; participates in their review, interpretation and implementation.

Plans and coordinates the implementation of new or revised office policy.

Establishes and maintains cooperative working relationships with executive and administrative officers of the college, the Faculty Senate and its committees, department chairpersons, faculty members, staff and students, government and private agencies and/or the public to ensure that established goals are met and resolve problems.

Plans, implements and controls general and special projects assigned by the executive officer insuring timely completion.

Recommends organizational arrangements, performance criteria and administrative procedures to help achieve office goals.

Performs special studies or investigations which require the analysis of requests and facts of a sensitive nature; makes recommendations regarding appropriate action.

Develops and implements measures to insure that the directives of the executive officer are properly carried out.

Arranges and schedules meetings and conferences for the executive officer.

Participates in conferences, seminars or meetings representing the executive officer as required.

Coordinates the processing of faculty personnel actions including appointment, reappointment and promotion.

Conducts research; evaluates data and prepares reports containing findings and recommendations for the review, information and assistance of the executive officer.

Supervises the operation and staff of the office.

Hears appeals as required.

Ability to acquire considerable knowledge of college policies and procedures.

Wide knowledge of the principles of budget development, organization and personnel management.

Ability to acquire wide knowledge of agencies of state and local government and private organizations that impact on the college and its program.

Ability to assist in the development of college and divisional policies.

Ability to assist in the development management and control of college plans, programs and operations.

Ability to expedite the work of the college through appropriate channels.

Ability to establish cooperative working relationships and coordinate college programs with other organizations that impact on the activities of the office of the executive officer.

Ability to work cooperatively with college executives and administrative officers, faculty, staff, students and the public.

Ability to plan and schedule conferences, meetings and seminars.

Ability to conduct studies, investigations and research, evaluate data and develop sound conclusions and recommendations.

Ability to effectively supervise subordinate staff including developing performance evaluations and approving personnel actions.

Ability to develop, administer and monitor a budget.

Ability to prepare clear, sound, accurate and informative reports that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the executive officer at meetings, conferences and seminars.

Ability to supervise and/or maintain essential records and files.

Interviews visitors to the office of the president; responds to inquiries or requests; and advises requiring his/her personal attention.

Participates in the development of the division budget and allocation and control of budgetary resources.

Serves on ad hoc and standing committees as required.

Prepares detailed correspondence in the course of official duties.

Maintains essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree or equivalency as determined by the appointing authority.

Experience

Three years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or a related field and/or professional experience in program management with responsibility for planning, organizing, coordination, staffing, reporting and budgeting or in assisting an executive with program development and implementation or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute indicated experience of a year-for-year basis. (30 credit hours are considered one year of college.)

A Ph.D. or an Ed.D. degree may be substituted for two years of the indicated experience.

KNOWLEDGE, SKILLS AND ABILITIES

Thorough knowledge of modern management principles and techniques and their application.

Ability to acquire knowledge of all aspects of programs, operations and organization under the direction of the executive officer.

Ability to acquire considerable knowledge of philosophy, goals and organization in higher education.

Ability to acquire considerable knowledge of the higher education system and the function of institutions of higher education.

Interviews visitors to the office of the president; responds to inquiries or requests; and advises on matters requiring the executive officer's personal attention.

Participates in the development of the division budget and allocation and control of budgetary resources.
Serves on ad hoc and standing committees as required.

Prepares detailed correspondence in the course of official duties.

Maintains essential records and files.

REQUIREMENTS

Education

Graduation from an accredited college with a Bachelor's degree supplemented by a Master's degree or equivalency as determined by the appointing authority.

Experience

Five years professional experience as a faculty member in an institution of higher education or administrator in education, higher education or a related field and/or professional experience in program management with responsibility for planning, organizing, coordination, staffing, reporting and budgeting or in assisting an executive with program development and implementation or equivalency as determined by the appointing authority.

Applicants who do not possess the required education may substitute indicated experience of a year-for-year basis. (30 credit hours are considered one year of college.)

A Ph.D. or an Ed.D. degree may be substituted for two years of the indicated experience.

KNOWLEDGE, SKILLS AND ABILITIES

Thorough knowledge of modern management principles and techniques and their application.

Ability to acquire knowledge of all aspects of programs, operations and organization under the direction of the executive officer.

Ability to acquire considerable knowledge of philosophy, goals and organization in higher education.

Ability to acquire considerable knowledge of the higher education system and the function of institutions of higher education.

Ability to acquire considerable knowledge of college policies and procedures.

Wide knowledge of the principles of budget development, organization and personnel management.

Ability to acquire wide knowledge of agencies of state and local government and private organizations that impact on the college and its program.

Ability to assist in the development of college and divisional policies.

Ability to assist in the development management and control of college plans, programs and operations.

Ability to expedite the work of the college through appropriate channels.

Ability to establish cooperative working relationships and coordinate college programs with other organizations that impact on the activities of the office of the executive officer.

Ability to work cooperatively with college executives and administrative officers, faculty, staff, students and the public.

Ability to plan and schedule conferences, meetings and seminars.

Ability to conduct studies, investigations and research, evaluate data and develop sound conclusions and recommendations.

Ability to effectively supervise subordinate staff including developing performance evaluations and approving personnel actions.

Ability to develop, administer and monitor a budget.

Ability to prepare clear, sound, accurate and informative reports that include findings and recommendations.

Ability to prepare clear and detailed correspondence.

Ability to speak in public.

Ability to represent the executive officer at meetings, conferences and seminars.

Ability to supervise and/or maintain essential records and files.

EXECUTIVE ASSISTANT II

JOB SUMMARY

Acts as the executive assistant to a vice president or president and assists in the development and implementation of college policies and the development, management and control of college plans, programs and operations under the direction of the executive officer; and for expediting the work of the college through appropriate channels; serves as a member of the executive officers executive staff and assumes responsibility in all aspects of the administrative, instructional and financial operations of the unit.

EXAMPLES OF WORK

Develops and recommends goals, programs and policies to the president and participates in their review, interpretation and implementation.

Plans and coordinates the implementation of new or revised policies of the executive division.

Establishes and maintains cooperative working relationships with executive and administrative officers of the college, the Faculty Senate and its committees, department chairpersons, faculty members, staff and students, government and private agencies and/or the public to ensure that established goals are met and resolve problems.

Plans, implements and controls general and special projects assigned by the executive officer insuring timely completion.

Recommends organizational arrangements, performance criteria and administrative procedures to help achieve division/college goals.

Performs special studies or investigations which require the analysis of requests and facts of a sensitive nature; makes recommendations regarding appropriate action; develops and implements measures to insure that the directives of the executive officer are properly carried out.

Arranges and schedules meetings and conferences for the executive officer.

Participates in conferences, seminars or meetings representing the executive officer as required.

Coordinates the processing of faculty personnel actions including appointment, reappointment and promotion.

Conducts research; evaluates data and prepares reports containing findings and recommendations for the review, information and assistance of the executive officer.

Supervises the operation and staff of the office.

Hears appeals as required.

Trenton State College

PROMOTION CRITERIA, STANDARDS, AND PROCEDURES

PREFACE

It is the goal of the promotion process to implement the mission of the college through the recognition and reward of those faculty members and librarians who have demonstrated superior competency in teaching, in high quality research, and in meaningful service to the College at the undergraduate and graduate levels. These characteristics are found in the College's Purpose Statement of Undergraduate Education and described in the Undergraduate and Graduate Bulletins. The criteria, standards and procedures for promotion shall be fairly and equitably applied to all candidates.

The process rests first upon peer evaluations. Within this context, the promotion system recognizes the individuality of the different disciplines at the College. Therefore, the departments have the major responsibility for establishing and administering guidelines whereby the process is realized (subject to wider approval) and for making initial promotion recommendations. Some schools do not have departments. Promotion documents should state whether the major responsibility lies with the school or the division/area. The applications and departmental recommendations are then further considered by the College committee for the purpose of submitting recommendations to the President of the College.

There must be a connection between those factors commending faculty and librarians for promotions and the purposes for which the College exists.

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FORMAT FOR FEEDBACK TO NON-RECOMMENDED LIBRARIAN CANDIDATES

A letter will be sent at each respective level to each non recommended candidate indicating that one or more of the following conditions pertains:

1. The candidate would be advised that the Committee's assessment of his/her performance in the area of assigned responsibility led a majority of the members to conclude that improvement (in accord with the published criteria and standards) was needed.
2. The candidate would be advised that the Committee's judgment of his/her professional contributions and/or scholarly activity led a majority of the members to conclude that improvement (in accord with the published criteria and standards) was needed.
3. The candidate would be advised that the Committee's assessment of his/her additional academic preparation led a majority of the members to conclude that improvement (in accord with the published criteria and standards) was needed.
4. The candidate would be advised that the Committee's evaluation of his/her administrative and/or coordinating ability led a majority of the members to conclude that improvement (in accord with the published criteria and standards) was needed.
5. The candidate would be advised that the Committee's assessment of his/her participation in Library, College and community affairs led a majority of the members to conclude that improvement (in accord with the published criteria and standards) was needed.

Note: The appraisals provided are not binding on subsequent committees and only reflect the best professional judgment of the current sitting committee.

Trenton State College
PROMOTION CRITERIA, STANDARDS AND PROCEDURES

I. PROMOTION CRITERIA

The examples in the following are not intended to be exhaustive or prescriptive, but rather to reflect the spirit of the promotion criteria. They in no way imply that candidates must present evidence of accomplishment in every cited example or perform equally in every cited example. No single activity or accomplishment should be cited in more than one category.

A. Promotion Criteria for Faculty

1. Promotion Criteria for Teaching, Scholarly/Creative/Professional Activity and Service

a. Promotion Criteria for Teaching

The primary mission of the college faculty is teaching to prepare students for successful careers and lives following graduation. Many factors combine to produce effective teaching, and a varying combination of factors may be mixed or altered by a given teacher in an almost infinite number of ways to educate students. Teaching is thus a highly individual activity, as much an art as a science. Yet most effective teachers, those praised by peers as well as students, will share a mastery of similar skills or demonstrate some common practices on which their excellence is based.

Effective teaching can be evaluated according to several broad criteria: providing instruction; non-classroom modes of instruction; academic advising; and course materials.

In providing instruction, effective teachers show mastery of their subjects by staying current in their disciplines, growing continually in knowledge, and demonstrating appropriate expertise. They provide a guiding example in their disciplines and generate students' curiosity and desire to learn. They teach critical thinking skills, develop leadership skills and encourage service to others. They present their subject matter skillfully, employing effective communication skills and appropriately varied instructional materials, methods and formats. In addition to these presentation skills, they show organizational skills such as providing course and class materials and clearly specified learning objectives which give evidence of careful and thorough preparation. Their teaching shows adaptability and flexibility, uses a variety of approaches and utilizes outside resources. Effective teachers are fair in their grading and in their responses to students' problems or concerns; they provide clear criteria for performance. Students of these instructors can expect classes to be met on time, graded material to be returned in a timely fashion, and regular office or conference hours to be held. Effective teachers are available for student consultations and discussions with colleagues and meet classes as scheduled. They have rapport with students, are responsive to students' ideas and discussions, show an awareness of individual differences and are sensitive to varying cultures and heritages present within their classrooms.

Effective teaching faculty are especially active outside of the classroom where they act as role models, teaching by example, to impart to students an ethical basis for decision making, critical thinking skills, leadership and service to others. They may engage in tutorials, individualized instruction, directing graduate and honors projects, supervising

FORMAT FOR FEEDBACK TO NON-RECOMMENDED FACULTY CANDIDATES

A letter will be sent at the respective level to each non-recommended candidate indicating that one or more of the following conditions pertains:

1. The candidate would be advised that the Committee's reading of his or her teaching evaluations and other indicators of teaching excellence led a majority of the members to conclude that improvement in teaching performance (in accord with the published Criteria, Standards, and Qualifications) was needed.
2. The candidate would be advised that the Committee's judgment of his or her scholarship/creative/professional activity led a majority of the members to conclude that improvement in those areas (in accord with the published Criteria, Standards, and Qualifications) was needed.
3. The candidate would be advised that the Committee's evaluation of his or her service to department, college, and/or community led a majority of the members to conclude that improvement in those areas (in accord with the published Criteria, Standards, and Qualifications) was needed.

Note: The feedback provided is not binding on subsequent committees and only reflects the best professional judgment of the current sitting committee.

internships, sponsoring field trips, teaching in the College's living/learning settings, and directing practica and clinical experiences.

Effective teachers develop, implement, and update their courses. They insure that their students receive sufficient pertinent and current course materials such as syllabi, study guides, announcement of examinations and assignments and other appropriate instructional materials. They offer students opportunities to make class presentations or to do projects.

Effective teachers attend and participate in professional conferences to improve their teaching and teach a variety of course topics.

Academic advising is another facet of teaching in a broad context. Effective advisors assist students not only with specific course plans, but also with career goals. They aid students in developing good study habits, time management methods and responsible personal attitudes. Effective advisors refer students to appropriate persons or resources for information and guidance.

They are role models for students, imparting an ethical base for decision making, and practicing diversity as an enriching strength.

b. Promotion Criteria for Scholarly/Creative/Professional Activity

Scholarly/creative/professional activity includes research, creative endeavors, professional and intellectual development, and professional services which impact on one's academic discipline. Such activity is given particular weight if it is linked to the education of students.

Research can be subdivided into three categories: disciplinary, applied, and pedagogical. Research in the discipline constitutes a contribution to knowledge in that field, whether through presentation of newly-derived data or original critical interpretations of existing information.

Applied research involves the development and/or evaluation of solutions to practical problems within a field. Curriculum development may be considered applied research when the work is designed for and impacts on groups outside the college. Pedagogical research offers new insights and methods for transmitting knowledge to students within class and over programs or curricula. All three forms of research are communicated to the academic community through such means as articles in professional journals, published books, editions, chapters, original papers for conferences or professional societies, serving as editor or reviewer of scholarly works or proposals, proceedings of conferences, panels or meetings, published manuals, or handbooks to accompany texts, instruments or equipment, software, and electronic media.

Creative endeavors include original works in art, creative writing, drama, documentary, music and dance, and such applied arts as graphics, design, and architecture. Creative endeavors are presented to the public through performances, shows, publications, displays or exhibits, and may be submitted for juried evaluation by peers in the respective fields. In some cases, activities under this category may overlap with those under research and scholarly activity, such as participation on panels, in discussion groups, seminars or workshops, in preparation of grant proposals, and in organization of shows, displays, meetings, or performances.

Professional and intellectual development includes continuing study in a specific field

**FORMAT FOR LIBRARY PROMOTIONS COMMITTEE
RECOMMENDATION FOR PROMOTION**

Candidate

Rank sought

1. Performance in the area of assigned responsibility
(discussion and evaluation)
2. Professional contributions and scholarly activity
(discussion and evaluation)
3. Additional academic preparation
(discussion and evaluation)
4. Administrative and/or coordinating ability
(discussion and evaluation)
5. Participation in library, College, and community affairs
(discussion and evaluation)

This candidate is recommended to the College Promotions Committee: the candidate: (check one)

Meets qualifications under N.J.A.C. 9:6-3.5(c).

Has established equivalency as set forth in Section 2.2.3 of the Promotions Handbook.

The candidate is _____ is not _____ (check one) recommended for promotion.

Signed:

(Chair, Library Promotions Committee)

Date:

To applicant for promotion:

The State-Union Agreement requires that individuals have an opportunity to read and respond, if they wish, to any documents placed in their personnel files. Please sign below:

I attest that I have read this document. I do _____ do not _____ (check one) intend to forward a response by _____ to the Chair of Library Promotions Committee.

Name

Date

related to one's discipline. These studies may include activities such as pursuing additional graduate degrees, or engaging in post-doctoral fellowships, internships and personal studies.

