



- I. Convening of Meeting**
- II. Approval of Minutes of February 16, 2011 Meeting**

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- III. Faculty Council Chair Report – Ali N. Akansu**  
(5 mins)

### III. Faculty Council Chair Report – Ali N. Akansu

## NJIT FACULTY & FACULTY GOVERNANCE

- Faculty Council strictly follows its By-Laws approved by NJIT Board of Trustees
- Transparency, Deliberations, Collective Actions for Improvements & Growth are the guiding principles of Governance at NJIT
- Faculty Council Chair and Vice Chair meet with the President and the Provost a week prior to any NJIT Faculty Meeting
- Faculty Council Chair and Vice Chair meet with the Provost bi-weekly
- The President and the Provost have access to the Faculty Council at any time for advise and consultation
- The Council made a presentation to NJIT Board of Trustees in Open Session on April 7, 2011 with the concurrence of the President

### III. Faculty Council Chair Report – Ali N. Akansu

## **NJIT FACULTY & FACULTY GOVERNANCE**

- Faculty Council has about 20 meetings/year
- There are 4-6 NJIT Faculty Meetings/year
- There are 2-4 Faculty Information Sessions/year organized by Faculty Council for Faculty & Administrators
- There are monthly Department meetings  
(College Deans used to have their College Faculty Meetings - currently discontinued)
- The Committee-centric Academic Governance with coordination and cooperation of the Administrative Offices including the President and the Provost
- All meetings are open to Faculty and Administrators

### III. Faculty Council Chair Report – Ali N. Akansu

## **NJIT FACULTY COUNCIL COMMITTEES (AY2010-11)**

1. Restructuring Academic Units (Delivered & Retired)
2. Online Course Evaluations (Delivered & Retired)
3. Deans' Role in Promotion & Tenure Process (Delivered & Retired)
4. Department Chair Appointment Procedures (Delivered & Retired) (Final Deliberations & Faculty Approval Pending)
5. Faculty Handbook Improvements (Active)
6. Evaluation of Senior Administrators (President, Provost, Vice Presidents), Deans, Associate Deans, Chairpersons, Associate Chairpersons (Active)
7. Course Evaluations (Active)

### III. Faculty Council Chair Report – Ali N. Akansu

## **Paper Ballot Results – Proposed Change to the Faculty Handbook on the Role of Deans in the Promotion and Tenure Process**

- a) 130 ballots were received on time (297 eligible votes)
  - 116 eligible votes received sealed in two envelope
  - 14 ineligible ballots was received
- b) 8 ballots received after the deadline, and they were not counted

**Motion is approved by the Faculty on March 14, 2011**

III. Faculty Council Chair Report – Ali N. Akansu

**Resolution #1**  
**Approved by NJIT Board of Trustees Approval**  
**(4/7/2011)**

**THEREFORE BE IT FURTHER RESOLVED** by the Board of Trustees of New Jersey Institute of Technology that **the Board does not approve the Procedure to Change or to Amend NJIT Faculty Handbook as an Amendment to the Faculty Handbook proposed through the Faculty Council and recommended by the faculty on February 16, 2011** as it does not encourage open debate and consensus building in effective and efficient development of policies and procedures.

**III. Faculty Council Chair Report – Ali N. Akansu**

**Resolution #1**  
**Approved by NJIT Board of Trustees Approval**  
**(4/7/2011)**

NJIT Faculty Meetings effective today will follow the voting procedure according to the Faculty Handbook as prior to Feb 16, 2011

III. Faculty Council Chair Report – Ali N. Akansu

**Resolution #2**  
**Approved by NJIT Board of Trustees Approval**  
**(4/7/2011)**

**NOW, THEREFORE BE IT RESOLVED** that the Board of Trustees authorizes the President and NJIT Senior Staff to work collaboratively with representatives of administration, faculty, staff, students, and alumni **to create a University Senate or alternative models of shared governance for NJIT**, to report on the design of the University Senate or alternative models of shared governance at the **June 2, 2011**, meeting of the Board of Trustees, and **to implement** the University Senate or alternative models of shared governance in the **2011 calendar year**.

III. Faculty Council Chair Report – Ali N. Akansu

Logistics?

