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AGREEMENT

This Agreement made and entered into this 5th day of November, 1971, by and between Newark College of Engineering, hereinafter referred to as the "Employer", and Newark College of Engineering Professional Staff Association, Inc., hereinafter referred to as the "Association".

ARTICLE I

PURPOSE

The parties recognize and declare that it is their mutual goal to maintain a harmonious relationship in determining conditions of employment. To this end they mutually enter into this agreement intended to state the employment relation between the Employer and the Association as hereinafter defined.

ARTICLE II

RECOGNITION

The Employer hereby recognizes the Association as the exclusive collective bargaining representative for a bargaining unit composed of all professional and administrative employees including:

- A. All full-time teaching personnel with the following ranks:
 - 1. Distinguished Professor
 - 2. Professor
 - 3. Associate Professor
 - 4. Assistant Professor I
 - 5. Assistant Professor II
 - 6. Instructor
 - 7. Assistant Instructor
 - 8. Special Lecturer

- B. All full-time administrative personnel with the following titles:
 - 1. Finance Office
 - a. Accounting Supervisors
 - b. Chief Accountant
 - c. Budget Director
 - d. Financial Aid Officer
 - 2. Registrar's Office
 - a. Registrar
 - b. Associate Registrar
 - c. Assistant Registrar
 - 3. Admissions Office
 - a. Director of Admissions
 - b. Associate Director of Admissions
 - c. Assistant Director of Admissions

LIBRARY
Institute of Management and
Labor Relations

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RUTGERS UNIVERSITY

4. Dean of Students Office
 - a. Director of Student Activities
5. Public Relations
 - a. Director of Public Relations
 - b. Associate Director of Public Relations
 - c. Assistant Director of Public Relations
6. Special Services
 - a. Director of Special Services
7. Placement
 - a. Director
 - b. Associate Director
 - c. Assistant Director
 - d. Administrative Assistant
8. Alumni Office
 - a. Director of Alumni Relations
9. Counseling Center
 - a. Director
 - b. Associate Director
 - c. Assistant Director
 - d. Counselor
 - e. Senior Counselor
 - f. Counselor-in-Training
10. Research Foundation
 - a. Director
 - b. Executive Assistant
 - c. Research Professor
 - d. Foundation Administrator for Public and Corporate Affairs
 - e. Assistant Director
11. Divisions of Technology and Continuing Studies
 - a. Director
 - b. Associate Director
 - c. Assistant Director
12. Library
 - a. Librarian
 - (1) Reference
 - (2) Circulation
 - (3) Cataloger
 - b. Assistant Librarian
13. Physical Plant Division
 - a. Director
14. Food Services
 - a. Supervisor
 - b. Assistant Supervisor

15. Bookstore
 - a. Manager
 - b. Assistant Manager
16. Health, Physical Education and Athletics
 - a. Director
 - b. Associate Director
 - c. Nurse
17. Computer Services
 - a. Director
 - b. Assistant Director
 - c. Systems Analyst
18. Engineering Opportunities Program
 - a. Director of Engineering Opportunities Program
 - b. Assistant Director of Engineering Opportunities Program

ARTICLE III

ACADEMIC FREEDOM AND RESPONSIBILITY

The purpose of this statement is to promote public understanding and support of academic freedom and agreement upon procedures to assure them in Newark College of Engineering. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Institutions of higher education are committed to the solution of problems and controversies by the method of rational discussion. Acts of physical force or disruptive acts which interfere with university activities, freedom of movement on the campus, or freedom for students to pursue their studies are the antithesis of academic freedom and responsibility as are acts which in effect deny freedom of speech, freedom to be heard, and freedom to pursue research of their own choosing to members of the academic community or to invited visitors to that community.

Academic freedom is the right of scholars in institutions of higher education freely to study, discuss, investigate, teach and publish.

Academic freedom applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

A. Academic Freedom

1. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.
2. The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful to present the various scholarly views related to his subject and avoid presenting totally unrelated material. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

B. Academic Responsibility

The concept of freedom should be accompanied by an equally demanding concept of responsibility. The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

ARTICLE IV

MANAGEMENT RIGHTS

A. The Employer retains and reserves unto itself all rights, powers, duties, authority, and responsibilities conferred upon and vested in it by the laws and constitutions of the State of New Jersey and the United States of America.