Professional services as a consultant or practitioner are considered scholarly activity when these services impact significantly on one's discipline.*

*N.B. This definition is in distinction to professional service such as active participation in scholarly organizations discussed in A.I.c below. No one activity should meet both this criterion and A.I.c simultaneously.

c. Promotion Criteria for Service

The category of service includes the contributions a faculty member makes to the college, to the profession, to the on-campus community and to the community at large. The service which is demonstrated may also have indirect impact on a faculty member's contributions or accomplishments considered under teaching and scholarly activities.

Service to the college includes the faculty member's contribution to the effective operation and growth of the institution at all levels. Specific examples of these activities may include curriculum and course development, active participation on or chairing of departmental, school and college-wide committees (for example standing or ad hoc) or organizations, work on task forces, functioning as a faculty advisor or liaison to student organizations or clubs, participation in campus governance or as an elected faculty representative. Service to the college can also include participation in off-campus programs or workshops on or off-campus and any other activity in which the faculty member is serving as an invited representative of the college.

Service to the profession includes the contributions a faculty member makes to the advancement of his or her academic profession through active participation in professional and scholarly organizations or associations. Examples of service to the profession include holding membership and/or office in a professional organization within one's academic discipline, serving as a member of an accrediting team or review board, and providing a sought after service relevant to one's discipline, e.g., consulting and practice which do not satisfy the definition under scholarly activity.*

Service to the on-campus community and the community at large includes the contributions a faculty member makes through the application of his or her academic skills and experience to the solution of campus, local, national, or international problems. Examples of such application may include advising student organizations, acting as a guest lecturer in student programs, membership and active participation in charitable, civic and cultural organizations.

*N.B. This definition is in distinction to professional service impacting on the profession as discussed in A.I.b above. No one activity should meet both these criteria simultaneously.

B. Promotion Criteria for Librarians

1. High Quality of Performance in Area of Assigned Responsibility

The functional responsibilities of librarians are many. Librarianship includes many activities, and any one person's responsibilities may fall within a number of those facets or in only one. Librarians perform in one or all of the following capacities: reference, bibliographic instruction, access services, collection development, collection management,

FORMAT FOR DEPARTMENT RECOMMENDATION FOR PROMOTION

Candidate _____ Department _____

- I. Teaching
(discussion and evaluation)
- II. Scholarly Activity
(discussion and evaluation)
- III. Service
(discussion and evaluation)

This candidate://(check one)

- () Meets qualifications under New Jersey Administrative Code 9:6-3.5 (a).
- () Is qualified under New Jersey Administrative Code 9:6-3.5 (b) ("grandfather clause").
- () Has established equivalency as permitted in New Jersey Administrative Code 9:6-3.5 (b).
(Document the establishment of the equivalency as described in The Faculty Handbook)

The candidate is _____ is not _____ (check one) recommended for promotion.

Signed:

_____ (Chair, Department Promotions Committee) Date _____

Date:

To applicant for promotion:

The collective bargaining agreement requires that individuals have an opportunity to read and, if they wish, respond to any documents placed in their personnel files. Please sign below:

I attest that I have read this document. I do _____ do not _____ (check one) intend to forward a response by _____ to the Chair of the School Promotions Committee. I do _____ do not _____ (check one) want my application forwarded to the School Promotions Committee.

Name _____ Date _____

CANDIDATE WISHING TO APPEAL A DECISION ON PROCEDURAL GROUNDS SHOULD FOLLOW APPEALS PROCEDURE CITED IN THE AGREEMENT BETWEEN THE STATE OF NEW JERSEY AND COUNCIL OF NEW JERSEY STATE COLLEGE LOCALS.

information retrieval, and bibliographic control.

Regardless of a librarian's assigned responsibility, certain criteria are applicable to all librarians. Librarians are able to provide users of the library with effective access to information. They are well informed as to trends, practices, and changing technologies in the profession. They are also able to contribute to the initiation and development of new programs and policies and can prepare information materials for other staff and library users. Librarians are able to establish and maintain good communication and working relationships with faculty, administration, and students. They work effectively with student groups (exhibits in the residence halls or in support of student programming), with outside agencies and with the general public. They demonstrate adaptability and flexibility and show that they are aware of individual differences and that they are sensitive to the various cultures and heritages present within the college community.

2. Professional Contributions and Scholarly Activity

Librarians make contributions to the advancement of librarianship through active participation in professional organizations and associations. Their professional contributions may include holding membership and/or office in a professional organization, task force or a library cooperative group. They also provide sought-after services relevant to their expertise as librarians.

Librarians may engage in scholarly activity by making contributions to the professional literature and/or engaging in research relevant to librarianship or an appropriate subject field.

3. Additional Academic Preparation as Evidenced by Advanced Degree or Other Relevant Course Work

Librarians give evidence of additional academic preparation not only via pursuit and/or completion of additional degrees but also via attendance at courses, seminars, and workshops related to either their academic disciplines or the work of the library.

4. Administrative and/or Coordinating Ability

Librarians participate in the planning, initiating, and codifying or coordinating of a library operation and service. They may assist in training new colleagues. They may also assist in the coordination and supervision of the work of colleagues and support staff.

5. Participating in Library, College and Community Affairs

Service to the library and College may include active participation in or chairing of library and college-wide committees, work on task forces and functioning as an advisor to student organizations. Librarians may also serve as representatives to College organizations or as invited representatives to off-campus programs.

Librarians may participate in community affairs in many ways. These include membership and active participation in charitable, civic and cultural organizations.

DIRECTIONS FOR COMPLETING DEPARTMENT RECOMMENDATION

1. Refer to the "Promotion Criteria for Teaching, Scholarly/Creative Activity, and Service" and to the "Promotion Standards for Teaching, Scholarly Activity, and Service" as references for completing this application. Please provide specific support for each category.
2. Use the attached Format for Department Recommendation for Promotion.
3. Complete a report following the format for Department Recommendation for Promotion, indicating how the application materials demonstrate that the recommended candidates meet the criteria and standards for promotion.
4. The candidate must be shown the recommendation, and acknowledge on the recommendation that it has been seen. The candidate receives one copy of the recommendation for his or her records.
5. For all candidates for promotion, the original recommendation is inserted at the front of the application binder and sent to the appropriate Dean and the Chair of the College Promotions Committee.
6. All supporting documents and materials for recommended and non-recommended candidates should be forwarded to the appropriate Dean.

II. PROMOTION STANDARDS

A standard sets a basis of comparison for judging quality and represents a fixed level of excellence or attainment. The following standards are consistent with the college's commitment to excellence.

A. Promotion Standards for Faculty: Teaching, Scholarly/Creative/ Professional Activity, and Service

High quality teaching is a necessary condition for promotion and requires a most careful examination. In addition to excellence in teaching a candidate must also demonstrate quality performance in the other two areas; scholarly/creative/professional activity and service. As noted above, the primary mission of the college is teaching to prepare students for successful careers and lives after graduation. Accordingly, teaching performance is to be given greater weight than that assigned to either scholarship or service. The merit of a candidate's application for promotion must be judged by application of the following standards:

1. High Quality Work as Judged by One's Peers and Students, Where Appropriate

- a. **Teaching:** For example, student and peer observations should reflect excellence in teaching. Documentation of high quality work should include but not be limited to:
 - 1) A signed document written by three tenured members of the candidate's department, reporting on teaching observations made by members of the group. In schools where no department exists, the document should be submitted by three tenured members from the appropriate school or division/area. Each member of the group must observe at least one class, and a minimum of at least two different classes must be observed. These three faculty members are selected by the Department Promotions Committee, and at least one of them is a member of that committee. Departments not having three tenured faculty members eligible to serve as observers, may use faculty members from other departments.
 - 2) Student evaluations of teaching administered in accordance with college policy.
 - 3) Student evaluations of advising administered in accordance with college policy (To be implemented after the validity of the instrument has been demonstrated).
 - 4) Course materials, if submitted, accompanied by written peer evaluations of their quality.
 - 5) Documentation of the quality of non-classroom modes of instruction, e.g., field trips, internships, clinical supervision, independent study, student teaching observations, teaching in the college's living/learning centers. Examples of documentation may include but not be limited to: student anecdotal reports and letters from principals or work site supervisors.
 - 6) Documents of support with reference to the faculty member as a role model may be submitted from peers and/or students. These may make reference to the faculty member as one who makes decisions from an ethical perspective, and employs critical thinking skills.
- b. **Scholarly/creative/professional activity:** For example, books and articles, papers, or workshops which are selected by a jury, panel, or series of reviewers in the field will be particularly valued. Likewise, creative products such as paintings,

IV. Summary Questions - Averaged Score

Item 33 _____

Item 34 _____

Summary of Student Comments:

Signature _____

Date _____

photographs, and performances which receive jury selection or review commendation will be similarly valued. Where the candidate has elected to include an external peer review, unpublished papers, books and articles, workshops, or other scholarly activities should be evaluated with special care as part of the external peer review.

This activity should support the mission of the College, an important part of which is to integrate scholarly activity with the instruction of students. In this way, scholarly activity supports and contributes to effective teaching.

If a person jointly authors a work or gives a joint performance or exhibition, it must be made clear what the individual contribution of each author is to the finished work. Where authors are listed alphabetically or an individual is a junior author on a number of joint publications, it is important that the individual's contribution to each publication or performance be explained. Promotion Committee members and external reviewers, where applicable, must be able to determine whether an individual can execute research in his or her own right.

Evidence of high quality consulting and practice should be accompanied by documentation of its impact. Documentation should include but not be limited to:

- 1) Scope of the impact, e.g., local state, national international.
- 2) Written, signed peer evaluations of the quality and effectiveness of the work.
- 3) Past evaluations (whenever available) by outside professional organizations or groups.

- c. **Service:** Demonstrates active involvement in the college's community of scholars and learners, demonstrates leadership and service to others, to the profession or community. For example, high quality contributions would be evidenced by the documented value of the service, e.g. effective contributions to committee work by application of academic skills and experience to the solutions of campus problems are more significant than just holding membership. Certain levels of curriculum development also will be considered service to the college.

2. The Scope of Recognition

Evidence of the scope of recognition and acceptance within one's discipline includes but is not limited to: recognition in the form of awards; grants; reviews of books, particularly when done in depth; reprinting of articles or parts of books in collections of distinguished contributions to a subject; citations; invited addresses or papers, presented at the national, regional or local level.

3. Evidence of Sustained Effort, Involvement, and Record of Accomplishment

Candidates who demonstrate sustained effort and involvement in their teaching, scholarly/creative/professional activity, and service, and who demonstrate a consistent record of accomplishment over a sustained period would be evaluated more positively than candidates who demonstrate a less sustained effort and record of accomplishment. A completed work will be evaluated more positively than a comparable work in progress.

4. The Impact of One's Activities

Candidates who demonstrate a positive impact on their students, peers, or profession as a result of their teaching, scholarly/ creative/professional activity, or service would be

SUMMARY FORMAT FOR STUDENT EVALUATIONS (SFSE)

Name _____

Department _____

Date _____

Provide Data For Course, Giving the Averaged Score for Each Item On the Format for Anonymous Student Evaluation of Teaching (FASET). Begin With The Most Recent Student Evaluations.

Course: _____

Section: _____

Sem/Year: _____

Class Size: _____

Sample Size: _____

I. Student Information

1. Summary
2. Summary
3. Summary

II. Instructor Characteristics - Averaged Score

Item 5 _____

Item 14 _____

Item 6 _____

Item 15 _____

Item 7 _____

Item 16 _____

Item 8 _____

Item 17 _____

Item 9 _____

Item 18 _____

Item 10 _____

Item 19 _____

Item 11 _____

Item 20 _____

Item 12 _____

Item 21 _____

Item 13 _____

Item 22 _____

III. Course Characteristics (items 23 - 32 optional)

evaluated more positively than candidates who do not demonstrate the impact of their work. Of first importance is the impact on students.

B. Promotion Standards for Librarians

The merit of a candidate's application for promotion must be judged by application of the following standards:

1. High Quality Work as Judged by One's Peers

- a. In the area of one's assigned responsibility, for example high quality work would be evidenced by, but would not be limited to, candidate solicited peer and user recommendations.
- b. In the area of professional contributions and scholarly activity, for example, high quality participation in professional associations and organizations and books and articles, papers, or workshops which are selected by a jury, panel, or series of reviewers in the field would be particularly valued. If a person jointly authors a work, it must be made clear what the individual contribution of each author is to the finished work. Where authors are listed alphabetically or an individual is a junior author on a number of joint publications, it is important that the individual's contribution to each publication be assessed. Committee members and reviewers, where applicable, must be able to determine whether an individual can execute research in his or her own right.
- c. In the area of additional academic preparation, for example, the completion of advanced degree or other relevant course work would be particularly valued.
- d. In the area of administrative and/or coordinating ability, for example, documented, effective, completion of tasks requiring these skills would be particularly valued.
- e. In the area of participation in library, College and community affairs, for example, high quality contributions would be evidenced by the documented value of the service.

2. The Scope of Recognition

For example, recognition in the form of awards, grants, reviews of books, particularly when done in depth; reprinting of articles or parts of books in collections of distinguished contributions to a subject; citations, invited addresses or papers, presented at the national, regional or local level could be cited as evidence of the scope of recognition and acceptance within one's discipline. Candidates with wider scope of recognition would be evaluated more positively.

3. Evidence of Sustained Effort. Involvement and Record of Accomplishment

Candidates who demonstrate a sustained effort and a consistent record of accomplishment over a sustained period would be evaluated more positively than candidates who demonstrate a less sustained record of accomplishment.

4. The Impact of One's Activities

Candidates who demonstrate a positive impact on students, peers or the profession as a result of the performance of their assigned responsibilities, professional contributions, academic preparation, administrative and/or coordinating ability, scholarly activity and participation in library, College and community affairs, would be evaluated more positively than candidates who do not demonstrate the impact of their work.

FORMAT FOR ANONYMOUS STUDENT EVALUATION OF TEACHING

Trenton State College Standard Course/Instructor Evaluation Form

NOTE: Revisions to this form by CUPPS will be reflected in this section.

Section I. College-wide Standard Questions

Items 1-7: Use the following scale to respond to these items:

(a) almost always	100-80	percent of the time
(b) frequently	79-60	percent of the time
(c) ordinarily	59-40	percent of the time
(d) infrequently	39-20	percent of the time
(e) hardly ever	19- 0	percent of the time

1. The instructor is knowledgeable in the subject matter of this course.
2. The instructor presents the material in a well-organized fashion.
3. The instructor is receptive to students' questions and concerns.
4. The instructor uses class time efficiently.
5. The instructor is well prepared for each class.
6. The instructor presents course material in a manner that promotes student learning.
7. The instructor challenges me to think.

Items 8 and 9: Use the following rating scale to respond to these items:

- (a) excellent
- (b) very good
- (c) average
- (d) only fair
- (e) poor

8. Overall, I would rate this course as:
9. Overall, I would rate the instructor as:

Section II. Additional Departmental Questions

Items 10-N *To be added by respective departments and provided to all departmental members by September 15 of each academic year. The questions shall remain constant throughout each academic year.

Section III. Student Comments

III. QUALIFICATIONS

A. Faculty Qualifications

All faculty meeting the minimum requirements are eligible to apply for promotion, including those who have not yet achieved tenure. The promotion standards described in Section II A apply to all candidates for promotion. However, promotion represents the recognition of progressive professional accomplishment by members of the faculty. Therefore, each promotional step will be marked by increasing levels of accomplishment by the faculty member. At each step teaching performance (as defined in the Promotions criteria) is to be given greater weight than that assigned to either scholarship or service. The qualifications for each step are:

1. **Professor:** An earned doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and eight years of professional experience. Evidence of excellence in teaching, scholarly/creative/professional achievement and service beyond the level of accomplishment required for the associate professor rank. Candidates should provide documentation of a consistent pattern of academic leadership and scholarly accomplishments. This evidence should clearly demonstrate that the candidate's achievements had significant impact not only on students but also on the college, the profession, academic community, or the community at large.