- The last faculty Meeting is on **May 11, 2011**
- The President will report to the Board **on the design** of Shared Governance model on **June 2, 2011**
- Any change to the current Faculty Governance model described in the Handbook requires **Faculty approval** before the approvals of the President and Board of Trustees
- What is the structure of the President-appointed Committee that will study this issue?
- The role of NJIT Faculty Council in the Committee and the process until June 2, 2011?
- How will **the Faculty vote on this matter after May 11, 2011** before the President presents it to the Board on **June 2, 2011?** **(Electronic voting?)**

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## **2x.5.2 SELECTION AND APPOINTMENT OF DEPARTMENT CHAIRPERSONS**

(As distributed by email and in hardcopy)

**Amendment #1 by Dr. Ian Gatley to Handbook Change on  
2x.5.2 SELECTION AND APPOINTMENT OF DEPARTMENT  
CHAIRPERSONS as Approved by Faculty Council,  
February 3, 2011 (IN RED)**

**2x.5.2 SELECTION AND APPOINTMENT OF DEPARTMENT  
CHAIRPERSONS**

**2x.5.2.5 Procedures for Selecting a Department Chairperson**

**2x.5.2.5.1 Standard Procedure**

**2x.5.2.5.1.1 Preparation of the List of Eligible Candidates**

If a Department wishes to select its Chairpersons by means of rotation, this objective can be achieved by consensus among eligible candidates at this stage in the process (i.e., if all eligible faculty members remove their names from the list of candidates except the person whose turn it is to serve as Department Chairperson, **and the ordered list of successors is agreed approved at a faculty meeting by a process described in departmental by-laws**).

**Amendment #2 by Dr. Ian Gatley to Handbook Change on  
2x.5.2 SELECTION AND APPOINTMENT OF DEPARTMENT  
CHAIRPERSONS as Approved by Faculty Council,  
February 3, 2011 (IN RED)**

**2x.5.2.5.1.3 Appointment by the Dean**

The Dean receives the nominee(s) of the Department and, with the approval of the Provost, appoints the new nominee as the chair or, in the case of a tie, one of the two nominees. If the Dean **fails chooses not** to appoint the department's nominee, the case is remanded to the Provost.

**Amendment #3 by Dr. Ian Gatley to Handbook Change on  
2x.5.2 SELECTION AND APPOINTMENT OF DEPARTMENT  
CHAIRPERSONS as Approved by Faculty Council,  
February 3, 2011 (IN RED)**

**2x.5.2.5.2.2.2 Recommendation of Candidates**

After the finalist candidates have visited the campus, the Search Committee must ascertain from the DPTC that candidates from outside the university qualify to be recommended for tenure upon appointment at the rank of Associate Professor or above. The Search Committee then makes its recommendations to the **dean current** **Department Chairperson or Interim Chairperson,** who convenes a Department meeting.

**Amendment #4 by Dr. Ian Gatley to Handbook Change on  
2x.5.2 SELECTION AND APPOINTMENT OF DEPARTMENT  
CHAIRPERSONS as Approved by Faculty Council,  
February 3, 2011 (IN RED)**

**2x.5.2.5.2.2.2 Recommendation of Candidates**

The Department receives the Search Committee's recommendation(s) and, after thorough consideration, determines the acceptable candidate(s) for the appointment. ~~The current Department Chairperson or Interim Chairperson conveys the Department's decision to the Dean.~~

**Amendment #5 by Dr. Ian Gatley to Handbook Change on  
2x.5.2 SELECTION AND APPOINTMENT OF DEPARTMENT  
CHAIRPERSONS as Approved by Faculty Council,  
February 3, 2011 (IN RED)**

**2x.5.2.5.2.2.2 Recommendation of Candidates**

If any of the recommended candidates are from outside the University, ~~the Department Chairperson or Interim Chairperson also sends the Dean a recommendation from~~ the DPTC **also sends the Dean a recommendation** to make a hire at the appropriate faculty rank (Associate Professor or higher), with tenure, in accordance with section 2x.5.1.3..

