

Faculty Senate Minutes #325

March 27, 2008

3:20 PM

Room 630 T

Present (25): Erin Ackerman, Simon Baatz, Spiros Bakiras, Adam Berlin, Teresa Booker, Marvie Brooks, Dara Byrne, Elise Champeil, Edward Davenport, Virginia Diaz, Kirk Dombrowski, Janice Dunham, Amy Green, Heather Holtman, Karen Kaplowitz, Ma'at Lewis-Coles, Vincent Maiorino, James Malone, John Matteson, Rick Richardson, Tanya Rodriguez, Nancy Ryba, Francis Sheehan, Shonna Trinch, Thalia Vrachopoulos

Absent (12): Myrna Archer, Marcia Esparza, DeeDee Falkenbach, Gail Garfield, Konstantinos Georgatos, P. J. Gibson, Tim Horohoe, Richard Kempter, Evan Mandery, Patrick O'Hara, Nick Petraco, Raul Romero

Agenda

1. Approval of the agenda
2. Adoption of Minutes #324 of the March 10, 2008, meeting
3. Election of adjunct at-large Faculty Senate members
4. Election of the Senate's Outstanding CUNY BA Student Awards Selection Committee
5. Funding for on-line versions of MPA/IG and NYPD graduate certificate program
6. Charter revision proposals and the March 19 College Council meeting
7. John Jay Faculty Personnel Process Guidelines Version 3.0

1. Approval of the agenda

The agenda, after being revised to add the election of adjunct at-large Senators and to add an item about proposed funding for on-line versions of two graduate programs, was approved.

2. Adoption of Minutes #324 of the March 10, 2008, meeting

Minutes #324 of the March 10, 2008, Faculty Senate meeting were approved.

3. Election of adjunct at-large Faculty Senate members

Only three adjunct faculty members have been nominated/self-nominated for the 4 adjunct at-large positions on the 2008-2009 Faculty Senate. At the recommendation of the Senate Executive Committee, a motion was made for the Faculty Senate to serve as the electorate in this uncontested election. In doing so, the Senate rejected the alternate course of action which would be to send ballots to 750 adjunct faculty members so they could vote for three candidates for four positions. The motion was adopted by unanimous vote.

The following adjunct faculty members were then elected by the Faculty Senate to serve on the 2008-2009 Faculty Senate: Michael Alperstein (LPS), Heather Holtman (Counseling), and Arthur Sherman (Speech, Theater & Media Studies).

4. Election of the Senate's Outstanding CUNY BA Student Awards Selection Committee

Senators Edward Davenport and Tanya Rodriguez were elected to recommend candidates to the Senate from among the graduating seniors who are CUNY BA students.

5. Funding for on-line versions of the MPA/IG program and of the NYPD graduate certificate program

Following discussion, a motion was made to endorse a proposal to support the College's request for funding from the CUNY Central Administration to develop online versions of two of John Jay's graduate programs, the MPA/Inspector General Master's Degree and the NYPD graduate certificate program.

The motion declared that the Senate's endorsement, however, is qualified and limited by the following: (1) support of this proposal by the Faculty Senate is not to be interpreted as support for the future development of any additional on-line programs; (2) faculty advisement must be provided to on-line students; (3) student evaluation of the faculty must be conducted in these programs; (4) peer teaching evaluations must be conducted of those faculty teaching in these programs; (5) an evaluation of the on-line programs, of student academic success, as well as of the technology must take place. The motion was adopted by unanimous vote.

6. Discussion about the Charter revision proposals and about the issues raised at the March 19 College Council meeting [Attachment A, B, C, D]

The Charter, embedded with the proposed revisions, dated March 19, was reviewed [Attachment A], as well as the most recent version of the Bylaws [Attachment B]. A third document was also reviewed that summarizes the proposed changes: "Summary of Major Proposed Amendments to the John Jay College of Criminal Justice Charter of Governance" [Attachment C].

A request by Professor Andrew Karmen that the Senate propose that language be added to the Charter acknowledging that adjunct faculty are members of the faculty was agreed to by consensus.