B. All such rights, powers, authority, and prerogatives of management possessed by the Employer are retained and may be exercised without restrictions or, in emergency situations, without prior notice, subject to the limitations imposed by law and except as they are specifically abridged or modified by this Agreement and by the system of faculty governance at Newark College of Engineering.

C. The Employer retains its responsibility to promulgate and enforce rules and regulations subject to limitations imposed by law governing the conduct and activities of employees not inconsistent with the expressed provisions of this Agreement and subject to recognition of the fact that proposed new rules or modifications of existing rules governing working conditions shall be negotiated with the Association or determined by faculty governance as it functions at Newark College of Engineering, before they are established.

ARTICLE V

NEGOTIATING PROCEDURE

A. The Association shall present to the Employer its demands in writing relating to terms and conditions of employment on or before October 15. On or before November 15, the Employer shall meet with the Association for the purpose of negotiating in good faith a mutually acceptable Agreement.

B. As part of negotiations for a successor Agreement, the parties agree that the failure of the Association in any one year or any number of consecutive years to present a demand for the purposes of negotiations or to participate in negotiations concerning terms and conditions of employment, establishment of new work rules or modifications of existing work rules, shall not constitute a waiver of the right of the Association to perform the function of exclusive representative as constituted by Chapter 303 of the Laws of the State of New Jersey for 1968 (NJSA 34:13A-1 et.seq.)

ARTICLE VI

SECURITY OF EMPLOYMENT FOR ADMINISTRATIVE PERSONNEL

Any employee in the bargaining unit working in, transferred into, or hired into a position for which tenure is not available shall be subject to a probationary period of five (5) calendar years from date of hire. Thereafter such employee shall not be discharged except for just cause.

ARTICLE VII

NON-DISCRIMINATION

There shall be no discrimination by the Employer, employees, or the Association against any faculty member, administrator, or applicant for appointment as either faculty member or administrator because of race, creed, color, sex,

religion, nationality or membership or non-membership in or participation in legitimate activity on behalf of the Association.

ARTICLE VIII
GRIEVANCE PROCEDURE

A. Any member of the bargaining unit or the Association on behalf of any member of the bargaining unit may appeal the interpretation, application, or alleged violation of policies, agreements in writing, and administrative decisions made without just cause affecting him.

B. Because of the elaborate procedures established by and through the channels of governance at Newark College of Engineering and approved by the faculty --

1. all grievances arising from or pertaining to the promotion of members of the bargaining unit other than administrators shall be processed by the system of faculty governance at Newark College of Engineering;
2. the grievance procedure shall be available only through step 4 in all cases occasioned by the failure to grant the status of tenure to those eligible for such status under established policy during and after the employee's sixth year of continuous employment with Newark College of Engineering;
3. the grievance procedure shall be available only through step 4 in cases involving decisions related to salary increments except in the event of a withholding of one annual salary increment to those at steps 1 through 6 of the salary range applicable to the employee;
4. normal administrative channels will be utilized for any situation arising out of failure or refusal to renew the contract of any employee in the bargaining unit other than those who are in or beyond their sixth year of continuous employment with Newark College of Engineering and who either have not been granted tenure or are not in a position eligible for tenure. The discharge of any employee in these specified categories shall be for just cause and subject to the grievance procedure.

C. The purpose of this procedure is to assure prompt and equitable solutions to the problems arising from the administration of this Agreement or other conditions of employment. Such promptness is an essential element, failure of a grievant to meet any of the calendar limitations stipulated in the procedures below will constitute a waiver of his rights to claim grievance on the basis of the same alleged factual situation. Likewise, a failure on the part of a representative

of the Employer to meet the obligations of any step in the grievance procedure within the prescribed period of time will give the grievant an automatic right to proceed to the next available step in that procedure. It is understood, however, that nothing contained in this procedure should be construed as limiting the right or propriety of a member of the bargaining unit to discuss any problem informally with an appropriate member of the administration.