- a. **Teaching and Advising**

Peer and student evaluations of teaching and advising regarding performance in the classroom, and regarding acting as a role model and as an advisor must reflect a consistent pattern of outstanding reviews. Documentation should be submitted for the last three years of teaching. Evidence should demonstrate that the candidate is recognized as a master teacher, one with significant impact on students and colleagues. Documentation should include specific examples as addressed in the "Promotion Criteria for Teaching" in this document.

- b. **Scholarly/Creative/Professional Achievement**

Evidence should be submitted to demonstrate continued scholarly/creative/professional achievement since attaining the rank of Associate Professor. Documentation should be provided indicating that these have a major impact on one's professional discipline and are indicative of one's reputation in the field.

Examples may include but not be limited to:

- (1) Articles in juried, professional, or highly selective publications.
- (2) Invited lectures, papers or workshops at regional, national or international professional conferences based on the candidate's research. These should reflect the candidate's recognition and stature in his or her discipline. Information should be provided showing the significance and/or weight a conference has within the discipline.
- (3) Published books, the quality of which is attested to by reviews, citations, and adoptions.
- (4) Creative work and performances which must be presented to invited or juried highly selective organizations and/or institutions on a state, regional, national, and/or international level. Information should be provided showing the

FORMAT FOR PEER TEACHING EVALUATION REPORT

Peer teaching evaluations are to address the candidate's effectiveness in terms of the five broad categories listed below.

The Report should be in the form of a narrative which provides supportive detail where appropriate.

The report should address the following items based on classroom observation.

- a. Knowledge of subject matter
- b. Organization of the class
- c. Preparation for class
- d. Effective presentation
- e. Stimulation of thought
- f. General rapport with students

The Report should also address the following aspects of teaching. These can best be assessed by conferring with the candidate and reviewing documentation submitted by him or her.

- a. Course Development
- b. Course materials
- c. Non-classroom modes of instruction (where applicable)
- d. Academic Advisement

significance and/or weight the sponsoring organization or institution has within the discipline.

- (5) Consulting activities, primarily of a leadership role in creating rather than applying knowledge in one's area of academic expertise. These should demonstrate professional recognition of the candidate's scholarship at the regional, national and/or international levels.
- (6) Other scholarly activities such as: obtaining grants off campus, publishing software. or writing reviews.

c. Service

Evidence should be submitted documenting the candidate's leadership and consistent service to the department, school, college, community, and profession. Examples of consistent leadership roles include working with student groups, holding office, chairing committees, coordinating or directing projects, supervising grant activities, creating or significantly revising entire departmental programs/curricula. Consultant activities will be considered under service which consist primarily of a leadership role in applying rather than creating knowledge in one's area of academic expertise, e.g., serving on accrediting teams as compared to developing a national curriculum model. Documentation should be submitted as to the extent of the candidate's contributions.

- 2. Associate Professor:** An earned doctorate or other appropriate terminal degree from an accredited institution in an appropriate field of study and five years of professional experience. Evidence of excellence in teaching, scholarly/creative/ professional achievement, and service beyond the level of accomplishment required for the assistant professor rank.

Grandfather Clause: The requirement of an earned doctorate or other appropriate terminal degree or its equivalent for promotion to the rank of Associate Professor shall not apply to the faculty members employed at the College prior to September 1, 1968.

a. Teaching and Advising

Peer and student evaluations must reflect a consistent pattern of excellent reviews. Documentation should be submitted for the last three years of teaching. Evidence should demonstrate that the candidate has reached a level of excellent teaching with the promise of developing into a master teacher. Documentation of excellent teaching should include specific examples as addressed in the "Promotion Criteria for Teaching" in this document.

b. Scholarly/Creative/Professional Achievement

Evidence should be submitted to demonstrate scholarly/ creative/professional achievement since the initial date of appointment. Documentation should be provided indicating that these have a major impact on one's professional discipline and are indicative of one's reputation in the field.

Examples may include but not be limited to:

- (1) Articles in juried, professional, or highly selective publications.
- (2) Lectures, papers, or workshops based on the candidate's scholarly research presented at conferences of professional organizations and/or groups. Information

Activities, e.g., conferences, self-study, related to keeping current in the profession

Contributions to the professional literature and/or technologies

On-going research activities

Special Honors: Name and type/By whom conferred/Date

Serving as an editor or reviewer of scholarly works or proposals

Additional academic preparation as evidenced by advanced degree or other relevant course work. For example:

Advanced degrees attained since last promotion

Advanced degree work in progress

Where appropriate, include a letter from your graduate advisor indicating your status. Indicate the nature of your study, the program, and institution and your anticipated date of completion.

Additional courses taken.

Seminars or workshops attended. Include appropriate evidence of participation.

Administrative or coordinating ability. Examples may include:

Activities of administration or coordination

Assistance in training and supervision of colleagues.

Participation in library, College and community affairs.

Library service

College service

Community service

Give activities and dates for each.

Comments. Include here other attainments/honors which contribute to your qualifications for promotion.

I hereby affirm that, to the best of my knowledge, the above information is accurate.

Signature

Date

should be provided showing the significance and/or weight a conference or organization has within the discipline.

- (3) Manuscripts under contract for publication.
- (4) Creative work or performances presented to selected or juried organizations and/or institutions. Information should be provided showing the significance and/or weight the sponsoring organization or institution has within the discipline.
- (5) Consulting activities, primarily involved with creating rather than applying knowledge in one's area of academic expertise, which demonstrate professional recognition of one's scholarship at least at the local or state level.
- (6) Other scholarly activities such as: obtaining of grants, publishing software or writing reviews.

c. Service

Evidence should be submitted documenting consistent service to the department, school, college, community and/or profession. Examples of consistent service activities include: working with student groups; active membership on department, school, or college committees; participation in appropriate professional or community organizations; creating or significantly revising programs, curricula, courses. Documentation should be submitted as to the extent of the candidate's contributions. Consultant activities which will be considered under service will consist primarily of applying rather than creating knowledge in one's area of academic expertise, acting as a resource person either on or off campus, e.g., for educational institutions, government, business or industry.

3. Equivalency

- a. If faculty members present qualifications as to education and experience that their departmental peers adjudge to be equivalent to the terminal degree required for the rank for which the candidate is applying -- see Appendix IV, Section A., par 6 State-Union Agreement, such individuals may be recommended for promotion in rank.
- b. The department should seek the advice of the appropriate accrediting agency in questions relating to equivalencies to the doctorate. Establishment of doctoral equivalency is not part of the promotion process per se and must be accomplished by the appropriate department prior to application for promotion.

B. Librarian Qualifications

- 1. Librarian II:** A master's degree in Library Science or its historical antecedent from a then ALA accredited Library school and three years professional Library experience. A second master's degree in another subject area and/or reading competence in one foreign language is desirable but not required.
- 2. Librarian I:** A master's degree in Library Science or its historical antecedent from a then ALA accredited Library school, a second master's degree in another subject area or ABD status in an approved doctoral program and five years professional Library experience, with demonstrated and/or potential administrative and coordinating ability. Reading competence in one foreign language is desirable, but not required. A minimum of five additional years professional Library experience may be considered in substitution for the second master's

FORMAT FOR PROMOTION APPLICATION FOR LIBRARIANS

Read this application format carefully. Complete your own application using this format and numbering system. Respond in applicable categories only. In preparing your application, please refer to the Promotion Criteria for Librarians, Section IB.

NAME
PRESENT RANK

Date of Initial TSC Appointment:

Date of Appointment to Present Rank At TSC:

I am applying for rank of _____ I understand that this is the only title for which I will be considered.

Employment record (most recent first)

Date	Employer	Title	Brief Job Description
------	----------	-------	-----------------------

Education

Degrees and Diploma obtained

Degree/Diploma Specialization	Institution	Date
-------------------------------	-------------	------

Titles of thesis/dissertation

High quality of performance in area of assigned responsibility. Please provide examples as applicable.

Accomplishments in performance of daily activities

Materials prepared for colleagues or library users

Work on new programs and policies

Liaison services to campus community

Peer letters

Professional contributions and scholarly activity. Some examples are:

Professional organizations

Name of organization	Dates of Memberships	Offices and Dates
----------------------	----------------------	-------------------

Participation in programs

Service on task forces, consultancies, library cooperative groups, etc.

degree or ABD status in an approved doctoral program depending upon the quality of the experience.

NOTE: The requirement for the master's degree in Library Science or its historical antecedent from a then ALA accredited library school may be met by substituting a master's degree in a related field relevant to an individual's duties. The Library Promotions Committee, where appropriate, may consider and make recommendation on whether such other master's degrees should be so substituted.

3. Equivalency

- a. If candidates for promotion present qualifications as to education and experience that their departmental peers adjudge to be equivalent to the academic requirements normally requisite for promotion in rank, although not corresponding to the letter, such individual may be recommended for promotion in rank.
- b. Librarians shall seek the advice of appropriate outside agencies in questions relating to equivalency. Establishment of equivalency is not part of the promotion process per se and must be determined prior to application for promotion.

IV. ELIGIBILITY FOR PROMOTION BASED ON COMPLETION OF ACADEMIC REQUIREMENTS IN PROGRESS

Where a candidate's application for promotion is based upon the successful completion of graduate course work during the Fall semester in which he or she applies for promotion, or upon the passing of comprehensive examinations leading to the status of all but the dissertation (ABD) or upon the completion and successful defense of the dissertation, official confirmation of such achievement must be submitted to the Department Promotions Committee prior to the date established in the Promotions Calendar for the Department Committee's submission of recommendations.

V. GENERAL DIRECTIONS FOR COMPLETING APPLICATION FOR PROMOTION

- A. Each candidate for promotion is responsible for the preparation and submission of his/her complete application and supporting documentation on/or before the announced deadline.
- B. A faculty member or librarian may be nominated to the Departmental Promotions Committee for promotional consideration by another person. The candidate shall be informed by the nominator prior to the deadline for submission of application. The candidate may decline nomination. If the nomination is accepted the candidate is responsible for the preparation and submission of his/her complete application and supporting documentation on/or before the announced deadline.
- C. Securing Application Materials
 1. Notice of the availability of application packets and deadline dates will be issued by the Office of Academic Affairs no later than the January 31.

Post-Doctoral Fellowships (Include evidence of progress or completion of program).

Institution Type of Program Dates

Internships, personal study, workshops attended, recertification programs, etc. (Include appropriate evidence of participation).

Service

Service to the College

College-wide Committees

Committee Office and Dates Dates of Membership

School Committees

Committee Office and Dates Dates of Membership

Departmental Committees

Committee Office and Dates Dates of Membership

Other College/School/Department Service (including, but not limited to, program and curriculum development)

Activity Dates

Service to the Profession (include service as a consultant applying rather than creating knowledge)

Membership in Professional Organizations -- Offices Held

Name of Organization Offices and Dates Dates of Membership

Participation or leadership in state, regional, national and international organizations in the discipline or special fields, including such activities as serving on governing boards, chairing meetings and leading discussions. Professional service as a consultant, member of a task force, or member of an accrediting team.

Service to the Community (include service as a consultant applying rather than creating knowledge)

Activity Dates

Other attainments and honors which contribute to your qualifications for promotion.

Comments.

Have you attached your *Candidate's Essay* (page 15)?

I hereby affirm that the information I have provided in this application is accurate.

Signature _____ Date _____

2. An eligible faculty member or librarian seeking promotion shall secure an Application for Promotion Packet from the Office of Academic Affairs prior to the date for submission of the application set forth in the Promotions Calendar.
3. The candidate's signature on a sheet provided by the Office of Academic Affairs for this purpose will constitute an intent to file for promotional application.
4. No later than the first week in November of each year, the Office of Academic Affairs will provide to the respective committees and applicants information indicating the date that promotional applicants commenced service at the College, their total number of years of service and the number of years in their present academic rank.

D. Certification of Credentials and Service

1. No later than the first week in November of each year, the Office of Academic Affairs shall provide applicants with a letter concerning their credentials and service which they shall include as part of their applications. The letter will indicate 1) a determination as to whether the candidate has the terminal degree or 2) is applying pursuant to N.J.A.C. 9:6-3.5 (b) and has established equivalency or 3) is qualified under N.J.A.C. 9:6-3.5(b) and is eligible to apply for the rank of Associate professor under the grandfather clause.
2. Any discrepancies with respect to the information supplied pursuant to Section D1 above shall be resolved prior to the start of the promotion process.

E. The applicant's submission should include but is not limited to the following items:

1. Application for Promotion. Use the "Format for Promotion Application for Faculty" or the "Format for Promotion Application for Librarians."
 - a. Use 8 1/2 x 11 white paper.
 - b. Type headings as shown on the format.
 - c. Respond only in applicable categories.
2. Supporting Documentation
 - a. Include such documentation as publication pre-prints, grant letters, project correspondence, reprints, programs, and letters or reviews relating to presentations you have given. Documentation should be selective, supporting the candidate's achievements and impact in teaching, scholarship, and service.
 - b. Identify all material properly with name of applicant and appropriate heading.
3. **Please note the following additional directions for preparing Promotions Applications:**
 - a. Use a hard-cover binder (approximately 9x12) to hold papers securely. Number the pages, include a table of contents and, where supplemental materials are included, place these in appendices to the main body of information. Mark subsections with identifying tabs.
 - b. An official Documents Envelope will be provided by the Office of Academic Affairs. The following must be enclosed in this envelope:

Additional Research Projects in Progress

Title	Collaborators	Grant Support	Expected
Completion Date	Documentation		

Special Honors

Name and Type	Authority Conferring Honor	Date
---------------	----------------------------	------

Service as an editor or reviewer of scholarly works or proposals

Name of Journal	Dates	Documentation
-----------------	-------	---------------

Service as a consultant (in creating rather than applying knowledge)

Name of institution/organization	Dates
----------------------------------	-------

Description of Activity	Documentation
-------------------------	---------------

Creative Endeavors: These include original works in art, creative writing, drama, documentary, music and dance, and such applied arts as graphics, design and architecture.

Creative Works Completed

Type	Collaborators	Grant Support
------	---------------	---------------

Location of Exhibit/Performance	Date
---------------------------------	------

Creative Works in Progress

Type	Collaborators	Grant Support	Expected	Disposition	Date
------	---------------	---------------	----------	-------------	------

Shows, Performances, Exhibitions, Displays

Type	Name or Title	Collaborators	Location	Dates
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Special Honors

Name and Type	Authority Conferring Honor	Date
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Professional and Intellectual Development: This includes continued study in a specific field related to one's discipline.

If you are now matriculated in a degree program, include a letter from your graduate advisor indicating your status. Indicate also the nature of your study, the program, the institution and your anticipated date of completion.

Indicate courses completed since your highest degree was awarded (include a photocopy of your latest transcript).

Course Titles	College or University	Semester Hours	Date
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- 1) Certification of credentials and service
 - 2) Department recommendation
 - 3) Dean's recommendation
 - 4) Two copies of the candidate's application
 - 5) Candidate's Essay: The application must be accompanied by a two to five page, double spaced, typed essay in which the candidate comments upon the particular strengths of his or her application. The essay should address how the candidate has fulfilled the qualifications stated in the promotion document under each area: teaching, scholarship, and service. It should include specific examples of excellent teaching and its impact, of the significance and impact in preparing students for careers and life after college, of the significance and impact of scholarship, especially as related to scholarship in support of teaching, and of the scope and impact of service.
- c. Peer Teaching Evaluation Reports (faculty only) shall be included.
 - d. Letters of support and other material relevant to performance may be included.
 - e. Student evaluations (faculty only) from the candidate's most recent three years of teaching shall be presented using the Summary Form for Student Evaluations (SFSE). Until the 1995-96 academic year, earlier forms may be used but must be summarized.
 - f. Where a faculty member has elected to include an external review, the letter soliciting external review, a copy of the external reviewers' evaluations, and the vitae of the external reviewers shall be secured in the binder.
 - g. The candidate's responses to evaluations and assessments (e.g., peer evaluations of teaching; student evaluations of teaching; Department, or Library Promotions Committee recommendations, Dean, etc.) may be included at the option of the candidate.
 - h. Additional supporting material may be submitted in a box, heavy envelope, or other sturdy container. All material must be clearly labeled and organized. References to this material must be included in the application itself.