At a recent meeting on Charter revisions, students, including the president of the Student Council, spoke in opposition of ratifying the proposed changes. President Travis is meeting with the Student Council today at this very hour and says he still hopes that the revisions will be approved. President Kaplowitz circulated a document developed by Legal Counsel Rosemarie Maldonado called, "Responses to Issues Raised at March 19, 2008 College Council Meeting Concerning Proposed Charter" [Attachment D].

President Kaplowitz discussed student objections to the proposed Charter changes. She noted that student members on College committees are often absent from meetings, which puts all voting in jeopardy, especially because of the Perez v. CUNY court ruling which requires a quorum for any business to be even discussed and requires an absolute majority vote for any motion to pass. VP Sheehan added that many students are not only not attending meetings but that many of those who do attend often walk out of meetings early, thus making it impossible to have a legitimate vote. Senator Nancy Ryba asked whether the students are being confronted with these facts. President Kaplowitz said this has been discussed with the students many times.

Senator Dara Byrne said she usually supports the student side when there are controversial issues, but she said she can no longer do so when students do not attend meetings in the numbers required by the Perez decision. Senator Ma'at Lewis-Coles asked whether student members of the College Council and of College committees have had the implications of the Perez decision explained to them. The reply was that they have had by various members of the College administration.

Senator Richardson circulated a memo he wrote protesting the Charter Revisions in terms of student participation. He said students are not the only ones who are absent from meetings; faculty and administrators are absent too. He proposed that we maintain the current 50% faculty membership on the College Council and not change it to 60% faculty membership as is now proposed. This motion did not receive a second and, thus, failed.

Senator James Malone explained that in the 1960s when John Jay put many students on its governance body it was at a time when the average age of our students was closer to 27 than to 20, as it is now. He said that we are here to educate students and not to partner with them in governing the College.

Senator Richardson next protested proposed changes involving adjunct faculty members. He said that adjuncts now vote on department issues in some departments and the proposed Charter revisions would make that impossible. President Kaplowitz explained that CUNY policy – which is contained in the CUNY Bylaws – is explicit in stating that only full-time faculty members may vote on department policy and in elections for department chair, department P&B, and for the other committees that they themselves may not serve on. President Kaplowitz said that the proposed revisions are for the very purpose of making our Charter consistent with these Bylaws about these matters, matters with which the vast majority of the faculty agree. Senator Malone concurred that the proposed changes are needed to keep our governance as close to the Bylaws as possible in this absolutely critical area.

Senator Janice Dunham objected, saying that fairness obliges us to give the adjuncts more recognition as faculty members. VP Sheehan pointed out that giving voting rights to adjuncts would give them controlling power over many departments because they outnumber the full-time faculty in many departments, which would cause intolerable problems.

President Kaplowitz recounted the fact that there had once been two departments whose elections were, in fact, controlled by the adjunct faculty members. She explained that at one time, when the College had an extremely small number of adjunct faculty members, the Charter permitted adjuncts to have a half vote in department elections but there came a time when the numbers of adjuncts had grown so significantly that some departments had more than twice the number of adjunct faculty as full-time faculty. In those departments, the adjuncts did control the elections, as a result. The Charter was amended a number of years ago limiting adjunct voting for the membership of only those committees on which adjuncts may themselves serve. The newest revision would bring the Charter into compliance with the CUNY Bylaws by limiting voting to full-time faculty.

Senator Amy Green said she disagrees with the memo circulated by Senator Richardson in which he says that the Charter was crafted to “embody the democratic ideals of our society” ; she said that the Charter’s purpose is to enable the College to govern itself and get business done.

Senator Nancy Ryba said that in her view, most adjuncts are not interested in governing the College; rather, they want to teach and to get paid for doing so. Senator Holtman, speaking as the only adjunct Senator present at today’s meeting, said that she is delighted to be able to take part in the Senate but does not have the time or inclination to serve on the College Council or on other College committees.

The Senate endorsed the proposed Charter and Bylaw changes thus far.