D. Procedure for handling grievances

1. A grievant shall first discuss his grievance informally with his department chairman or immediate supervisor.
2. Within thirty (30) calendar days of the occurrence causing the grievance or of the time the grievant should have reasonably known of the occurrence causing the grievance, the grievant shall, if he is not satisfied through the informal discussion provided for in step 1, submit in writing to the Dean of Engineering (or his counterpart for the grievant) the facts of the grievance and the desired adjustment. These thirty (30) calendar days and all subsequent references to calendar days, other than those accorded to the Ad Hoc Grievance Appeal Committee to issue its award, shall exclude school holidays and recesses.
3. The Association shall be notified by the Dean of Engineering, in the event the grievant is not represented by the Association, and a representative shall have the right to be present at this and all subsequent steps in the grievance procedure and to present his views.
4. If the grievance is such that no satisfactory solution is reached at this stage, the grievant or the Association shall within ten (10) school days of deliverance of the grievance to the Dean of Engineering or his counterpart, deliver the grievance to the President.
5. If the grievance is one which can be carried beyond step 4 and no satisfactory solution is reached within twenty (20) calendar days of the receipt of the grievance by the President, the Association representative shall forward the grievance to the President of the Association who must within ten (10) calendar days, if the Association is going to do so, initiate proceedings to convene an Ad Hoc Grievance Appeal Committee by means of a letter of notification to the President of the College. This Committee, if convened, shall hold hearings and investigate as required and render a written recommendation which shall be advisory only, within thirty (30) calendar days from the date of the completion of

the hearings. In no event shall such written recommendation be delayed more than ninety (90) calendar days from the date the Ad Hoc Grievance Appeal Committee was convened by the President of the Association.

The Ad Hoc Grievance Committee shall consist of:

- a. One member of the Association appointed by the Governing Board of the Association whose name shall be given to the President of the College in the letter of notification.
- b. One member of the Newark College of Engineering community appointed by the President of Newark College of Engineering within five calendar days after receipt of written notification from the President of the Association of his intent to convene a committee.
- c. (1) A third member selected by the above two within five calendar days after the designation of the appointee by the President of the College and from the following list to function as an independent neutral:

Richard Blanchard	James Rigassio
Kenneth Diehl	Morton Snowwhite
George Keeffe	John Stochaj
Marcus Mainardi	Stanley Winters
Richard Mangasarian	

- (2) In the event the two members cannot mutually agree upon a member of the list, the selection shall be made by the member appointed by the President of Newark College of Engineering first crossing a name from the list, followed by the other member doing the same, then proceeding in like fashion until only one name remains. The person so named shall function as the neutral.
6. In the event that the procedure for the selection of a neutral as specified in 5c(2) above fails to establish a neutral within five calendar days of the selection of the appointee by the President of the College, or in the event that a written decision is not provided within ninety (90) calendar days of the time the Ad Hoc Grievance Committee is convened by the President of the Association, either party may immediately request the American Arbitration Association to provide a neutral in accordance with its rules and regulations to hear the grievance and issue an advisory award.
 7. The recommendation of the Ad Hoc Grievance Committee shall not in any manner modify or cause anything to be added to or subtracted from this

Agreement, any policy of the employer, or any agreement secured through faculty governance.

8. The Ad Hoc Grievance Committee shall follow the guidelines for operation as established by the parties and attached to this agreement as Appendix A.
9. Fees and expenses of the neutral, if such occur, shall be shared equally by the Employer and the Association. Only with prior written agreement of the parties shall any other expense or fee contained in the grievance procedure be shared.
10. The parties agree that the procedures specified in paragraphs 5 through 9 shall operate unchanged at least twice. If either party so requests, negotiations for a successor agreement which follows the second event shall include negotiations for a change in procedures for the selection of a neutral and such other changes as may be desired.

ARTICLE IX

DEDUCTION OF DUES

- A. In accordance with Chapter 310 of the Laws of New Jersey for 1967 (NJSA 52:14-15.9e, as amended), the Employer agrees to deduct from each paycheck one half of the monthly Association dues of each member of the bargaining unit who furnishes a voluntary written authorization for such deduction on a form acceptable to the Employer.
- B. The amount of monthly Association dues shall be such amount as shall be certified to the Employer by the Association at least thirty (30) days prior to the date on which deductions of semi-monthly Association professional dues are to be begun.
- C. The deductions of Association dues made semi-monthly pursuant hereto shall be remitted by the Employer to the Association before the fifteenth (15) day of the calendar month succeeding that in which such deductions are made, together with a list of the names of Association members from whose pays such deductions were made.