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(5 mins)

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**V. Faculty Handbook Improvements on Section 2x. POLICIES AND PROCEDURES REGARDING FACULTY AND INSTRUCTIONAL STAFF – Richard Sher (10 mins)**

# The 2x Faculty Handbook: Sects. 2x.1–2x.6

Faculty Meeting

April 13, 2011

Richard Sher – Chair, FC Handbook Committee

# Why Revise the Faculty Handbook?

## Problems

- The FH has **evolved haphazardly** over 50 years and is **often poorly organized** (e.g., long sections with bullets are difficult to find and cite)
- The FH contains **inconsistencies**
  - Substantive
  - Stylistic (e.g., names of terms, capitalization, spelling)
- The FH is often **in conflict with current practice at NJIT** (e.g., some procedures that date from before NJIT had a Provost refer to the President, even though the Provost actually handles these matters)

# Why Revise the Faculty Handbook?

## Middle States Recommendations

- Middle States Commission on Higher Ed 2002 report cited the **“need for a systematic review of the Faculty Handbook, with particular attention given to the section on tenure and promotion procedures”**
- Middle States 2007 Periodic Review Report repeated this recommendation, focusing particularly on (1) **the role of the Deans in the P&T process** and (2) the Faculty Handbook’s **“inconsistent style”**
- Since NJIT is about to undergo another Middle States review (2011–2012), **we need to address these recommendations from the 2002 and 2007 reports**

# Plan of Action for the Sects.

## 2x.1–2x.6 Handbook Text, Spring 2011

- **Sects. 2x.1–2x.4**, passed by the Faculty in May 2010, approved by the Board of Trustees in April 2011
- **Revised policy on the role of the Deans in the P&T process** passed by the Faculty in February/March
- **New text of sects. 2x.5–2x.6** prepared by the FC Handbook Committee and the Provost ; **FC Information Session** held on it on March 28
- **Further revision** of sects. 2x.1–2x.6 by Faculty Council, in coordination with the Provost and PSA
- **Preliminary discussion** of sects. 2x.5–2x.6 at today's Faculty Meeting
- **Approval of amended text of sects. 2x.1–2x.6 by Faculty Council** on April 21 (including new Dept. Chairperson policy), followed by posting the draft on the Faculty Council website for **review by the Faculty**
- **Further Discussion** at the Faculty Meeting on May 11, and **vote by the Faculty**
- **Approval by the Board of Trustees** at its meeting on June 2; at this point, NJIT will be in compliance with the main Middle States recommendations

# Sects. 2x.1–2x.6 Handbook Text: General Principles of Revision

- **Reorganization for clarity**
  - **Section and subsection numbers**, with clear **headings and subheadings**, instead of extensive bulleting
  - **Rearrangement of materials** as necessary
- **Consistency of style** (e.g., terms, capitalization, abbreviations)
- **Substantive consistency** (e.g., the Dean has been inserted in the P&T process in accordance with the new policy on the role of the Dean approved by the Faculty in Feb. 2011)
- **Removal of repetitive language & unnecessary material**
- **Updating of language and policies to conform to current practice** (e.g., references to “merit bonuses”)
- **Few other substantive revisions** besides (1) role of the Deans; (2) selection of Department Chairpersons; and (3) a handful of minor changes that are noted in the commentary

# Guide to the Sects.

## 2x.1–2x.6 Handbook Text

- **Sects. 2x.1–2x.4 General Statements on Faculty, Membership in the Faculty, Staff, and Academic Units** (pp. 1–7), approved by the Faculty in May 2010 and the Board of Trustees in April 2011
  - Changes shown are **suggested minor revisions and corrections**, proposed by the Handbook Committee and the administration

# Guide to the Text (continued)

- **2x.5 Appointments**

- 2x.5.1 is a new section on **appointments of faculty**, meant to articulate current practice
- 2x.5.2 is the section on the **selection of Department Chairpersons** that is under consideration by the Faculty at today's meeting; only a marker appears in this draft, but the full policy will be inserted at the point of the marker once the Faculty has approved it
- 2x.5.3 is a revision of the policy on the role of the Faculty in the **appointment of higher administrators** that currently appears in the FH as sect. 2.4
  - One substantive change to note: **Senior VP for Research & Dev must now be a tenured Faculty member at or above the rank of Professor**, just like Deans, Provosts, and Presidents

# Guide to the Text (continued)

- **2x.6.1 General Principles Governing P&T Process**
  - **new statement on integrity**
- **2x.6.2 Criteria and Grounds for Assessment**
  - Expands and clarifies the criteria for P&T based on **teaching effectiveness, scholarly research, and service**
  - Expands on the nature of **reference letters** used in the P&T process, distinguishing between peer review letters that come from outside the university and “additional reference letters” which may come from students, administrators, faculty, and others within or outside the university