7. Review Draft 3.0 of the John Jay Personnel Process Guidelines [Attachment E, F]

Senators proposed a series of changes [Attachment E] to the Faculty Personnel Guidelines. The proposed changes are to the latest draft, which is version 3.0 [Attachment F]. Senators also asked President Kaplowitz to transmit to the College P&B Committee their request and suggestion that the Personnel Guidelines speak more fully about service.

The meeting was adjourned at 5:00 PM.

March 5, 2008
JOHN JAY COLLEGE OF CRIMINAL JUSTICE
CHARTER OF GOVERNANCE

ARTICLE I

SECTION 1. Powers

The College Council shall be the primary governing body of John Jay College of Criminal Justice. It shall have authority to establish College policy on all matters except those specifically reserved by the Education Law or by the Bylaws of the Board of Trustees of The City University of New York to the President or to other officials of John Jay College or of The City University of New York, or to the CUNY Board of Trustees.

SECTION 2. Representation

The College Council of John Jay College of Criminal Justice shall be a representative body with members of the faculty, higher education officers, students, administration and non-instructional staff.

SECTION 3. Allocation of Members and Qualifications for Membership

Membership in the College Council is fixed at 69 and shall be allocated as follows:

a. Faculty:

The faculty is allotted 42 representatives. For purposes of this Charter, the "faculty" consists of those serving full-time in the titles of Distinguished Professor, Professor, Associate Professor, Assistant Professor, Instructor and Lecturer, except those serving in visiting or substitute titles and those on retirement leave.

Each academic department shall have one (1) elected representative, who shall be a full-time member of the faculty as defined above. The remaining faculty seats shall be allotted according to any method duly adopted by the Faculty Senate. The Faculty Senate may allot up to two (2) seats to part-time members of the faculty.

b. Higher Education Officers:

The higher education officers are allotted five (5) representatives. Each full-time higher education officer is eligible for election to the College Council.

These representatives shall be elected by the Higher Education Officers Council.

c. Students:

The student body is allotted 13 representatives. These representatives shall be the four (4) Executive Officers of the Student Council, one (1) at-large student representative, two (2) graduate student representatives, two (2) senior class representatives, two (2) junior class representatives and two (2) sophomore class representatives. The graduate student representatives and the class representatives shall be the two (2) Student Council representatives from each category who receive the highest number of popular votes in the Student Council election.

Each student is eligible for election to the College Council if matriculated in a degree or credit-bearing certificate program at the College, and if the student meets the following qualifications:

- i. Full-time undergraduate students must carry a minimum of 12 credit hours and must have a minimum cumulative grade point average of 2.5 to be eligible for election to the College Council as an undergraduate class representative, executive officer, at-large representative or alternate.
- ii. Part-time undergraduate students must carry a minimum of six (6) credit hours and must have a minimum cumulative grade point average of 2.5 to be eligible for election to the College Council as an undergraduate class representative, executive officer, or at-large representative.
- iii. Graduate students must carry a minimum of three (3) credit hours and must have a minimum cumulative grade point average of 3.0 to be eligible for election to the College Council as a graduate student representative, executive officer or at-large representative.
- iv. In order to serve each semester, a student must have completed and earned passing grades in at least 50% of the credits for which she or he registered the prior semester, but in no event fewer than three (3) credits.
- v. Any student member of the College Council whose grade point average and/or course load falls below the minimum levels set forth above during his or her term of office must resign his or her seat on the College Council.

d. Administration:

The administration is allotted eight (8) representatives. These representatives are the President, Provost and Senior Vice President for Academic Affairs, Senior Vice President for Finance and Administration, Vice President for Student Development, Vice President for Enrollment Management, Dean of Graduate Studies, Dean of Undergraduate Studies, and Dean of Research.

e. Non-Instructional Staff:

The non-instructional staff, as defined in Article XIV, Section 14.1 of the Bylaws of the CUNY Board of Trustees, is allotted one (1) representative. Each full-time member of the non-instructional staff is eligible for election to the College Council.

f. Dual Membership:

No person shall simultaneously hold more than one (1) membership on the College Council.