ARTICLE X

DESIGNATION OF ASSOCIATION REPRESENTATIVES AND PRIVILEGES

- A. The Employer agrees to recognize those members of the bargaining unit (not to exceed five) who are designated by the Association as Association Representatives

for collective negotiations by written notice of the names of such members of the bargaining unit given to the Employer. This section shall not preclude either party from inviting others to attend collective negotiations at the invitation of either party for the purpose of providing factual knowledge or expertise with respect to a particular subject for collective negotiations. In this event, advance notice shall be given the other party.

B. Representatives of the Association shall be permitted to transact official business on the Employer's property at all reasonable times during the period of time the College is normally open provided that they shall not interfere with or interrupt normal Employer operation.

C. Whenever any representative of the Association is scheduled to participate during working hours in negotiations or grievance procedures, he shall suffer no loss in pay nor be expected to compensate in any other way for time spent in carrying out such responsibilities. However, both parties shall make reasonable efforts to avoid scheduling negotiations or grievance procedures in such a manner as to interfere with the meeting of scheduled classes.

D. The Association shall have the right to make reasonable use of the College facilities and equipment, including available duplicating, computer, office, and audio-visual equipment, all in accordance with College procedures. The Association shall pay reasonable costs for the use of such facilities and equipment.

E. The Association shall have the right, without seeking permission or approval, to post on bulletin boards, bulletins and notices to the employees it represents relevant to official Association business.

ARTICLE XI

SALARY PROVISIONS

The parties agree that final settlement of the salary provisions shall be attached as appendix B and made a part of this agreement.

ARTICLE XII

FRINGE BENEFITS

A. The Employer shall provide travel support for travel to meetings of scholarly and professional organizations or such other travel as is necessary in support of scholarly activities.

B. Provisions shall be made so that all fringe benefits can continue to the extent permitted by law for members of the unit who are on leave.

C. A copy of all existing benefits shall be provided to the Association and copies of all written personnel policies applying to members of the bargaining unit shall be given to the Association.

D. Effective January 1, 1972, all employee benefits specifically applicable to the individual employee under the State Health Benefits Plan will be made available to each employee without cost to the individual in accordance with the provisions of that Plan. Coverage for dependents will also be available under the Plan at the option and expense of the employee and at the rates provided for such coverage from time to time under the Plan.

ARTICLE XIII

JOB ACTION

The Association agrees that it will refrain from any strike, work stoppage, slow-down, or other job action and will eschew any threat, encouragement, support or condoning of any such job action.

ARTICLE XIV

SEPARATION CLAUSE

If any provision of this Agreement or any application of this Agreement to any employee or group of employees is held to be contrary to law, then such provision or application shall not be deemed valid and subsisting, except to the extent permitted by law; but, all other provisions or applications shall continue in full force and effect.

ARTICLE XV

COMPLETE CONTRACT

This Agreement incorporates the entire understanding of the parties on all matters which were or could have been the subject of negotiations. Therefore, the employer and the Association for the life of this Agreement each voluntarily and unqualifiedly waives the right and each agrees that the other shall not be obligated to bargain collectively one with the other with respect to any subject or matter not specifically referred to or covered in this Agreement even though such subject or matter may not have been in the knowledge or contemplation of either or both of the parties at the time they negotiated or signed this Agreement. Notwithstanding the foregoing, the parties may by mutual agreement enter into discussions during the term hereof and if such discussions lead to an agreement

to add to, delete, or modify any of the terms or provisions hereof, such agreement shall become effective as part of this collective bargaining agreement upon being reduced to writing and executed by the authorized representatives of the parties.

ARTICLE XVI

REOPENER AND DURATION

This Agreement shall become effective on July 1, 1971, and shall continue in effect until June 30, 1973. However, in accordance with the dates designated in Article V, the Employer and the Association will commence negotiations with respect to salaries and fringe benefits for the year beginning July 1, 1972.