Note: All materials submitted by the candidate shall be returned to the candidate by the College Promotions Committee. A candidate may at any time in the process withdraw his or her application for promotion without prejudice. The candidate may withdraw by submitting a letter to the chair of the Department, or College Promotions Committee.

Non-Classroom Modes of Instruction: Please indicate where applicable such activities as tutorials, individualized instruction, directing graduate and honors projects, sponsoring field trips, and directing practica and clinical experiences. Provide evidence of successes in such endeavors where possible.

Academic Advising: Please provide evidence of success in a range of advisement activities.

Scholarly Activity

Scholarly activity that is integrated with the teaching of students is valued highly. Therefore, faculty members applying for promotion are expected to provide in their essay (see page 15) a narrative describing how their scholarly activity has enriched the undergraduate and graduate learning experience.

Research: The three categories are disciplinary, applied and pedagogical.

Books and Monographs Completed

Title	Co-Authors	Publisher	Date	Grant Support	Pages
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Books and Monographs in Progress (Include evidence of progress)

Title	Co-Authors	Publisher	Anticipated Completion Date
Grant Support	Pages		

Journal Articles Completed and Published

Title	Co-Authors	Journal	Date	Grant Support	Pages
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Articles Completed and "Under Review"

Title	Co-Authors	Where Submitted	Grant Support	Pages
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Chapters in Books

Author/Editor and Title of Book	Title of Chapter	Pages
Publisher	Date	

Papers and Lectures for Conferences or Professional Societies

Title/Type	Collaborators	Location	Date
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Software/Electronic Media

Title/Type	Publisher	Collaborators	Date
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Additional Research Projects Completed

Title	Completion Date	Collaborators	Grant Support
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Documentation

VI. DEPARTMENT PROMOTIONS COMMITTEE

A. Membership/Eligibility

1. Candidates for Promotion Ineligible

No candidate for promotion will be a member of the Department Promotions Committee

2. Minimum Number

Department Promotions Committees in departments of 10 or fewer members must have at least 3 members. Department Promotions Committees in departments of more than 10 members must have at least 5 members. In cases where the department chair does not vote, he or she may serve ex officio but is not counted among the number of individuals making up the committee. Each department should put on record with the Office of Academic Affairs for inclusion into the promotions handbook, as part of its procedures, its number of voting members.

3. Tenure of Members

Department Promotions Committee members must be tenured with the exception of the department chair who, even if untenured, may, at the choice of the department, serve ex officio with vote,

4. Outside Members

A department with insufficient members available to serve on its Department Promotions Committee may elect members of other departments who meet eligibility criteria for service on a Department Promotions Committee. Each department shall file with the Office of Academic Affairs the names of up to three departments, representing related or cognate disciplines, from which it shall elect members to its own Department Promotions Committee. A department with insufficient membership on its Department Promotions Committee will poll the members of the three identified departments to determine who is interested in serving on its Department Promotions Committee. These names shall be placed on the departmental ballot, from which members of the Department Promotions Committee shall be placed for election on a special departmental ballot. Sufficient members from outside of the department will be elected to bring the number on the Committee to the minimum set forth in Section VI A.

5. Service on Multiple Committees

- a. A faculty member may serve on two Department Promotions Committees.
- b. Faculty serving on a Department Promotions Committee may not serve on the College Promotions Committee

B. Selection of Committee Members

1. The department may, by simple majority vote, designate committee membership to be comprised of all tenured faculty members within the department or;
2. Where a department chooses to elect its members, the department shall develop election procedures and conduct elections. Elections for the Departmental Promotions Committees shall take place within the time frame set forth in the annual administrative calendar .

FORMAT FOR PROMOTION APPLICATION FOR FACULTY

Read this application format carefully. Type your own application using this format. In preparing your application, please refer the example discussed under to the Criteria and Standards for Promotion. Respond only in applicable categories.

NAME
PRESENT RANK
DEPARTMENT

Date of Initial TSC Appointment:

Date of Appointment to Present Rank at TSC:

I am applying for promotion to the rank of _____.

I understand that this is the only rank for which I will be considered.

Employment Record (most recent first)

Date	Employer	Title	Brief Job Description
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Education

Degrees and Diplomas Obtained

Degree/Diploma Specialization	Institution	Date
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Title of Dissertation(s)

Teaching Ability

Delivery of Instruction: You must submit peer and student evaluations as evidence of your teaching ability. You may submit other measures of your teaching effectiveness. Include only those within the past three-year period.

Peer Evaluations

Student Evaluations

Other Evidence of Teaching Effectiveness as Determined by Candidate

Course Materials: Please provide representative course materials such as syllabi, study guides, examinations, assignments, software tutorials, and the like.

Development of Courses and Curricula: Please provide evidence of course and curriculum development related to the courses you teach.

Indicate participation in professional conferences related to teaching in your discipline (include sponsoring group, topic, date, place and level of participation). Discuss how this has impacted your teaching.

- 3 All department promotions committee selection procedures established pursuant to VI B 1 or VI B 2 shall be filed with the Office of the Academic Vice President. Prior to implementation, these will be reviewed jointly by the Union and the College to assure fairness and equity. Once reviewed, department promotions committee selection procedures will be included in the Trenton State College Promotions Handbook. Recommendations for changes shall be submitted as set forth in Section XI D

C. Responsibilities

1. To evaluate each applicant on the basis of the Criteria, Standards, and Qualifications and to recommend for promotion only those candidates who clearly warrant such promotion.

NOTE: On or before November 15, the President of the College or designee shall inform the College and Departmental Promotions Committees of the number of promotions available at the various ranks.

2. To complete the Format for Department Recommendation for Promotion indicating how the application materials demonstrate that the recommended candidates meet the Criteria, Standards, and Qualifications for rank which are set out above. There shall be only one recommendation forwarded for each candidate.
3. To forward the application materials of all recommended candidates, along with the departmental evaluation and recommendation of each candidate, to the College Promotions Committee for further consideration.
4. To provide feedback on all three criteria to all non-recommended candidates consistent with the Format for Feedback to Non-Recommended Candidates. Non-recommended candidates may choose whether or not to continue their application at the College Promotions Committee level. Candidates not recommended by their departmental promotion committee who wish to be considered for promotion by the College Promotions Committee must indicate so in writing to the chair of the College Promotions Committee by October 30.
5. Each candidate shall have an opportunity to examine the Committee's evaluation and recommendation in its entirety and shall indicate by signature that he/she has read the entire contents of the evaluation and recommendation and has been afforded an opportunity for comment and response. Such response shall be forwarded to the College Committee as part of the candidate 's application.

D. Guidelines for Departmental Promotions Committee Procedures

Each Department Committee shall develop operating procedures which are consistent with the guidelines below. All Department Promotions Committee procedures shall provide that:

1. Candidates shall have the opportunity to appear before the Committee for the purpose of amplifying and explaining the documentation submitted with the candidate's application.
2. Discussion shall be limited to each candidate's application, supportive documents and evaluation materials as they apply to the criteria and standards defined herein.
3. Committee members shall not serve as advocates for any candidate. However, committee members may, at the request of the committee, provide additional information relative to the criteria.

- February 1 A list of candidates recommended for promotion is forwarded from the College Promotions Committee to the President along with the documentation materials of the recommended candidates and a statement indicating how the application materials demonstrate that the recommended candidates meet the criteria and standards for promotion which are set out above.
- March 15 Recommendations of the President to the Board of Trustees and decisions of the Board shall be delivered in writing to all candidates.

XIII. SCHEDULE FOR COMMITTEE ELECTIONS

2nd Monday in February	Nominations for College Promotions Committee submitted
1st Monday in March	Ballots delivered to faculty for College Promotions Committee election.
2nd Monday in March	Ballots due for College Promotions Committee election.
4th Monday in March	Ballots delivered to faculty for College Promotions Committee run-off election (if necessary).
1st Monday in April	Ballots due from run-off election for College Promotion Committee.
By end of September	Department Promotions Committee elections completed.

(Dates are subject to changes in the academic calendar)

4. Any evaluation from previous years supplied by the candidate and included in the application material will be reviewed by the Committee.
5. The candidate at his/her option may have a conference with a member of the Departmental Promotions Committee to confirm the completeness of the candidate's application for promotion.
6. To administer peer and student evaluation and outside peer review procedures as set forth below.

E. Claims of violation of procedure must be reported to the President of the College by the individual grievant within fourteen (14) days from the date on which such claimed violation took place or fourteen (14) days from the date on which the individual grievant should have reasonably known of its occurrence. In the event of failure to report the occurrence within such fourteen (14) day period, the matter may not be raised in any later grievance contesting the validity of the committee recommendation or any action based thereon. (Article VII. G.5, State-Union Agreement).

Note: The School of Nursing and the School of Business shall each establish a Promotions Committee. Candidates for promotion from the School of Nursing and School of Business shall submit applications directly to the respective Promotions Committee.

F. Peer Evaluation of Teaching

1. Criteria

The promotion criteria for teaching as set forth in "Promotion Criteria for Teaching, Scholarly/Creative/ Professional Activity, and Service" describe five broad categories which encompass teaching effectiveness. These include providing instruction; non-classroom modes of instruction; academic advising; and course materials. Peer teaching evaluations are to address the candidate's effectiveness within each of these areas. The "Promotion Criteria" and the "Promotion Standards for Teaching Scholarly Activity, and Service" shall be used as a reference when preparing this evaluation. The report shall be in the form of a narrative and shall address the following items based on classroom observation:

- a. Knowledge of subject matter
- b. Organization of the class
- c. Preparation for class
- d. Effective presentation
- e. Stimulation of thought
- f. General rapport with students

The Report shall also address the following aspects of teaching These can best be assessed by conferring with the candidate and reviewing documentation submitted by him or her:

- a. Course materials
- b. Course development
- c. Non-classroom modes of instruction (where applicable)
- d. Academic Advisement

2. Procedures for Peer Evaluation of Teaching

XII. PROMOTIONS TIMETABLE

Note: if, in any year, the specified date is a non-work day, the deadline will be pushed back to the next work day.

January	31	Candidates intending to seek external review notify Department Promotions Committee Academic Affairs notifies candidates of availability of packets
February	15	Department Promotions Committee meets with candidate to discuss external review process
February	28	Department Promotions Committee selects external reviewers
March	30	Department Promotions Committee writes to external reviewers
September	15	External reviewer report due to Department Promotions Committee
October	2	Candidates submit applications to Department Promotions Committee
October	16	Candidates informed in writing of the decision of the Department Promotions Committee.
October	30	Candidate response to Department Promotions Committee
October	30	Non-Recommended candidates notify College Promotions Committee of intention to pursue promotion
November	3	Department Promotions Committee forwards recommendation and candidates' documentation materials to the appropriate Dean.
November	3	Department Promotions Committee forwards recommendations to the College Promotions Committee.
November	8	Academic Affairs provides candidates with letter concerning credentials.
November	15	On or before November 15, the President of the College or designee shall inform the College and Department Promotions Committees of the number of promotions available at the various ranks.
November	20	Dean forwards recommendations to each candidate
November	27	Candidate response to Dean
December	7	Dean forwards recommendations and candidates' documentation materials to College Promotions Committee
January	12	Candidates are informed in writing of the decision of the College Promotions Committee

- a. The candidate for promotion will be evaluated by a peer evaluation group of three tenured members from his or her department. These three faculty members are selected by the Department Promotions Committee, and at least one of them is a member of that committee.
- b. Peer evaluators are to be selected by the Department Promotions Committee in consultation with the candidate.
- c. Additional evaluations by any tenured member of the department may be obtained by the candidate. Such evaluations shall conform to these procedures.
- d. Evaluations of teaching obtained for recontracting purposes may, at the option of the candidate, be submitted in addition to the peer evaluations described in this procedure.
- e. All submitted peer observations and evaluations must have been conducted within the immediate past three years.
- f. Peer evaluators shall conduct classroom observations in accordance with the Format for Peer Teaching Evaluation Report.
- g. Each observation shall be one full class period in length, and the candidate shall not be observed by more than two persons at one time.
- h. The candidate for promotion shall have the option of choosing the section and date of the classroom observation. If mutually agreed to by the candidate and committee, candidates may be observed during the summer session.
- i. At the candidate's request, peer evaluators shall make themselves available prior to the observation to discuss the nature of the prospective lesson and class period. Candidates may at this time provide evaluators with any material and/or self-assessment they deem appropriate which demonstrates their performance in the areas of non-classroom modes of instruction, development of courses and course materials, and academic advisement.
- j. A written report by the peer evaluation group, signed by each member of that group shall be given to the candidate within one week of the final observation.
- k. The members of the peer evaluators group shall meet with the candidate within a reasonable time following the formal observation, to discuss the content of their written evaluations. Subsequent to the discussion, the candidate shall sign the evaluation report to signify that he/she has read it and has had an opportunity to append any comment or response he/she wishes.
- l. If submitted, the candidate's written responses shall become a part of the Peer Evaluation Report.
- m. Candidates who have teaching responsibilities in other departments may be observed and evaluated in each area, at the candidate's option. Such observations and evaluations shall be conducted following the procedures described above.

G. Student Evaluation of Teaching and Advising

1. A faculty member seeking promotion shall submit student evaluations from a minimum of three (3) sections for each of the last three (3) years of teaching.

Committee with his or her reasons for that action at least five (5) days prior to the Board of Trustees meeting at which promotions are to be considered.

9. A faculty member who has been recommended by the College Promotions Committee and who is not recommended by the President may request and will be granted a meeting with the President to discuss the reasons for the President's non-concurrence with the Committee's recommendations.

X. RECOMMENDATIONS OF THE PRESIDENT TO THE BOARD

Recommendations of the President to the Board of Trustees and the decisions of the Board shall be delivered in writing to all candidates by the deadline established in the Promotions Calendar, but no later than March 15, unless changed by local agreement between the College and the Union.

XI. PROMOTIONS HANDBOOK

- A. The College shall issue a College Promotions Handbook. It shall be produced in sufficient quantities so that each affected employee may receive a copy plus additional reserve copies for employees hired during the term of these procedures. The College assumes responsibility for the distribution of the Handbook and all new employees shall receive a copy on or before September 10 of the Academic Year.
- B. The Office of the Vice President for Academic Affairs shall secure and compile the election and operating procedures established by the various Schools and Departments. These shall be reviewed with the Union as set forth above.
- C. The election and operation procedures of the Schools and Departments shall be included in the Promotions Handbook subsequent to their review with the Union.
- D. Suggestions from individual faculty members, librarians, and Committees for changes in the policies, procedures and forms shall be submitted in writing by a joint letter to the College and the Union.

2. Student evaluations shall be administered in such a way as to protect the anonymity of the student.
3. Student evaluation questionnaires shall consist of the questions set forth in the Format for Anonymous Student Evaluation of Teaching.
4. Student evaluation data from the last three (3) years of teaching must be presented in summary fashion using the Summary Format for Student Evaluations (SFSE).
5. The Department Promotions Committee and the candidate shall mutually agree to a convenient time for administering student evaluations.
6. No student evaluations may be administered during finals week.
7. Prior to the distribution of the student questionnaires, the candidate for promotion will verify that the students in attendance are official class members. He or she shall then leave the room until the evaluations are completed.
8. Each official member in class on the chosen date shall be given the option of completing a student response.
9. The questionnaires should be collected by someone other than the candidate and returned to the department chairperson or the chairperson of the Department Promotions Committee to supervise the tabulation of the results.
10. A Department Promotions Committee member will complete and sign the SFSE form. The completed summary sheet shall be submitted to the Department Promotions Committee in a sealed envelope and will not be opened until after grades have been assigned.
11. The completed student questionnaire responses and a copy of the Summary Form shall be sealed in a separate envelope and held by the department chairperson or chairperson of the Department Promotions Committee until course grades have been submitted.
12. After grades have been issued, the sealed packet will be given to the candidate and the completed student questionnaires become the property of the faculty member.
13. The candidate may prepare a written analysis of the responses on the questionnaires and the SFSE statistics for inclusion with his or her promotion materials.
14. The candidate may submit documentation of advisement activities that may include evaluation instruments and/or student written statements on the quality of advisement received.
15. The Departmental Promotions Committee shall retain a copy of the SFSE forms for each candidate for the most recent three year period.