SECTION 4. Qualifications for Voting

a. Faculty:

Each member of the faculty, as defined in Article I, Section 3a, shall be allowed one (1) vote in the departmental election for the College Council representative of his or her department.

b. Higher Education Officers:

Each full-time higher education officer shall be allowed one (1) vote in the election for the College Council members representing this constituency.

c. Students:

Each full-time or part-time student matriculated in a credit-bearing degree or certificate program at the College at the time of an election for student representatives of the College Council may vote in such an election.

d. Non-Instructional Staff:

Each full-time member of the non-instructional staff, as defined in Article XIV, Section 14.1 of the Bylaws of the CUNY Board of Trustees shall be allowed one (1) vote in an election for the College Council member representing this constituency.

SECTION 5. Elections

a. Time and Place:

Elections to the College Council shall be held annually in the spring semester, the time and place to be designated by the Executive Committee.

b. Nominations and Voting:

Unless otherwise set forth in the Charter and/or its Bylaws, each constituency eligible to elect members to the College Council shall determine its own method of nominating candidates and electing representatives, subject to approval of the College Council.

c. General:

Except as set forth in this Charter and its Bylaws, each election unit shall be the judge of the qualifications of candidates from its constituency. The President shall appoint an election dispute committee where no other formal method of resolution exists.

d. Vacancies:

When a vacancy on the College Council occurs, as determined by the Executive Committee, the Executive Committee shall notify the constituency. If after notification the constituency fails to elect a representative, the Executive Committee shall appoint a representative from the affected constituency. A member serving to fill a vacancy shall serve only to complete the regular term of the member he or she has replaced.

e. Dual Voting:

No person shall participate in more than one constituency election for College Council representatives.

f. Recall:

Upon notification to the affected member of the College Council, the Executive Committee can place a recall vote on the College Council agenda.

SECTION 6. Term of Office

Each elected representative to the College Council shall serve for a term of one (1) year. The regular term of office shall begin on June 1 following the spring elections.

SECTION 7. Officers of the College Council

The President, or in his or her absence the Provost and Senior Vice President for Academic Affairs, shall be the presiding officer of the College Council. The President shall nominate a Secretary for election by the College Council. Other officers may be elected by the College Council at its discretion.

SECTION 8. Meetings

a. Regular and Special Meetings:

The College Council shall hold regular meetings at least once a month during the academic year. More frequent meetings may be called by decision of a majority of College Council members, at the call of the President, or at the call of the Executive Committee. All persons entitled to vote for College Council members may attend Council meetings and may speak on any issue before the College Council. Unless otherwise indicated in this Charter or required by law, Robert's Rules of Order shall govern the conduct of College Council meetings.

b. Agenda:

The Faculty Senate, the Council of Chairs, the Higher Education Officer Council, the Student Council and any member of the college community may propose items for the College Council agenda which shall be prepared by the Executive Committee. Proposals shall be delivered in writing to the Secretary of the College Council not less than 10 work days preceding the meeting at which they are to be introduced. The Secretary shall make the agenda available to members of the College Council at least five (5) work days in advance of each meeting and shall make the agenda available to all members of the College community in advance of each meeting.

c. Quorum:

A quorum of regular and special meetings consists of a majority of the whole number of members of the College Council. For purposes of this provision the words "whole number" shall be construed to mean the total number which the College Council would have were there no vacancies. No business at a College Council meeting may take place absent a quorum.