# Guide to the Text (continued)

- **2x.6.3 Tenure**

- Text has been reorganized and revised for **clarity**, especially in regard to extension of the tenure-track period
- A long section on the **Active-Service Modified-Duties Policy**, which was added to the Tenure section in 2007, has been removed but not deleted: it will be moved to a more appropriate place later in the Faculty Handbook

# Guide to the Text (continued)

- **2x.6.4 Promotion**

- Since the current Handbook contains no section specifically on promotion, this section has been added to fill this void

- **2x.6.5.1 Guidelines & Notifications for P&T**

- This section has been updated

- **2x.6.5.2.2 Composite Department P&T Committee**

- This is a clarification and simplification of the current Handbook's long, unclear, and unworkable policy for appointing a P&T committee in Departments that do not have three Professors

# Guide to the Text (continued)

- **2x.6.5.2.3 Duties of Dept. P&T Committees**
  - The list of duties of Dept. P&T Committees has been altered to reflect current practice
- **2x.6.5.2.4.2.2 Advisory Voting by Tenured Associate Professors**
  - This section recognizes that some Department Bylaws currently allow tenured Associate Professors to participate fully in deliberations concerning the promotion and tenure of Assistant Professors in the Department, and to vote on such cases in an advisory capacity
- **2x.6.5.4 Final Recommendations**
  - This section gives closure to the P&T process.

# Handbook Revision Plan for AY2011–2012

- **Complete 2x version** of the Faculty Handbook by revising sects. 2.5–2.23
- **Remove the x's from the 2x version** of the Faculty Handbook as soon as all parts of sect. 2 in the current Handbook have been incorporated into the 2x version
- **Reconsider policy changes** under the leadership of Faculty Council (e.g., whether Assistant Professors should continue to have two years of tenure eligibility, whether Dept. P&T Committees should exclude tenured Associate Professors, etc.)

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(5 mins)

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**V. Faculty Handbook Improvements on Section 2x. POLICIES AND PROCEDURES REGARDING FACULTY AND INSTRUCTIONAL STAFF – Richard Sher (10 mins)**

**VI. Motion to approve the Language of Revised Undergraduate Attendance Policy - Robert Friedman (5 min)**

## **Motion to approve *the Language of Revised Undergraduate Attendance Policy* – Robert Friedman**

Current Undergraduate Attendance Policy:

- 1. The attendance policy passed by the faculty includes day and evening undergraduate students.
- 2. Freshman students are expected to attend all regularly scheduled classes.
- 3. Sophomore students, except those with Dean's List rating, are expected to attend regularly scheduled classes.
- 4. For all junior and senior students, attendance at regularly scheduled classes shall not be mandatory.
- 5. Attendance, by itself, shall not constitute a basis for grading except for certain clearly designated courses. These courses include, but are not limited to, all Physics and Mathematics 100 and 200 level courses in which a student missing more than three classes may be required to withdraw.

- 6. Instructors are not obligated to make allowances for student absences unless those absences are due to illness or similarly unavoidable causes. Instructors are obligated to explain clearly, early in each term, what is expected of students in terms of class participation, reading assignments, and reports.
- 7. When, in the opinion of the instructor, a student is jeopardizing the successful completion of the academic requirements of a subject due to excessive absences, the instructor will initiate an absence warning (Academic Warning Notice), which is to be sent to the student by the instructor.
- 8. It is understood that this policy on attendance in no way relieves a student of his/her personal responsibility with respect to such matters as:
  - a) Presence in order to gain an appreciation of the basic ideas and objectives of the course.
  - b) Presence to gain mastery of the subject matter, ideas, and techniques developed in the course.
  - c) Presence to take examinations, tests and quizzes.

- d) Presence to participate in oral presentations, seminars, and field trips.
- e) Presence to participate in group activities such as laboratory experiments and study projects.
- f) Presence to remain fully informed as to class plans, announcements, and assignments.

Proposed Revision to the Undergraduate Attendance Policy (new language in bold):

- 1. The attendance policy passed by the faculty includes day and evening undergraduate students.
- **2. All undergraduates are expected to attend all regularly scheduled classes. In the case of hybrid and fully online classes, participation in discussion forums and other required online activities is expected.**
- 3. Attendance, by itself, shall not constitute a basis for grading except for certain clearly designated courses. These courses include, but are not limited to, all Physics and Mathematics 100 and 200 level courses in which a student missing more than three classes may be required to withdraw.