H. External Peer Evaluations of Scholarly/Creative/Professional Activity

Solicited external professional peer evaluations of a candidate's scholarly/creative/professional work may be supplied at the option of the candidate. Such reviews should be written by individuals with established reputations in the candidate's field. These statements should analyze and evaluate critically the candidate's accomplishments and compare them to those of others in the field who are at the rank to which the candidate is applying. They should also comment on the candidate's potential for future development.

written statement indicating concurrence or areas of non-concurrence with the College Promotions Committee's recommendations. The Vice President's comments shall indicate how the application materials demonstrate that the recommended candidates meet the criteria and standards for promotion which are set forth above. The candidate shall receive a copy of the Vice President's comments.

3. The Vice President's report shall be transmitted immediately upon its completion to the candidate for review and response. The candidate's response shall be forwarded with his or her application to the College Promotions Committee.
4. Should the Vice President for Academic Affairs make a recommendation contrary to that made by the College Promotions Committee, the candidate may request a meeting with the Vice President. The request must be made within three (3) working days of the receipt of the recommendation. The discussion shall take place within three (3) working days of the receipt of the request. Following the discussion, the Vice President shall, within three (3) working days, notify the candidate in writing the final recommendation.

J. Reporting to the President

1. Upon completion of the appeal process set forth above, the College Promotions Committee shall forward to the President a list of candidates recommended for promotion, the promotion materials of the candidates, and its recommendation for each.
2. There shall be only one recommendation forwarded for each candidate.
3. In its recommendation for each candidate, the College Promotions Committee shall indicate how the candidate's application meets the criteria for promotion.
4. Within three (3) working days after receipt of the final recommendations of the College Promotions Committee, the President may, at his/her option, meet with the Committee concerning its recommendations.
5. The promotional recommendations of the College Promotions Committee shall be made known to all applicants or nominees within two (2) working days after submission to the President.
6. Within five (5) days of the receipt of the College Promotions Committee final recommendations as set forth above, any candidate recommended by the Department Committee but not recommended by the College Committee may request from the Committee a feedback letter addressing the applicable promotional criteria as set forth in the Format for Feedback to Non-Recommended Candidates.
7. Within seven (7) calendar days after receipt of the final recommendations to the President, a faculty member may initiate grievance at Step One concerning the application, based on the allegation that, after timely filing of his or her application, the promotional procedure was violated or that there was breach of the rights of the faculty member concerning discrimination or academic freedom. Such a claim, if sustained, will result in a reprocessing of the application on an expedited basis. A final recommendation in such case shall be made to the President no later than March 1 of the year in question.
8. As set forth in Article XIV, Section D of the State-Union Agreement, should the President decide to make a recommendation which is inconsistent with the recommendation of the College Promotions Committee, he or she shall provide the

The following guidelines shall apply to the external peer evaluation process:

1. **Timetable:**
 - a. On or before January 31 of the calendar year in which the faculty member intends to apply for promotion to either the rank of Associate or Full Professor, the faculty member shall indicate his or her intention to seek external peer evaluation by providing the names, titles, and affiliations of at least six potential reviewers of the faculty member's scholarly/creative/professional activity. Such indication shall be made in writing to the chairperson of the existing Department Promotions Committee.
 - b. The review process must be completed on or before September 15 of the calendar year in which the faculty member intends to seek promotion.
2. **Selection of Reviewers**
 - a. On or before February 15, the existing Department Promotions Committee shall meet with the faculty member to discuss the characteristics of reviewers and the nature of the faculty member's relationship to the reviewers member, a brief description of the charge to the reviewer, the fee (\$250), and the required completion date. The letter will also inform the reviewers that their assessment will be shared with the faculty member who will have the right to respond to it as part of his or her application for promotion. The letter will also inform potential reviewers that they must indicate whether they will serve within two weeks of the receipt of the letter.
 - b. On or before February 28, the existing Department Promotions Committee shall respond to the candidate's list by selecting the names of two individuals to serve as reviewers. In the event that the committee cannot select two names from the applicant's list, the Committee shall solicit from the candidate an additional name for each of those rejected and make a new selection.
3. **Contacting the Reviewer**
 - a. Upon the identification of the two reviewers, but no later than March 30, the department committee shall write to those reviewers agreed upon for the purpose of ascertaining whether they will serve as reviewers. The letter shall state only the rank sought, the discipline; and area for scholarly/creative/professional interest of the faculty.
 - b. The charge to the reviewer shall specify that the reviewer must analyze and evaluate critically the candidate's accomplishments and compare them to those of others in the field who are at the rank to which the candidate is applying. They should also comment on the candidate's potential for future development.
 - c. In the event that a potential reviewer does not respond within the two week period or declines to serve, new potential reviewers' names may be supplied by the faculty member to the department committee in the manner set forth above.
4. **Submission to the Reviewer**
 - a. The faculty member shall supply the department committee with such material as he or she deems appropriate for submission to the reviewer. The faculty member shall receive a copy of the letter sent to the reviewers.
 - b. Reviewers shall submit their reports to the chairperson of the department committee on

recommendation in their entirety and to indicate by signature that he/she has read the entire contents of the evaluation and recommendation and has been afforded an opportunity for comment and response. Such response shall be forwarded to the President as part of the candidate's application.

F. Committee Voting Procedures

After thorough discussion of each candidate under consideration, committee members will vote "yes" or "no" by secret ballot. Results of each ballot will not be announced until all candidates have been voted upon. Candidates receiving seven (7) votes are recommended for promotion. Candidates receiving six (6) votes can be recalled by one Committee member. After full discussion, a recall vote is held for these candidates, and those receiving seven (7) votes are moved to the list of recommended candidates

1. Ballot Procedure

- a. All candidates for one rank are discussed. Discussion may be terminated by a majority vote of the Committee, if necessary.
- b. Further discussion and a secret ballot vote for each candidate will take place separately in alphabetical order. Voting results will not be disclosed until after all candidates in the rank are discussed and voted on.
- c. Candidates receiving seven (7) or more votes are recommended for promotion.
- d. Candidates receiving six (6) votes can be recalled by one Committee member. After full discussion, a recall vote by secret ballot is held for these candidates, and those receiving seven (7) or more votes are recommended for promotion.
- e. The procedure for the next rank will follow steps a, b, c, and d above.

G. Notification

On or before the deadline established in the Promotions Calendar, the College Promotions Committee shall conclude its deliberations, arrive at recommendations, and notify in writing recommended and non-recommended candidates. Candidates shall be notified in writing seven days in advance of the deadline date for appeal.

H. Appeals

A faculty member must present new, extraordinary, and compelling evidence to warrant a change in the Committee's recommendation. Information on the dates and procedures for making an appeal is included in the Committee's letter of notification to the candidate. After hearing a presentation by the candidate, the Committee will vote by secret ballot. Eight (8) affirmative votes are needed to sustain an appeal.

I. Role of the Vice President of Academic Affairs

1. The Vice President for Academic Affairs must be present for the hearing of appeals for a change in the Committee's recommendation.
2. Upon completion of the appeal process and upon receipt of the College Promotions Committee's final recommendations, the Vice President for Academic Affairs shall take the Committee's recommendations into consideration and shall prepare a separate

or before September 15 of the calendar year of the candidate's application. If not received by that date, the reviewer will be contacted to request immediate submission of the report. Copies of reviewers' reports shall be provided immediately to the faculty member for review and response as set forth in Section c below. Should a reviewer fail to submit a report by the above date the department committee will treat the candidate's application as complete and non-submission of a outside review shall not be deemed prejudicial to the candidate.

- c. Within 14 days of the receipt of the reports of the reviewers, the faculty member may respond in writing and any such response shall become part of the faculty member's promotion application.

NOTE: Violations of these evaluation procedures may be grievable pursuant to Article VII, B.1. of the State-Union Agreement.

VII. LIBRARY PROMOTIONS COMMITTEE

A. Membership/Eligibility

1. Candidates for promotion shall be ineligible. No candidate for promotion shall be a member of the Library Promotions Committee, and no member shall serve concurrently as a member of the Reappointment and Tenure Subcommittee (A).
2. The Committee shall consist of four (4) members of the library faculty having at least two (2) years service.
3. Members of the Library Promotions Committee may not serve on the College Promotions Committee.

B. Election and operating procedures

1. Library Promotions Committee members shall be elected by all the faculty in the Library.
2. The Library Promotions Committee constituted upon the implementation of this agreement shall develop operating procedures for the conduct of its deliberations concerning candidates for promotion. The guidelines for such procedures are set forth below. (Sections VII D and VII E)
3. A copy of the Committee's operating and election procedures shall be filed with the Office of Academic Vice President. Prior to implementation, these will be reviewed jointly by the Union and the College to assure fairness and equity. Once reviewed, these procedures will be included in the Trenton State College Promotions Handbook. Recommendations for changes shall be submitted as set forth in Section XI D.

C. Terms of Office

1. The normal term for members of the Library Promotions Committee shall be two years.
2. The initial composition of the Committee shall be four (4) members who shall determine between themselves, by lot, two (2) of their members to serve a one-year term.

D. Procedures of the Library Promotions Committee

recommend promotion only for those candidates who clearly warrant such promotion.

2. The College Promotions Committee shall issue a single evaluative report for each candidate, recommended and non-recommended, which shall be forwarded as set forth below to the College President.

E. College Promotions Committee Operating Procedures

1. Committee membership shall commence on September 1 of each academic year
2. The chairperson of the previous year shall call the first meeting of the Committee.
3. On or before November 15, the President of the College or designee shall inform the College and Departmental Promotions Committees of the number of promotions available at the various ranks.
4. The College's Affirmative Action Officer shall attend the first meeting of the committee to inform the Committee members as to the relationship of the College's Affirmative Action Policy to the promotions process.
5. The chairperson shall be a regular faculty member of the committee. He/she shall be elected by a majority of the current committee members at the committee's first meeting.
6. The College Promotions Committee shall receive the applications and supporting documentation for each candidate for promotion. If a candidate has claimed a violation of procedure at the Departmental Committee level (see Article VII, Section G.5 of State-Union Agreements), the individual shall notify the Department Committee which shall, in turn notify the College Committee of the claimed violation and advise as to any action taken by the Department Committee.
7. The College Promotions Committee will:
 - a. Review and discuss all materials received from each candidate
 - b. Assess the quality of the documentation and consider any recommendations made by the Department/Library Promotions Committees
 - c. Give consideration to the evaluations of candidates made by previous years' Department/Library and/or College Committees on Promotion, if the candidate has supplied the committee with these materials.
 - d. Restrict its discussions of candidates to the evaluative criteria and standards specified in this agreement. No member of the committee shall act as an advocate of a discipline, department or school. However, members may provide additional information related to the criteria at the request of the committee.
 - e. Provide candidates and/or their representatives with the opportunity to appear before the Committee for the purpose of amplifying and explaining the documentation submitted with his/her application. Such a request shall be submitted in writing to the College Promotions Committee on or before the deadline established in the Promotions Calendar, prior to the completion of the Committee's recommendation. At least six (6) members of the Committee must be present during any appearance by a candidate or representative.
 - f. Allow the candidate the opportunity to examine the Committee's feedback letter and

1. Candidates shall have the opportunity to appear before the Committee for the purpose of amplifying and explaining the documentation submitted with the candidate's application.
2. The Committee shall evaluate candidates and prepare a report which shall consist of the names of those librarians recommended for promotion in priority order.
3. Any evaluations from previous years supplied by the candidate and included in the application material will be reviewed by the Library Promotions Committee.
4. Before the report is forwarded by the Committee to the Dean of the Library.
 - a. The Library Promotions Committee shall have a conference with each candidate. At this conference, the Committee shall confirm with the candidate the completeness and accuracy of the candidate's application for promotion.
 - b. The candidate must have an opportunity to examine the Committee's evaluation and recommendation in its entirety and must indicate by signature that he/she has read the entire contents of the promotional evaluation and recommendation and has been informed of his/her ranking and has been afforded an opportunity for comment and response.
 - c. The Committee will also provide to non-recommended candidates a letter addressing all five criteria for promotion consistent with the format.

E. Procedures for Reporting to the Dean of the Library:

1. Evaluations and recommendations of the Library Promotions Committee reflecting the composite decision on each candidate for promotion shall be submitted in the appropriate format.
2. The Library Promotions Committee shall forward the candidate's application and materials and the Committee's report to the Dean as set forth in the annual calendar.
3. Claims of violation of procedure at the Department level must be reported to the President of the college by the individual grievant within fourteen (14) days from the date which such claimed violation took place, or fourteen (14) days from the date on which the individual grievant should have reasonably known of its occurrence. In the event of failure to report the occurrence within fourteen (14) days, the matter may not be raised in any grievance contesting the validity of the committee's recommendation or any action based thereon.

F. Dean of the Library--Procedures:

1. The Dean shall:
 - a. Review all materials received for each candidate and shall take the report of Library Promotions Committee into consideration in making his/her recommendation.
 - b. Review evaluations from previous years supplied by the candidate.
 - c. Make his/her own recommendation according to the procedures outlined below.
2. Any candidate for promotion may request an appearance with the Dean to explain the

- 3) Members of the faculty and librarians shall indicate to the Committee their desire to serve by submitting their name in writing to the Committee on appropriate forms issued by the Committee.

c. Ballot preparations

- 1) The College Promotions Committee Elections Committee shall submit the names of all nominees to the Office of the Vice President of Academic Affairs which prepares, prints, and distributes the ballots for each School.
- 2) Ballots shall instruct faculty to vote for one person from their School, except:
 - a) In the School of Education faculty are to vote for two persons (each from a different department).
 - b) School of Arts and Sciences faculty are to vote for four persons (one in each disciplinary category.)
- 3) Ballots and instructions for voting are to be delivered to the faculty and librarians by 4:30 P.M. on the first Monday in March.

d. Conduct of Elections

- 1) Ballots are to be returned to the College Promotions Elections Committee c/o of the Office of the Vice President for Academic Affairs by the 2nd Monday in March.
- 2) Ballots will be sealed into a blank envelope included with the ballot
- 3) The ballots will be tallied by the College Promotions Elections Committee.
- 4) The person receiving a majority vote in their School or disciplinary category shall be declared elected.
- 5) In those Schools or disciplinary categories where no one receives a majority of the votes cast, a run-off election shall be held between the top two (top three for the School of Education) nominees in the category. The Office of the Academic Vice President shall prepare a run-off ballot which is to be delivered to faculty by 4:30 P.M. on the fourth Monday in March and returned as set forth above by 4:30 P.M. on the first Monday in April. Individuals receiving a majority of votes within a category shall be declared elected.
- 6) The College Promotions Elections Committee shall announce the results of the elections to the college community by the second Monday in April.

C. Term of Committee Membership: the term of service (except for the completion of another faculty member's uncompleted term) is three years

D. Responsibilities of the College Promotions Committee

1. To evaluate each applicant on the basis of the Criteria, Standards, and Qualifications and to

documentation submitted with his/her application. Such a request shall be submitted in writing and shall be granted prior to the date established for the Dean to submit his/her recommendation.

3. The Dean of the Library shall make a written recommendation for each candidate including his/her ranking and written comments concerning the Library Promotions Committee ranking of each candidate. The candidate shall receive a copy of the Dean's written recommendation and shall have an opportunity to react respond to the director prior to the submission of these materials to the College Promotions Committee.
4. The Dean of the Library shall present the completed promotional file for each candidate, his recommendations, and those of the Library Promotion Committee to the College Committee in accordance with the date set forth in the promotions calendar.