SECTION 9. College Council Committees

The College Council may establish standing committees at its discretion. Committee membership is set forth in the Bylaws. Committee members

need not be members of the College Council, unless so stipulated. The following standing committees are created:

a. Executive Committee:

There shall be an Executive Committee which shall be the College Council's Agenda Committee. It shall have the power to call the College Council into extraordinary session, and shall have only such powers, functions, and duties as the College Council may delegate to it to exercise during periods when the College Council is not in session.

b. Committee on Undergraduate Curriculum:

There shall be a Committee on Undergraduate Curriculum which shall consider all matters relating to the undergraduate curriculum of the College and make recommendations to the College Council on such matters as proposed programs, and additions, deletions and modifications of courses and existing programs, distribution, core requirements, and basic skills.

c. Committee on Student Interests:

There shall be a Committee on Student Interests which shall be concerned with matters of student life including but not limited to student organizations, student housing, extracurricular activities, and student concerns at the College.

d. Judicial Committee:

As set forth in Article XV of the Bylaws of the CUNY Board of Trustees, there shall be a Judicial Committee which shall have primary jurisdiction in all matters of student discipline not handled administratively. The committee shall abide by the procedures required by Article XV of the Bylaws of the CUNY Board of Trustees.

e. Committee on Faculty Personnel:

There shall be a Committee on Faculty Personnel which shall review from the departments and other appropriate units of the College all recommendations for appointments to the instructional staff in the following ranks: Distinguished Professor, Professor, Associate Professor, Assistant Professor, Instructor, Distinguished Lecturer, Lecturer, Chief College Laboratory Technician, Senior College Laboratory Technician, and College Laboratory Technician, and make recommendations to the President. It shall also receive recommendations for promotions and reappointments with or without tenure, together with compensation, in the aforementioned ranks of

the instructional staff and shall recommend to the President actions on these matters. It may also recommend to the President special salary increments. The President shall consider such recommendations in making his or her recommendations on such matters to the CUNY Board of Trustees.

Policy recommendations of the committee shall be made to the College Council for action. Recommendations and actions with respect to appointments, promotions, and other matters specified in the paragraph above shall be reported to the President and shall not be considered by the College Council except at the discretion of the President. The Committee shall receive and consider petitions and appeals from appropriate members of the instructional staff with respect to matters of status and compensation, and shall present its recommendations to the President. Further appeals will follow CUNY procedures.

f. Budget Committee:

There shall be a Budget Committee which shall be responsible for reviewing the budget information and making recommendations on the financial and budgetary matters of the College. The President, or his designee, shall make quarterly financial reports to the Budget Committee.

There shall be a Financial Planning Subcommittee of the Budget Committee which shall meet on a periodic basis in the development of the College's Annual Financial Plan. The President shall, within the period prescribed by the Chancellor, prepare the Annual Financial Plan and submit it to the Budget Committee for review and comment.

g. Committee on Graduate Studies:

There shall be a Committee on Graduate Studies which shall be responsible for establishing general policy for the graduate programs, subject to review by the College Council. It shall have primary responsibility for admission, curriculum, degree requirements, course and standing matters, periodic evaluation of the graduate programs and for other areas of immediate and long-range importance to the quality and growth of graduate study. The committee shall also be responsible for advising on all matters relating to graduate student honors, prizes, scholarships and awards.

h. Committee on Student Evaluation of the Faculty:

There shall be a Committee on Student Evaluation of the Faculty which shall be responsible for a continuous review of faculty evaluation procedures;

review of the design of the survey instrument; recommendations for the terms under which the instrument will be used; and for the development of guidelines which shall be submitted to the College Council for review. The Provost and Senior Vice President for Academic Affairs shall designate staff for the committee.

i. Committee on Undergraduate Academic Standards and Admissions:

There shall be a Committee on Undergraduate Academic Standards which shall review academic standards and policies pertaining to student recruitment and admissions and make appropriate recommendations to the College Council. Faculty members of the committee shall also review student applications where there is discretion in admissions, and act upon student appeals which result from the implementation of admissions policies.

j. Comprehensive Planning Committee:

There shall be a Comprehensive Planning Committee which shall provide guidance for comprehensive and strategic planning for the College, including development of major planning documents and accreditation studies, related process and outcome assessment and space planning.

k. Provost Advisory Council:

There shall be a Provost Advisory Council which shall provide a formal means for the Provost to consult with faculty leadership on matters of joint concern such as budget, faculty recruitment and development, and personnel policies and practices.

l. Council of Undergraduate Program Coordinators:

There shall be a Council of Undergraduate Program Coordinators which shall provide a formal means to represent the concerns of those responsible for undergraduate majors and shall provide a formal means for reviewing matters of concern such as program review and revision, staffing, curriculum development and the scheduling of courses.

m. Special Committees:

The College Council may establish special committees, and the membership thereof, at its discretion.