For the Employer

William H. Hill

For the Association

David Kristol

APPENDIX A

VOLUNTARY RULES AND REGULATIONS FOR THE AD HOC GRIEVANCE COMMITTEE

1. If any committee member should resign, die, withdraw, refuse or be unable or disqualified to perform the duties of his office, the party appointing such committee member shall, on proof satisfactory to it, declare the office vacant. Vacancies, including that of the neutral, shall be filled in the same manner as that governing the making of the original appointment and the matter shall be reheard by the new committee member.
2. The Committee shall fix the time and place for each hearing, attempting to establish a mutually satisfactory date among the parties. At least fifteen calendar days prior to the hearing date the Neutral shall mail notice of the time and place of hearing to each party, unless the parties otherwise agree.
3. Any party may be represented at the hearing by counsel or by other authorized representatives.
4. Whenever a stenographic record is made by one or more parties, such record must be made by a competent court stenographer. The total cost of the record shall be shared equally among the parties ordering copies unless they agree otherwise.
5. Persons having a direct interest in the proceedings are entitled to attend hearings. The Neutral shall have the power to require the retirement of any witness or witnesses during the testimony of other witnesses. It shall be discretionary with the Neutral to determine the propriety of the attendance of any other persons.
6. The Committee for good cause shown may adjourn the hearing upon the request of a party or upon its own initiative, or shall adjourn when all the parties agree thereto.
7. The Neutral may, in his discretion, require witnesses to testify under oath administered by himself. If required by law or requested by either party, he shall do so.
8. All decisions of the Committee shall be by majority vote. The recommendation shall also be made by majority vote unless the concurrence of all is expressly required.
9. Exhibits, when offered by either party, may be received in evidence by the Committee. The names and addresses of all witnesses and exhibits in order received shall be attached to the written recommendation. The Committee may,

in its discretion, vary the normal procedure under which the initiating party first presents his claim, but in any case shall afford full and equal opportunity to all parties for presentation of relevant proofs.

10. The Committee may proceed in the absence of any party, who, after due notice, fails to be present and fails to obtain an adjournment. A recommendation shall not be made solely on the default of a party. The Committee shall require the other party to submit such evidence as it may require for the making of a recommendation.

11. The parties may offer such evidence as they desire and shall produce such additional evidence as the Committee may deem necessary to an understanding and determination of the dispute. The parties expressly agree that the Committee is authorized to subpoena witnesses and documents and may do so on its own initiative or upon the request of any party. The Committee shall be the judge of the relevancy and materiality of the evidence offered and conformity to legal rules of evidence shall not be necessary. All evidence shall be taken in the presence of all of the Committee and all of the parties except where any of the parties is absent in default or has waived his right to be present.

12. The Committee may receive and consider the evidence of witnesses by affidavit and shall give it only such weight as it deems proper after consideration of any objections made to its admission. All documents not filed with the Committee at the hearing but which are arranged at the hearing or subsequently by agreement of the parties to be submitted shall be filed with the Neutral. All parties shall be afforded opportunity to examine such documents.

13. Whenever the Committee deems it necessary, it may make an inspection in connection with the subject matter of the dispute after written notice to the parties who may, if they so desire, be present at such inspection.

14. The Neutral shall inquire of all parties whether they have any further proofs to offer or witnesses to be heard. Upon receiving negative replies, the Neutral shall declare the hearings closed and the time thereof shall be recorded. If briefs or other documents are to be filed, the hearing shall be declared closed as of the final date set by the Committee for filing with it. The time limit within which the Committee is required to make its recommendation shall commence to run, in the absence of other agreement by the parties, upon the closing of the hearings.

15. The hearing may be reopened by the Committee on its own motion, or on the motion of either party, for good cause shown, at any time before the recommendation

is made, but if the reopening of the hearing would prevent the making of the recommendation within the specific time agreed upon by the parties in the Agreement out of which the controversy has arisen, the matter may not be reopened, unless both parties agree upon the extension of such time limit.

16. Any party who proceeds with the procedure after knowledge that any provision or requirement of these rules has not been complied with and who fails to state his objection thereto in writing, shall be deemed to have waived his right to object.