VIII. ROLE OF THE DEAN IN THE PROMOTIONS PROCESS

- A. Upon receipt of the Department Committee's evaluations, the respective Dean shall take the Committee's report into consideration and shall prepare a separate written statement for each candidate to indicate how the application materials demonstrate that the candidate meets or does not meet the criteria standards for promotion which are set out above.
- B. The Dean's report shall be transmitted to the candidate for review and response by November 20. If written, the candidate's response shall become a part of his/her application and shall be forwarded to the College Promotions Committee.
- C. The candidate may request a meeting with the Dean to discuss the recommendation. The request must be made within three (3) working days of the receipt of the recommendation. The discussion shall take place within three (3) working days of the request. Following the discussion, the Dean shall, within three (3) working days, notify the candidate in writing of the final recommendation.
- D. When all meetings with candidates are completed, the Dean's written statements for each candidate for promotion, along with the accompanying documentation materials, are to be forwarded to the College Promotions Committee by December 7.

IX. COLLEGE PROMOTIONS COMMITTEE

A. Membership/Eligibility

1. No candidate for promotion shall be a member of the College Promotions Committee.
2. Members of College Promotions Committee shall be tenured senior faculty and Librarians I and II.
3. A faculty member serving on the College Promotions Committee may not serve on a Department Promotions Committee.
4. At the first meeting, the Affirmative Action Officer will give an overview of affirmative

action concerns and alert the committee to affirmative action issues as they relate to the promotion process. After discussion and upon the request of a majority of the committee, the Affirmative Action Officer may be asked to sit with the committee during its discussion and review of candidates.

5 Membership by School/disciplinary category:

- a. One member from Humanities (English, History, Modern Languages, Philosophy, Religion)
- b. One member from Fine and Performing Arts (Art, Communication and Theatre, Music)
- c. One member from Social Sciences (African-American Studies, Law and Justice, Political Science, Psychology, Sociology and Anthropology)
- d. One member from Natural Sciences and Mathematics (Biology, Chemistry, Computer Science, Mathematics, Physics)
- e. One member from the School of Business
- f. One member from the School of Nursing
- g. One member from the School of Technology
- h. Two members from the School of Education (each from a different department)
- i. One member from the Library

6. The Union shall have an observer appointed by the Union.

7. No single individual may serve on the committee more often than four years in a nine year period.

8. No single department within the School of Arts and Sciences may represent that School for more than two consecutive terms.

9. The Academic Vice President shall serve, as a participating member of the College Promotions Committee ex officio without vote.

B. Nomination and Elections Procedures

1. Election procedures

a. College Promotions Elections Committee

- 1) The College Promotions Elections Committee shall consist of two representative from the Union and two from the College Administration
- 2) The functions of the College Promotions Elections Committee are 1) issuing the call for nomination, 2) overseeing the preparation of ballots by the Office of the Vice President of Academic Affairs 3) establishing election rule and overseeing the conduct of elections and the 3) filing of vacancies according to the procedures set forth below.

b. Nominations

- 1) The call for nominations for the College Promotions Committee will be made on or before the last Monday in January by College Promotions Committee Elections Committee.
- 2) All nominations must be submitted to the College Promotions Committee Elections Committee c/o the Office of the Vice President of Academic Affairs by 4:30 P.M. on the second Monday in February.

RESOLUTION APPROVING A PROGRAM APPROVAL PROCESS

- WHEREAS: P.L. 1994, C. 48, the Higher Education Restructuring Act, eliminated the Department and Board of Higher Education and the program approval processes they mandated; and
- WHEREAS: The restructuring of higher education gave the authority for program approval to the Boards of Trustees of the individual colleges and universities; and
- WHEREAS: Trenton State College has the opportunity to design a program approval process appropriate to its unique mission and character; and
- WHEREAS: A program approval process has been developed that considers: consonance with institutional mission; resource implications; indicators of quality; means of determining success in meeting the program's designated outcomes; and the recommendations of external consultants; and
- WHEREAS: Such an approval process supports the Trenton State College commitment to excellence; and
- WHEREAS: Such a program approval process is consistent with the processes being used by the Council of Presidents
- THEREFORE, BE
IT RESOLVED
THAT: The new program process be approved for immediate implementation
- AND BE IT
FURTHER
RESOLVED: That the program approval process be reviewed in five years.

June 22, 1995

TRENTON STATE COLLEGE PROGRAM APPROVAL PROCESS

Phase I: Initial Program Proposal

Normally new program proposals begin in an academic unit of the campus. A program initiative may come from a department, a dean or a vice president. In some circumstances, suggestions for new programs may arise from campus constituencies not connected with a department, from outside the campus or may be dictated by student demand or need. Individuals proposing a new program should develop a rationale and obtain pertinent statistics substantiating the need and demand for the program as part of the initial program proposal.

Phase II: Review

Prior to further development of a proposal, the President and the VPAA review the initial concept as presented by the department, campus unit or outside unit. They will consider the fiscal implications of the proposal and whether the proposal is consistent with the mission of the college and with the institutional plan. This preliminary program approval by the President and the VPAA signals the department, campus unit or outside unit to begin a more thorough development of the program.

Phase III: Program Development

The department, campus unit, or outside unit will develop a proposal which will include the philosophy and concept of the program with emphasis on indicating how the program is consonant with the mission of the college. An outline of the curriculum will be developed which will include indicators of quality. The proposal also will include a thorough study of needed resources, such as:

1. faculty and support of instruction
2. library resources
3. equipment, laboratory support, computer support
4. facilities
5. administrative cost, including accreditation costs where applicable
6. financial impact on the institution and programs within the institution.

This study shall include consultation with the units responsible for these resources.

Phase IV: Outside Consultation

An outside consultant will be appointed by the VPAA from a pool of four (two submitted by the department and two from other sources), in consultation with the proposing department, to review the preliminary proposal for its quality and the appropriateness of resources for

supporting a nationally-recognized quality program. This review should include detailed and substantive information for use in refining the final proposal. After changes suggested by the consultant are incorporated into the proposal, it is sent to the President, the VPAA and the Dean of the school for review and approval.

Phase V: Administrative Approval

The President and VPAA will review this more developed proposal, and when deemed feasible and acceptable, will submit it to the Academic Affairs Committee of the Board of Trustees for their initial approval.

Phase VI: Development of Full Proposal

The department, campus unit or outside unit prepares a full proposal for the program. This proposal includes the following:

1. a thorough description of the curriculum with syllabi and further documentation regarding the appropriateness of the proposal in support of the college's mission
2. a list of the program outcomes as they relate to the college's mission
3. a discussion of ways to determine the success in meeting program outcomes
4. vitae of current faculty teaching in the program and detailed position description for any anticipated position.

Phase VII: School Curriculum Committee and College Governance Structure

The proposal is submitted to the school curriculum committee for approval. If recommended by the school committee, the program is submitted for recommendation through the college's governance process. The recommendation should indicate concurrence or nonconcurrence with the proposal by the Dean of the school.

Phase VIII: Additional Outside Review

The completed proposal is reviewed by an outside consultant, distinct from the consultant employed in Phase IV, and appointed by the VPAA from a pool of four in consultation with the proposing department. This consultant will review the entire proposal, including the report from the initial outside consultant. The charge to this consultant will be to judge the quality of the program and the appropriateness of resources, present and proposed, to support a quality program.

Phase IX: Academic Affairs Committee Approval

If the program is recommended by the college's governance structure, the President submits it to the Academic Affairs Committee of the Board of Trustees. This committee is provided with the full program proposal and the consultant reports.

Phase X: Board of Trustees Approval

The Academic Affairs Committee of the Board of Trustees recommends the program proposal to the full Board of Trustees for final approval.

Phase XI: Circulation of Program Notification

Notification of the approved program is circulated to the New Jersey higher education community. If objections are raised, efforts may be made to resolve them.

Phase XII: Program Sent to Presidents' Council

For information sharing purposes, the notification of approved program, Board of Trustees resolution, consultant's report, and any objections from the higher education community in response to the program notification -- with efforts to respond to and resolve objections -- are sent to Presidents' Council.

In any and every instance of non-approval or non-concurrence, there should be reasons provided in writing for such decisions.

Final resolution CUPPS: April 27, 1995

RESOLUTION APPROVING DISCONTINUANCE
OF THE UNDERGRADUATE MAJOR IN SPEECH PATHOLOGY
AT TRENTON STATE COLLEGE

Whereas: Changes in the profession now require students in New Jersey and most other states to complete a master's degree in order to obtain certification as a speech pathologist; and

Whereas: A major in speech pathology is not required for admission to a graduate program in speech pathology; and

Whereas: Opportunities for preparation for graduate study can still be provided through a concentration of courses viewed by the American Speech-Language-Hearing Association as essential for students seeking admission to graduate programs in the field; and

Whereas: Elimination of a major in speech pathology would not affect students majoring in the education of the hearing impaired; and

Whereas: A strong graduate program in speech pathology will be preserved at Trenton State College

Therefore, Be
It Resolved
That:

The undergraduate major in speech pathology be eliminated and no additional students be admitted to the undergraduate major in speech pathology after September, 1995; and

Be It Further
Resolved That:

Students currently enrolled in the major in speech pathology be able to complete their programs as originally defined on their control sheets.

RESOLUTION APPROVING FORMATION OF
A DEPARTMENT OF LANGUAGE AND COMMUNICATION SCIENCES

- Whereas: The mission of the School of Education is, "to demonstrate excellence and leadership in the preparation and ongoing professional development of teachers, administrators, counselors, and clinicians;" and
- Whereas: The formation of a Department of Language and Communication Sciences would reflect a change from a narrowly discipline-based approach to an interdisciplinary one; and
- Whereas: An interdisciplinary focus would be indicative of the continuing excellence, innovation, and leadership expected from the School of Education; and
- Whereas: The formation of a Department of Language and Communication Sciences would facilitate research by combining related disciplines in a manner reflective of the most recent scholarship; and
- Whereas: A department combining expertise in the disciplines of speech pathology, audiology, reading and language arts, and English as a Second Language (ESL) would provide effective support for faculty, students, and programs from throughout the School of Education; and
- Whereas: The interdisciplinary focus of and collaborative interaction among faculty in this department would enhance the professional preparation of current practitioners; and
- Whereas: The faculty who would become members of the proposed department have agreed unanimously that the formation of this department would be in their best professional interests and in the interests of students, the School, and the College; and
- Whereas: The formation of such a department at Trenton State College has been endorsed by leaders in the field, including the officers of the American Speech-Language-Hearing Association.

Therefore Be It
Resolved That:

Effective September 1, 1995 a Department of Language and Communication Sciences will be formed which includes expertise in the disciplines of communication sciences (expressive and receptive aural language), language arts (reading), and ESL; and

RESOLUTION APPROVING FORMATION OF
A DEPARTMENT OF LANGUAGE AND COMMUNICATION SCIENCES
(Page Two)

Be It Further
Resolved That:

Faculty members in that department will be:

Susan Blair-Larsen
Dallas Cheek
Lynn Fox
Andrew Hornyak
Pauline Jenson
William Jones
Virginia Rojas
Dorothy Rubin

June 22, 1995

RESOLUTION RENAMING THE SCHOOL OF TECHNOLOGY
AT TRENTON STATE COLLEGE

Whereas: All programs in Engineering Technology at Trenton State College are discontinued as of May, 1995; and

Whereas: In the absence of Engineering Technology programs the name "School of Technology" is misleading to many potential students and employers of Trenton State College graduates; and

Whereas: The name "School of Engineering" would give a clearer and more accurate presentation of the school to the public,

Therefore Be
It Resolved

That: The School of Technology henceforth be named the School of Engineering.

June 22, 1995

RESOLUTION APPROVING THE FY 1996 TRENTON
STATE COLLEGE UNRESTRICTED CURRENT FUND BUDGET AND
ESTABLISHING STUDENT CHARGES TO THE LEVEL SUFFICIENT
TO BALANCE THE APPROVED BUDGET

- WHEREAS: The State College Autonomy Law vests the responsibility with the Board of Trustees to approve the college's unrestricted current fund budget and adjust student charges as necessary; and
- WHEREAS: The Vice President for Administration and Finance, with the concurrence of the President has recommended to the Finance Committee of the Board an unrestricted current fund budget for FY 1996 totaling \$84,155,077, of which \$33,219,000 is state appropriation; and
- WHEREAS: The Finance Committee of the Board of Trustees has reviewed the proposed unrestricted current fund budget and the student charges required to implement this budget and has recommended their approval; and
- RESOLVED: That the Board of Trustees approved the FY 1996 college unrestricted current fund budget totaling \$84,155,077; and be it further
- RESOLVED: That the Board of Trustees approves the following student charges for FY 1996:

TRENTON STATE COLLEGE
 OPERATING BUDGET
 FISCAL YEARS 1995 TO 1996

FULL TIME RESIDENTIAL STUDENTS

FY 1995

FY 1996

UNDERGRADUATE - NEW JERSEY RESIDENT

TUITION	3,116	3,238
STUDENT SERVICE FEE	184	193
GENERAL SERVICE FEE	510	535
ROOM AND BOARD (PLAN 2)	5,411	5,600
STUDENT CENTER FEE	100	100
STUDENT ACTIVITY FEE	102	102
	<u>\$9,423</u>	<u>\$9,768</u>
		3.7%

UNDERGRADUATE - OUT OF STATE RESIDENT

TUITION	5,391	5,655
STUDENT SERVICE FEE	184	193
GENERAL SERVICE FEE	510	535
ROOM AND BOARD (PLAN 2)	5,411	5,600
STUDENT CENTER FEE	100	100
STUDENT ACTIVITY FEE	102	102
	<u>\$11,698</u>	<u>\$12,185</u>
		4.2%

FULL TIME COMMUTING STUDENTS

UNDERGRADUATE - NEW JERSEY RESIDENT

TUITION	3,116	3,238
STUDENT SERVICE FEE	184	193
GENERAL SERVICE FEE	510	535
STUDENT CENTER FEE	100	100
STUDENT ACTIVITY FEE	102	102
	<u>\$4,012</u>	<u>\$4,168</u>
		3.9%

UNDERGRADUATE - OUT OF STATE RESIDENT

TUITION	5,391	5,655
STUDENT SERVICE FEE	184	193
GENERAL SERVICE FEE	510	535
STUDENT CENTER FEE	100	100
STUDENT ACTIVITY FEE	102	102
	<u>\$6,287</u>	<u>\$6,585</u>
		4.7%

TRENTON STATE COLLEGE
 OPERATING BUDGET
 FISCAL YEARS 1995 TO 1996

	<u>FY 1995</u>	<u>FY 1996</u>
GRADUATE - NEW JERSEY RESIDENT		
TUITION	5,156	5,357
GENERAL SERVICE FEE	510	535
STUDENT CENTER FEE	<u>100</u>	<u>100</u>
	\$5,766	\$5,992
		3.9%
GRADUATE - OUT OF STATE RESIDENT		
TUITION	7,116	7,464
GENERAL SERVICE FEE	510	535
STUDENT CENTER FEE	<u>100</u>	<u>100</u>
	\$7,726	\$8,099
		4.8%
<u>PART TIME STUDENTS</u>		
UNDERGRADUATE - NEW JERSEY RESIDENT		
TUITION	106.00	110.25
GENERAL SERVICE FEE	21.25	22.30
STUDENT CENTER FEE	4.20	4.20
STUDENT ACTIVITY FEE	<u>4.25</u>	<u>4.25</u>
per credit	\$135.70	\$141.00
		3.9%
UNDERGRADUATE - OUT OF STATE RESIDENT		
TUITION	185.00	194.25
GENERAL SERVICE FEE	21.25	22.30
STUDENT CENTER FEE	4.20	4.20
STUDENT ACTIVITY FEE	<u>4.25</u>	<u>4.25</u>
per credit	\$214.70	\$225.00
		4.8%
GRADUATE - NEW JERSEY RESIDENT		
TUITION	215.00	223.25
GENERAL SERVICE FEE	21.25	22.30
STUDENT CENTER FEE	<u>4.20</u>	<u>4.20</u>
per credit	\$240.45	\$249.75
		3.9%
GRADUATE - OUT OF STATE RESIDENT		
TUITION	296.00	311.00
GENERAL SERVICE FEE	21.25	22.30
STUDENT CENTER FEE	<u>4.20</u>	<u>4.20</u>
per credit	\$321.45	\$337.50
		5.0%