- **4. Students who expect to miss classes or exams because of religious observance must submit to their instructors, by the end of the second week of classes, a written list of dates that will be missed. Students are expected to make up missed work. Faculty are expected to make reasonable attempts to accommodate students who are appropriately following this policy.**
- **5. Instructors are obligated to explain clearly, on all syllabi to be distributed at the beginning of each semester, what is expected of students in terms of activities such as class participation, reading assignments, and reports and how these activities factor into student grades.**
- 6. Instructors are not obligated to make allowances for student absences unless those absences are due to illness or similarly unavoidable causes.
- 7. When, in the opinion of the instructor, a student is jeopardizing the successful completion of the academic requirements of a subject due to excessive absences, the instructor will initiate an absence warning (Academic Warning Notice), which is to be sent to the student by the instructor.

- 8. It is understood that this policy on attendance is intended to reinforce students' personal responsibility to be present in class in order to:
  - a) Gain mastery of the subject matter, ideas, and techniques developed in the course.
  - b) Take examinations, tests and quizzes.
  - c) Participate in oral presentations, seminars, and field trips.
  - d) Participate in group activities such as laboratory experiments and study projects.
  - e) Remain fully informed as to class plans, announcements, and assignments.

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**VII. Motion to approve the Change in General University Requirements (GUR) - Robert Friedman (5 min)**

## **Motion to approve the Change in General University Requirements**

**(GUR) – Robert Friedman**

GUR Change: Communication/Cultural History pre-requisites: HUM 102 as pre-requisite to Cultural History

- Current Language:
- **English/Communication and Cultural History:**
- At least nine (9) credits, including at least three (3) credits in English /Communication (one of HUM 100, HUM 100S or HUM 101 and HUM 102) and at least three (3) credits in cultural history, all at the 100- or 200-level (HIST 213, HUM 211, HUM 212 or any Rutgers-Newark 200-level history course with prefix 510 or 512).
- Proposed Language:
- **English/Communication and Cultural History:**
- At least nine (9) credits, including six (6) credits in English /Communication (HUM 101 and HUM 102) and three (3) credits in cultural history: HIST 213, HUM 211, HUM 212 or any Rutgers-Newark 200-level history course with prefix 510 or 512.

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- VII. Motion to approve the Change in General University Requirements (GUR) - Robert Friedman (5 min)**
- VIII. Motion to approve the Change in General University Requirements (GUR) for Mathematics - Daljit Ahluwalia (5 min)**

## **Motion to approve the Change in General University Requirements (GUR) for Mathematics - Daljit Ahluwalia**

GUR Change: Mathematics

### **Old**

MATHEMATICS ---- The ability to reason qualitatively and quantitatively, to understand probability, and to apply mathematical models to a variety of circumstances is fundamental to making informed decisions in the modern world. Depending on the discipline, the student should also be able to apply **calculus and numerical** methods to the solution of problems in their professional domain.

At least six (6) credits, including **one course covering the principles of calculus (MATH 111, MATH 113 or MATH 138)** and at least one (1) credit in probability and statistics (MATH 105, MATH 114, MATH 225, MATH 244, MATH 279, MATH 305, MATH 333, IE 331, ECE 321 or MNET 315).

## Motion to approve the Change in General University Requirements (GUR) for Mathematics - Daljit Ahluwalia

GUR Change: Mathematics

### New

MATHEMATICS ---- The ability to reason qualitatively and quantitatively, to understand probability, and to apply mathematical models to a variety of circumstances is fundamental to making informed decisions in the modern world. Depending on the discipline, the student should also be able to apply ~~calculus and numerical methods~~ appropriate mathematical concepts and methods to the solution of problems in their professional domain.

At least six (6) credits, including ~~one course covering the principles of calculus (MATH 111, MATH 113 or MATH 138)~~ and at least one (1) credit in probability and statistics (MATH 105, MATH 114, MATH 225, MATH 244, MATH 279, MATH 305, MATH 333, IE 331, ECE 321 or MNET 315).

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**IX. Report from the President & Discussions - Robert Altenkirch (30 min)**

# **IX. Report from the President & Discussions - Robert Altenkirch (30 min)**

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- IX. Report from the President & Discussions - Robert Altenkirch (30 min)**
- X. Report from the Provost - Ian Gatley (10 min)**

# **X. Report from the Provost - Ian Gatley**

(10 min)

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- X. Report from the Provost - Ian Gatley (10 min)**
- XI. Adjournment**