17. The parties may provide, by written agreement, for the waiver of oral hearings.

18. The parties may modify any period of time by mutual agreement. The Committee for good cause may extend any period of time established by these rules, except the time for making the recommendation. The Committee shall notify the parties of any such extension of time and its reason therefore.

19. The recommendation shall be in writing and shall be signed either by the Neutral or by a concurring majority of the Committee. The parties shall advise the Committee in writing whenever they do not require the Neutral to accompany the recommendation with an opinion.

20. If the parties settle their dispute during the course of the procedure, the Committee, upon their request, may set forth the terms of the agreed settlement in a recommendation.

21. The parties shall accept as legal delivery of the recommendation the placing of the recommendation or a true copy thereof in the mail by the Neutral addressed to such party at his last known address or to his attorney, or personal service of the recommendation, or the filing of the recommendation in any manner which may be prescribed by law.

22. The Neutral shall, upon the written request of a party, furnish to such party at the expense of that party certified facsimiles of any papers in his possession that may be required in judicial proceedings relating to the procedure.

23. Unless agreed upon otherwise, the expenses of witnesses for either side shall be paid by the parties producing such witnesses.

24. There shall be no communication relating to the matter in dispute between the parties and the Neutral other than at oral hearings.

25. The Neutral shall interpret and apply these rules insofar as they relate to his powers and duties. If a difference arises among the Committee concerning the meaning or application of any such rules, it shall be decided by majority vote.

APPENDIX B
MEMORANDUM OF AGREEMENT

The Office of the Governor of the State of New Jersey, the Chancellor, New Jersey Department of Higher Education and the President on behalf of the Trustees of Newark College of Engineering hereby agree with the Newark College of Engineering Professional Staff Association, Inc. on behalf of a recognized bargaining unit of the professional teaching and administrative employees of Newark College of Engineering, that:

1. Effective July 1, 1971, subject to applicable statutory and regulatory provisions of the Federal wage and price freeze a 6% salary adjustment will be made in step for all members of the bargaining unit.
2. As previously agreed, a conversion formula to change the fourteen (14) step scale into a seven (7) step multiple range scale (according to the attached Schedule) will be employed, using years in rank at Newark College of Engineering to determine the appropriate step in the following manner:
 - a. Those who have one through seven years in rank will be placed on a step equal to the number of years in rank.
 - b. Those with more than seven years in rank will have their years in rank divided by the lowest even integer necessary to place them on steps one through seven.
3. Procedures for awarding merit increases have been mutually agreed upon by the Association and the College.
4. The cost of conversion and merit together to those on the Schedule attached as Appendix C shall not exceed \$125,000.
5. All full-time administrative employees in the bargaining unit shall receive salary adjustments as provided under the joint regulations of the President of the Civil Service Commission, the State Treasurer, the Director of the Division of Budget and Accounting in the Department of the Treasury and the Legislative Budget and Finance Director concerning the administration of the salary program for State employees for the Fiscal Year 1971-72.

Dated: November 5, 1971.

For the NCE Professional
Staff Association, Inc.:

For Newark College of Engineering:

(s) Jerome L. Polaner
President

(s) William Hazell
President

(s) David Kristol

(s) Robert R. Bickal

(s) Frank A. Mason
Office of the Governor
State of New Jersey

Office of the Chancellor
New Jersey Department of
Higher Education

APPENDIX C
SALARY SCHEDULES

Based on New State Salary Schedule
June 29, 1971

<u>10-month appointments:</u>	<u>Ranges</u>	<u>Steps</u>
Assistant Instructor	A12-A16	1-7
Instructor	A17-A22	1-7
Assistant Professor	A21-A26	1-7
Associate Professor	A25-A30	1-7
Professor	A30-A34	1-7
Distinguished Professor	A33-A38	1-7

<u>12-month appointments:</u>	<u>Ranges</u>	<u>Steps</u>
Assistant Instructor	A15-A19	1-7
Instructor	A20-A25	1-7
Assistant Professor	A24-A29	1-7
Associate Professor	A28-A33	1-7
Professor	A33-A37	1-7
Distinguished Professor	A36-A41	1-7