TRENTON STATE COLLEGE
 OPERATING BUDGET
 FISCAL YEARS 1995 TO 1996

	<u>FY 1995</u>	<u>FY 1996</u>
<u>ROOM AND BOARD CHARGES</u>		
PLAN A - PLAN C PLUS FOOD PURCHASE OPTION	\$6,345	\$6,567
PLAN B - ROOM AND "19 MEAL" BOARD PLAN	\$5,724	\$5,924
PLAN C - ROOM AND "14 MEAL" BOARD PLAN	\$5,411	\$5,600
PLAN D - ROOM AND "10 MEAL" BOARD PLAN	\$5,179	\$5,360
<u>OTHER STUDENT CHARGES</u>		
ADMISSIONS FEE	\$50	\$50
TRANSFER ORIENTATION FEE	25	25
WELCOME WEEK FEE - FRESHMAN	60	60
RHETORIC PORTFOLIO EXEMPTION FEE	50	50
PARKING FEE		
-COMMUTER	33	36
-RESIDENCE DECAL	99	108
PARKING FINE	10	10
ID CARD FEE	1	2
OUTDOOR EDUCATION FEE	130	130
INTERNATIONAL & OVERSEAS PROGRAM FEE	50	50
INTERNATIONAL & OVERSEAS TUITION	233/CREDIT	250/CREDIT
PRINCIPALS' TRAINING CENTER COURSE	78/CREDIT	90/CREDIT
OVERSEAS STUDENT TEACHING FEE	350	350
EXCHANGE PROGRAM FEE	50	50
LATE REGISTRATION FEE	15	25
SUMMER VISITING FEE	60	60
BAD CHECK FEE	15	25
DUPLICATE RECEIPT/SCHEDULE FEE	1	1
INSTALLMENT PROGRAM FEE	50	50
MONTHLY SERVICE CHARGE	0	1% OF BALANCE
COLLECTION FEE	0	33% OF BALANCE
TRANSCRIPT FEE	5	5
CREDENTIAL SERVICES FEE	varies	3
GRADUATE MUSIC FEE	25	25
GRADUATE BULLETIN FEE	5	5

Resolution of the Board of Trustees of Trenton State College
 Authorizing the Conveyance of Land to the New Jersey Educational
 Facilities Authority for a Certain Project to be Built Thereon
 and Authorizing the Execution and Delivery of a
 Lease and Agreement for the Paul Loser Nursing/Reception Building

- WHEREAS: The concept of the construction of the Paul Loser Nursing/Reception Building ("Project") was approved through the Trenton State College (the "Public College") Institutional Plan; and
- WHEREAS: The Board of Trustees of Trenton State College ("Board") previously approved the hiring of an architectural/engineering firm to advance the construction of this Project on both September 22, 1994 and on December 15, 1994; and
- WHEREAS: The preliminary plans and specifications for this Project have resulted with a total project cost of \$8,259,830.00; and
- WHEREAS: The Board is authorized to convey to the New Jersey Educational Facilities Authority ("Authority") a certain parcel of land at Trenton State College (the "Public College") upon which the Project is to be constructed; and
- WHEREAS: The Board has been submitted a form of lease and agreement ("Agreement"), by and between the Authority and the Board; and
- WHEREAS: It is deemed advisable in respect of the Project to approve the form of and authorize the execution and delivery of the Agreement and to approve the conveyance of land; and

NOW, THEREFORE,
 BE IT

RESOLVED: That the Board of Trustees of Trenton State College hereby approves the major construction project, entitled the Paul Loser Nursing/Reception Building, at a total project cost of \$8,259,830.00 and as such authorizes the President to advance this project, including seeking all necessary governmental approvals, the financing for and construction thereof.

NOW, THEREFORE,
 BE IT FURTHER

RESOLVED: By the Board of Trustees of Trenton State College as follows:

Section 1. That the Public College's legally available monies shall, at all times, be sufficient to meet the costs of operation of the Project, Annual Rentals for the Project as specified in the Agreement between the New Jersey Educational Facilities Authority and the Board of Trustees of the Public College, and the other costs of the Authority in connection with the Project.

Section 2. That the Board hereby approves the conveyance of land, which parcel of land will constitute the site of the Project.

Section 3. That the form of the Agreement, in substantially the form attached hereto and made a part hereof as fully as if set forth verbatim herein with such changes, omissions, insertions and revisions as shall be approved by the Authority and the hereinafter authorized officers of the Board, entered into in connection with the financing of the Project, be and the same is hereby authorized to be entered into and approved and the Chairman and Vice Chairman of the Board and the President and Vice President of the College are hereby authorized and directed, for and on behalf and in the name of the Board, to execute and deliver said Agreement and the Secretary of the Board is authorized to affix the seal and attest hereto.

Section 4. That the Chairman or Vice Chairman and the Secretary of the Board of Trustees and the President or Vice President of the Public College are hereby authorized and directed, for and on behalf and in the name of the Board and the Public College to execute and deliver a deed in the customary form to the Authority with respect to the parcel of land which will constitute the site of the Project.

Section 5. That the Chairman, Vice Chairman and the Secretary of the Board and the President and Vice President of the Public College are hereby authorized and directed to make, execute and deliver all such additional and supplemental documents and to do and perform such acts and to take such actions as may be necessary or required for the consummation of the transactions provided for and contemplated by the aforesaid Agreement and for the construction and financing of the Project.

Section 6. That the President of the Public College is hereby specifically authorized to seek the approval of the State House Commission prior to the transfer of the land to the Authority and on which the Project will be constructed.

Section 7. That all resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

Section 8. That this Resolution shall take effect immediately.

June 22, 1995

RESOL239

Resolution of the Board of Trustees of Trenton State College
Authorizing the Conveyance of Land to the New Jersey Educational
Facilities Authority for a Certain Project to be Built Thereon
and Authorizing the Execution and Delivery of a
Lease and Agreement for the Crowell Hall Renovation and Addition Project

- WHEREAS: The concept of the construction of the Crowell Hall Renovation and Addition Project ("Project") was approved through the Trenton State College (the "Public College") Institutional Plan; and
- WHEREAS: The Board of Trustees of Trenton State College ("Board") previously approved the hiring of an architectural/engineering firm to advance the construction of this Project on September 22, 1994; and
- WHEREAS: The preliminary plans and specifications for this Project have resulted with a total project cost of \$27,540,150.00; and
- WHEREAS: The Board is authorized to convey to the New Jersey Educational Facilities Authority ("Authority") a certain parcel of land at Trenton State College (the "Public College") upon which the Project is to be constructed; and
- WHEREAS: The Board has been submitted a form of lease and agreement ("Agreement"), by and between the Authority and the Board; and
- WHEREAS: It is deemed advisable in respect of the Project to approve the form of and authorize the execution and delivery of the Agreement and to approve the conveyance of land; and

NOW, THEREFORE,
BE IT

- RESOLVED: That the Board of Trustees of Trenton State College hereby approves the major construction project, entitled Crowell Hall Renovation and Addition, at a total project cost of \$27,540,150.00 and as such authorizes the President to advance this project, including seeking all necessary governmental approvals, the financing for and construction thereof.

NOW, THEREFORE,
BE IT FURTHER

- RESOLVED: By the Board of Trustees of Trenton State College as follows:

Section 1. That the Public College's legally available monies shall, at all times, be sufficient to meet the costs of operation of the Project, Annual Rentals for the Project as specified in the Agreement between the New Jersey Educational Facilities Authority and the Board of Trustees of the Public College, and the other costs of the Authority in connection with the Project.

Section 2. That the Board hereby approves the conveyance of land, which parcel of land will constitute the site of the Project.

Section 3. That the form of the Agreement, in substantially the form attached hereto and made a part hereof as fully as if set forth verbatim herein with such changes, omissions, insertions and revisions as shall be approved by the Authority and the hereinafter authorized officers of the Board, entered into in connection with the financing of the Project, be and the same is hereby authorized to be entered into and approved and the Chairman and Vice Chairman of the Board and the President and Vice President of the College are hereby authorized and directed, for and on behalf and in the name of the Board, to execute and deliver said Agreement and the Secretary of the Board is authorized to affix the seal and attest hereto.

Section 4. That the Chairman or Vice Chairman and the Secretary of the Board of Trustees and the President or Vice President of the Public College are hereby authorized and directed, for and on behalf and in the name of the Board and the Public College to execute and deliver a deed in the customary form to the Authority with respect to the parcel of land which will constitute the site of the Project.

Section 5. That the Chairman, Vice Chairman and the Secretary of the Board and the President and Vice President of the Public College are hereby authorized and directed to make, execute and deliver all such additional and supplemental documents and to do and perform such acts and to take such actions as may be necessary or required for the consummation of the transactions provided for and contemplated by the aforesaid Agreement and for the construction and financing of the Project.

Section 6. That the President of the Public College is hereby specifically authorized to seek the approval of the State House Commission prior to the transfer of the land to the Authority and on which the Project will be constructed.

Section 7. That all resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

Section 8. That this Resolution shall take effect immediately.

June 22, 1995

RESOL240

Resolution of the Board of Trustees of Trenton State College
 Authorizing the Conveyance of Land to the New Jersey Educational
 Facilities Authority for a Certain Project to be Built Thereon
 and Authorizing the Execution and Delivery of a
 Lease and Agreement in Connection Therewith

WHEREAS: The concept of the construction of the Cluster Housing Project ("Project") was approved through the Trenton State College (the "Public College") Institutional Plan; and

WHEREAS: The College's experience has indicated that plans and specifications for a 41 unit, 410 bed student residence facility along with the rehabilitation of the William Green Farmhouse will result with a total project cost of \$16,000,000.00; and

WHEREAS: The Board is authorized to convey to the New Jersey Educational Facilities Authority ("Authority") a certain parcel of land at Trenton State College (the "Public College") upon which the Project is to be constructed; and

WHEREAS: The Board will be submitted a form of lease and agreement ("Agreement"), by and between the Authority and the Board; and

WHEREAS: It is deemed advisable in respect of the Project to approve the form of and authorize the execution and delivery of the Agreement and to approve the conveyance of land; and

NOW, THEREFORE,
 BE IT

RESOLVED: That the Board of Trustees of Trenton State College hereby approves the major construction project, entitled Cluster Housing-Phase II, at a total project cost of \$16,000,000.00 and as such authorizes the President to advance this project, including seeking all necessary governmental approvals, the financing for and construction thereof.

NOW, THEREFORE,
 BE IT FURTHER

RESOLVED: By the Board of Trustees of Trenton State College as follows:

Section 1. That the Public College's legally available monies shall, at all times, be sufficient to meet the costs of operation of the Project, Annual Rentals for the Project as specified in the Agreement between the New Jersey Educational Facilities Authority and the Board of Trustees of the Public College, and the other costs of the Authority in connection with the Project.

Section 2. That the Board hereby approves the conveyance of land, which parcel of land will constitute the site of the Project.

Section 3. That the form of the Agreement, in substantially the form attached hereto and made a part hereof as fully as if set forth verbatim herein with such changes, omissions, insertions and revisions as shall be approved by the Authority and the hereinafter authorized officers of the Board, entered into in connection with the financing of the Project, be and the same is hereby authorized to be entered into and approved and the Chairman and Vice Chairman of the Board and the President and Vice President of the College are hereby authorized and directed, for and on behalf and in the name of the Board, to execute and deliver said Agreement and the Secretary of the Board is authorized to affix the seal and attest hereto.

Section 4. That the Chairman or Vice Chairman and the Secretary of the Board of Trustees and the President or Vice President of the Public College are hereby authorized and directed, for and on behalf and in the name of the Board and the Public College to execute and deliver a deed in the customary form to the Authority with respect to the parcel of land which will constitute the site of the Project.

Section 5. That the Chairman, Vice Chairman and the Secretary of the Board and the President and Vice President of the Public College are hereby authorized and directed to make, execute and deliver all such additional and supplemental documents and to do and perform such acts and to take such actions as may be necessary or required for the consummation of the transactions provided for and contemplated by the aforesaid Agreement and for the construction and financing of the Project.

Section 6. That the President of the Public College is hereby specifically authorized to seek the approval of the State House Commission prior to the transfer of the land to the Authority and on which the Project will be constructed.

Section 7. That all resolutions, orders and other actions of the Board in conflict with the provisions of this Resolution to the extent of such conflict are hereby superseded, repealed or revoked.

Section 8. That this Resolution shall take effect immediately.

June 22, 1995

Resolution of the Board of Trustees of Trenton State College
Declaring Its Official Intent to Request Reimbursement for
Project Costs from Proceeds of Debt Obligations

- WHEREAS: The concept of the construction of both the Paul Loser Nursing/Reception Building and Crowell Hall Renovation and Addition ("Projects") were approved through the Trenton State College Institutional Plan; and
- WHEREAS: Trenton State College (the "Borrower") intends to construct these two academic Projects; and
- WHEREAS: The Borrower reasonably expects to finance these Projects on a long-term basis pursuant to a Lease Agreement with the New Jersey Educational Facilities Authority (the "Authority") in accordance with N.J.S.A. 18A:72A-27.3, which allows the construction of certain non-revenue producing facilities at state colleges to be financed through the Authority; and
- WHEREAS: The Borrower may pay for certain costs of the Project ("Project Costs") prior to the time such loan is made to the Borrower by the Authority and prior to the time interim debt, if any, is incurred by the Borrower for Project Costs, and therefore, Project Costs may be paid with funds of the Borrower which are not borrowed funds; and
- WHEREAS: The Authority reasonably anticipates that it will finance the Lease Agreement with the Borrower with obligations of the Authority (the "Project Bonds") the interest on which is excluded from gross income under Section 103 of the Internal Revenue Code of 1986, as amended (the "Code") for purposes of Federal income taxation.

NOW, THEREFORE,
BE IT

RESOLVED: By the Board of Trustees of Trenton State College as follows:

Section 1. The Borrower reasonably expects to request reimbursement of the Project Costs paid prior to the issuance of the Project Bonds and any interim borrowing of the Borrower with proceeds of Project Bonds to be issued by the Authority.

Section 2. In accordance with Treasury Regulations, Section 150-2, this Resolution is intended to be and hereby is a declaration of the Borrower's official intent to request reimbursement of Project Costs paid prior to the issuance of the Project Bonds and any interim borrowing to be incurred by the Borrower.

Section 3. The maximum principal amount of the Project Bonds expected to be issued to finance the costs of these two Projects, including amounts to be used to reimburse the expenditure of Project Costs which are paid prior to the issuance of the Project Bonds, is set at \$35,799,980 Million.

Section 4. That the President is hereby authorized to submit the financing proposal of these Projects through Project Bonds issued by the Authority to both the Speaker of the Assembly and the President of the Senate of the Legislature of the State of New Jersey.

Section 5. That this Resolution shall take effect immediately.

June 22, 1995

RESOL273

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Computing and Technical)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
SCT Software and Technology Services (\$173,800.00)	Administrative Software System Maintenance Agreement and Additional Modules/Upgrades	College Operating
Hotsite/CSC CompuSource (\$33,260.00)	Disaster Recovery Service for the Mainframe	College Operating
Legent Systems (\$31,455.00)	Administrative Mainframe Security and Management Systems Maintenance Agreement	College Operating
GES, Inc./JvNCnet (\$38,160.00)	Internet Access and Support	College Operating
NOTIS Systems, Inc. (\$57,790.00)	TSC On-Line Library System Maintenance Agreement	College Operating
Sun Microsystems (\$91,000.00)	Unix Workstations Maintenance Agreement Hardware and Software Purchases	College Operating
IBM (\$612,870.00)	Maintenance for Hardware and Software; Additional Equipment; Lease Purchase Payment	College Operating

Memorex/Telex (\$61,100.00)	Maintenance and Support of Hardware Peripherals Currently Supporting the IBM Mainframe Hardware and Software Systems	College Operating
Silicon Graphics (\$25,000.00)	Computer Science Workstation	College Operating
SAS Institute (\$12,030.00)	Maintenance of Statistical Software Currently Installed on Academic and Administrative Mainframes Plus Installation of the Software on Designated PC Systems	College Operating
BlueLine Software (\$15,000.00)	Licenses, Maintenance and Services for the Terminal Communications and Systems Monitoring Software	College Operating
Novell, Inc. (\$60,000.00)	Maintenance and Enhancement of the College's Local Area Network Operating System Software	College Operating
Brite Voice Systems (\$12,000.00)	Maintenance, Service and Support for the Voice Response System Software. (Allows for Telephone Registration)	College Operating
Campus Televideo (\$95,205.00)	Cable Television Programming, Equipment and Licensing for Residence Hall Cable TV Network	Housing Funds
Siemens Rolm Communications (\$150,400.00)	Maintenance, Service and Equipment to Support the College's Communications System (Telephone, Voice Mail, etc.)	College Operating - 45% (with direct chargeback dedicated revenue accou for actual usage) Student Charges - 51%
NCS, Inc. (\$12,000.00)	Maintenance, Support Services and Forms for the NCS Scanners	College Operating
Doron Precision Systems, Inc. (\$70,696.00)	Driving Simulator System	State Grant - 66% College Operating - 34%

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Professional and Other Services)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Academic Management Services (No cost to college)	Tuition and Fees Deferred Payment Plan	Student Charges
EduServ Technologies, Inc. (\$28,338.12)	Billing and Collection for Student Loans	College Operating
CoreStates Bank (\$44,900.00)	Bank Services	College Operating
Publishers Advertising Corp. (\$17,000.00)	Advertising representative for TIES magazine	Self Funded Revenue Account
Didier and Broderick (\$18,000.00)	Advertising representative for TIES magazine	Self Funded Revenue Account
Lewis Edge and Associates (\$30,000.00)	Advertising representative for TIES magazine	Self Funded Revenue Account
Wood Food Service (\$5,295,531.00)	On-Campus Food Service	Housing - 68% Student Center - 30% Auxiliary(Summer Camps) 2%

June 22, 1995

C.W. Bollinger (No cost to college)	Student Accident and Health Insurance	Student Charges
Center for Enabling Technology (\$24,790.00)	Conducting of Workshops in Assistive Technology	State Grant
The Institut Mediterraneen de Langues de Specialites (\$17,160.00)	Tuition, Room, Board, Ground Transportation, and Excursion Costs for the Group Study Tour at the Institut	Self Funded Revenue Account
Bob McCloskey Insurance (\$50,100.00)	Athletic Accident Insurance	College Operating

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Inter-Agency)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Postmaster, City of Trenton (\$345,000.00)	Stamps and Replenishing of Postage Meter	College Operating Funds with direct charge-back to dedicated revenue accounts for actual usage
NJ Educational Facilities Authority (\$75,365.00)	Reimbursement for Insurance Bonded Properties	College Operating 29% Student Center 14% Housing 57%
Rowan College of New Jersey (\$15,000.00)	TSC Share of Joint Risk Management Operating Budget	College Operating
Rowan College of New Jersey (\$103,025.00)	Property, Boiler, and Automobile Insurance	College Operating
Department of Law and Public Safety (\$95,482.00)	Legal Services Provided by the Deputy Attorney General	College Operating
Ewing Township (\$50,000.00)	Recognition of Volunteer Services, fire and first aid squads)	Housing
NJ State College Governing Boards Association (\$101,490.00)	Membership Dues	College Operating

June 22, 1995

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Utilities)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Bell Atlantic (\$348,215.00)	Telephone Services to the College	College Operating Funds with direct chargebacks to dedicated revenue accounts for actual usage - 49% Student Charges - 51%
Bell Atlantic (No cost to college)	Public Coin Telephone Contract	User Charges Revenue to: College Operations - 34% Auxiliary Operations-66%
AT&T (No cost to college)	Public Coin Telephone Contract (Long distance service)	User Charges Revenue to: College Operations - 34% Auxiliary Operations-66%
AT&T (\$470,000.00)	Long Distance Lines	College Operating - 24% Student Charges - 76%
Ewing Township (\$310,000.00)	Provide Sewage Disposal Services for the Campus	College Operating - 65% Housing - 31% Student Center - 4%

Public Service
Gas and Electric
(\$2,665,000.00)

Provide Gas and Electric Services
to the campus

College Operating - 65%
Housing - 31%
Student Center - 4%

Trenton Water Works
(\$175,000.00)

Provide Water Services for the
Campus

College Operating - 65%
Housing - 31%
Student Center - 4%

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Library)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Congressional Information Services (\$23,000.00)	Microfiche of Government Documents	College Operating
University Microfilms (\$20,000.00)	Abstracts of Doctoral Dissertations	College Operating
Heckman Bindery (\$25,000.00)	Binding Services for Library Periodicals	College Operating
Midwest Library Services (\$50,000.00)	Book Acquisitions for the Library	College Operating
Palinet (\$113,000.00)	Electronic Information Services	College Operating
DIALOG Information Services, Inc. (\$12,500.00)	On-line Searches of Reference Databases	College Operating
Wilson Periodical Tapes (\$25,000.00)	Tapes of Periodical Indexes and Abstracts which will be loaded into the Library's On-line system	College Operating

June 22, 1995

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Publications)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Barnes and Noble (\$90,000.00)	Textbooks for Overseas Students	Self Funded Revenue Account
Graphic Data (\$11,272.00)	Printing of the Sports Media/ Recruiting Guides	College Operating

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR COLLEGE BUSINESS PURPOSES
(Facilities Management)

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
Standard Electric Time (\$14,750.00)	Maintenance contract relating to the automated building fire alarm system/related software	College Operating 68% Housing 26% Student Center 6%
Simplex Time Recorder Company (\$11,446.00)	Maintenance contract relating to the automated building fire alarm system/related software	College Operating 17% Housing 83%
Honeywell, Inc. (\$202,340.00)	Maintenance contract relating to building automation and computer system and software	College Operating 62% Housing 34% Student Center 4%
Data Archieves, Inc. (\$12,000.00)	Off-campus documents and records storage and inventory service	College Operating

RESOLUTION APPROVING WAIVERS
OF ADVERTISING
FOR CONSTRUCTION CONTRACTING PURPOSES

WHEREAS: State College Contracts Law permits waivers of advertising for specified purchases in excess of \$11,100, and

WHEREAS: The Law provides that such waivers shall be approved by the Trenton State College Board of Trustees, and

WHEREAS: Waiver requests have been reviewed and are recommended by the Finance Committee, a subcommittee of the Trenton State College Board of Trustees,

NOW, THEREFORE,
BE IT RESOLVED: The Trenton State College Board of Trustees approves waivers to the following vendors for purposes as designated herein:

VENDOR	PURPOSE	FUNDING SOURCE
The Henderson Corporation (\$179,681.00)	Change Order for Code Required Design Modifications Associated with the Parking Garage project)	1994B EFA Bond Issue
The Henderson Corporation (\$301,651.00)	Change Order for Design Modifications Associated with the Parking Garage project	1994B EFA Bond Issue
Ayers/Saint/Gross (\$1,702,000.00)	Professional Architectural Services Associated with the Crowell Hall Renovation and Addition Project	Capital Reserves Future EFA Bond Issue
Kitchen Associates Architectural Services (\$76,252.00)	Revised professional architectural/engineering services associated with the Child Care facility project	Capital Reserves 1988 JEC Bond Issue DHE Grant
Kehrt Shatken Sharon Architects (\$493,543.00)	Revised professional architectural/engineering services associated with the Paul D. Loser Nursing/Reception building project	Capital Reserves Future EFA Bond Issue
Mosher and Doran (\$35,000.00)	Professional engineering services associated with the Paul D. Loser Nursing/Reception building project	Capital Reserves Future EFA Bond Issue

June 22, 1995

Hoisington, Azmy, Constant, Bell, Mailer, Inc. (\$102,625.00)	Professional architectural/engineering services associated with the Decker Window and Exterior Facade project	Housing Reserves
Hoisington, Azmy, Constant, Bell, Mailer, Inc. (\$48,550.00)	Revised professional engineering services associated with the Decker Sprinkler project	Housing Reserves
Design Interface (\$87,750.00)	Professional construction management services associated with the Cogeneration project	Capital Reserves Litigation
Environmental Waste Management Associates, Inc. (\$285,000.00)	Professional environmental engineering services associated with the oil spill project	Capital Reserves State of New Jersey
Underwood Engineering Testing Co., Inc. (\$20,000.00)	On-site soils engineering and testing services associated with the Paul D. Loser Nursing/Reception building project	Capital Reserves Future EFA Bond Issue
Vance-Skinner Company, Inc. (\$42,100.00)	Professional Geothermal Test Well Drilling Services Associated with the Paul D. Loser Nursing/Reception Building	Capital Reserves Future EFA Bond Issue
Energy Recovery International (\$164,860.00)	Heat Recovery Steam Generator Package Associated with the Cogeneration Takeover Project	Capital Reserves Litigation 1992A EFA Bond Issue
Gardner-Denver, IMD (\$359,812.50)	Gas Compressor System Associated with the Cogeneration Takeover Project	Capital Reserves Litigation 1992 A EFA Bond Issue

RESOLUTION CONFERRING EMERITI STATUS

WHEREAS: The following members of the Trenton State college community with faculty rank have faithfully served Trenton State College and have retired; and

WHEREAS: The College and Community Relations Committee has recommended through the governance process the individuals listed below for emeriti status

THEREFORE, BE
IT RESOLVED: That the Board of Trustees of Trenton State College confers upon each the title of Emeritus or Emerita, with all the privileges accorded therewith, in recognition of long and distinguished service to the college.

Professor Emeritus:

Joseph Carroll
Alfred Cohen
Leon Durkin
Howard Goldstein
Daniel Hall (posthumous)
Robert Harris
Otto Heck
Frederick Kiley
Bernard Schwartz
Roy Van Ness

Professor Emerita:

Jane Brown
Eileen Burke
Elsie Collins
Gwendolyn Jones
Rosemary Nemeč
V. Ann Roberts
Aura Star

RESOLUTION HONORING

TSC INTERCOLLEGIATE ATHLETIC TEAMS

WHEREAS: Since the inception in 1979 of the National Collegiate Athletic Association Division III National Championships, the Trenton State College intercollegiate athletic teams have won 27 NCAA national championships and 23 runner-up titles; and

WHEREAS: These championships and second-place finishes have encompassed a variety of sports including wrestling, softball, field hockey, women's lacrosse, women's tennis, men's basketball, men's soccer, baseball, and women's cross country; and

WHEREAS: Trenton State College has served as the host site for 12 NCAA National Championships in five different sports, including this past fall a first-ever hosting of the NCAA Division III Men's Soccer final four; and

WHEREAS: The Trenton State College athletic program has produced over 450 All-Americans, 17 Academic All-Americans, and 3 NCAA Postgraduate Scholarship recipients; and

WHEREAS: The 1994-95 TSC Women's Soccer team, completed the season with a record of 22-1 and successfully defended their title by winning a second consecutive national championship; and

WHEREAS: The 1994-95 TSC Women's Lacrosse team, after a fourth consecutive unbeaten season finishing 17-0, won their 8th national championship and fifth consecutive title;

THEREFORE, BE
IT RESOLVED:

That the Trenton State College Board of Trustees recognizes and honors the achievements of the intercollegiate athletic program, the coaches and staff members, and most especially the student-athletes who have contributed so much to their institution.

June 22, 1995

RESOLUTION HONORING

MR. JONATHAN PECK

- WHEREAS:** Mr. Jonathan Peck has contributed to campus life at Trenton State College in a wide range of activities over the past three years; and
- WHEREAS:** These contributions have included service to the College as Alternate Student Trustee in 1993-1994 and Student Trustee in 1994-1995;
- WHEREAS:** Mr. Peck has participated in deliberations of interest to all the citizens of New Jersey, and has provided insights to the Board concerning issues of interest to the students of Trenton State College; and
- WHEREAS:** Mr. Peck's service has been accomplished maintaining a GPA academic standing over 3.7 while holding membership on the CUPPS Standing Committee and the Student Middle States Review Committee; serving as a student representative to Governor Whitman's Higher Education Transition Team; and becoming President-elect of the Student Government Association for 1995-1996; and
- THEREFORE BE IT RESOLVED:** That the Trenton State College Board of Trustees expresses its thanks to Mr. Jonathan Peck for his service to the College and State of New Jersey, congratulates him, and wishes him continued success in all his endeavors.

June 22, 1995

RESOLUTION THANKING

MRS. ROSA LEE EICKHOFF

- Whereas: The Trenton State College vision describes a community of scholars and learners committed to excellence, service, and where diversity is embraced as an enriching strength; and
- Whereas: A sense of fellowship is fostered when members of a community form personal bonds and also share common interests and values; and
- Whereas: The genuine warmth and hospitality extended by Mrs. Rosa Lee Eickhoff to faculty, students, staff, and friends of the college embody such qualities; and
- Whereas: Her contagious pride in the college's accomplishments in the classroom, in the laboratory, in the studio, and in the rehearsal hall, is widely known both on and off campus; and
- Whereas: Her unbridled zeal for the college's athletic teams is legendary:

Therefore
Be It

- Resolved: That the Trenton State College Board of Trustees extends its warm appreciation, and honors and recognizes Mrs. Rosa Lee Eickhoff for her many contributions to the college.

RESOLUTION THANKING CLAIRE A. HARDGROVE

WHEREAS: Dr. Claire A. Hardgrove has declared her intention to return to teaching; and

WHEREAS: Dr. Hardgrove has served the college since 1991 as Vice President for Academic Affairs; and

WHEREAS: Her dedicated service has enabled the college to realize substantive accomplishments, including the implementation of collegial governance; the development of the general education curriculum; a systematic examination of academic ethics at the college; improved mentoring for new faculty and articulation of the relationship of scholarly research to undergraduate education; and a widely recognized theater series that has enlivened the campus and attracted audiences from both the campus and the community

THEREFORE,
BE IT

RESOLVED: That the Trenton State College Board of Trustees extends its heartfelt appreciation to Dr. Claire A. Hardgrove for her many contributions to the college, and its warmest wishes for her success as she returns to teaching.

May 17, 1995

TRENTON STATE COLLEGE
FACULTY SENATE RESOLUTION HONORING

ELEANOR V. HORNE
CHAIRPERSON, TSC BOARD OF TRUSTEES

- WHEREAS: The Faculty Senate has a major role in the governance process at Trenton State College, and
- WHEREAS: The Senate, as the faculty's representative body, determines and presents the faculty perspective on legislative issues, and
- WHEREAS: The Faculty Senate must communicate the faculty perspective on legislative issues to the campus community, standing committees and the Board of Trustees, and
- WHEREAS: The Faculty perspective can be communicated only if the collegial process is respected and validated by all participants in the governance process.
- THEREFORE
BE IT
RESOLVED
THAT: The Trenton State College Faculty Senate honors Eleanor Horne, Chairperson of the Board of Trustees, for her consistent validation of the collegial governance process.
- AND BE IT
FURTHER
RESOLVED
THAT: The Faculty Senate applauds Eleanor Horne for her respect for faculty and her considerable efforts to improve communications and rapport between the Board of Trustees and the Faculty of Trenton State College.