ARTICLE II DEPARTMENTS

SECTION I. Departments

Each department shall have control of its own educational policies consistent with the provisions of the College Council, the Bylaws of the CUNY Board of Trustees and the New York State Education Law. Each member of the faculty, as defined in Article I, Section 3a, shall be allowed one (1) vote in all College and departmental elections. Except as specified in this Charter and CUNY Bylaws and policies, the organization and functioning of the department shall be determined by its members.

In order to exist as a departmental entity, a discipline is required to have a minimum of seven (7) full-time members of the faculty and be approved by the College Council and the CUNY Board of Trustees except that the disciplines of African American Studies, Physical Education and Puerto Rican/Latin American Studies shall be exempt from this requirement and shall be established as departments. Any discipline not exempt from this requirement which has fewer than the required number of faculty members may petition the College Council to establish a separate department and may do so upon a two-thirds affirmative vote of Council members present and voting at a regular College Council meeting, as long as there are at least 35 affirmative votes.

The Interdisciplinary Studies Program (ISP) shall be treated as a department for purposes of representation by its full-time faculty on the College Council and on College Council committees and on other College bodies. The Interdisciplinary Studies Program shall annually elect a Curriculum Committee and a Committee on Student Grade Appeals and shall establish bylaws for submission to and approval by the College Council Executive Committee.

The President, in consultation with the Faculty Senate and the Council of Chairs, shall establish a process of faculty and student consultation for consideration of proposals to restructure, create, merge, consolidate, split and/or reorganize academic departments. Proposals shall be submitted to the College Council for consideration and vote. The College Council shall forward its recommendation to the President, who shall make an independent recommendation with respect to the proposal and forward the

proposal of the College Council and his or her recommendation to the Chancellor and the CUNY Board of Trustees.

SECTION 2. Departmental Chairpersons

The chairperson of each department shall be the chief executive officer. He or she must hold professorial rank, and shall be elected by secret ballot for a term of three (3) years by a majority of all voting members of the faculty of the department, as defined in Article I, Section 3a, subject to the approval of the President and the CUNY Board of Trustees. Elections shall be held in May of the year in which the chairperson's term expires. The new chairperson shall take office as of July 1 of the year in which he or she is elected.

SECTION 3. Departmental Bylaws

Each academic department shall adopt bylaws, which shall be subject to review and approval by the Executive Committee.

SECTION 4. Departmental Committee on Faculty Personnel and Budget

Each department shall establish a Committee on Faculty Personnel and Budget which shall be chaired by the chairperson of the department. In addition, the full-time faculty of the department shall elect four (4) members of the faculty, as defined in Article I, Section 3a, each of whom shall serve for one year, but who may be re-elected. At least four (4) of the committee members shall be tenured. If the department has fewer than four (4) tenured faculty members, the committee shall be established as set forth in Article 9.1 of the CUNY Bylaws.

SECTION 5. Departmental Committee on Student Grade Appeals

Each department shall elect a Committee on Student Grade Appeals consisting of members of the faculty, as defined in Article I, Section 3a.

SECTION 6. Departmental Curriculum Committee

Each department shall elect a Curriculum Committee consisting of members of the faculty, as defined in Article I, Section 3a.

SECTION 7. Students

Each department is instructed to provide for systematic student input on curricular and personnel matters and to report to the College Council its arrangements for such input.

ARTICLE III GRADUATE PROGRAMS

SECTION 1. Faculty

Graduate program faculties shall consist of those members of the faculty who pursue an active research or creative agenda or have appropriate professional experience and meet other requirements as established in program bylaws, and who have been nominated by the members of the faculty of the Committee on Graduate Studies, subject to approval by the Provost and Senior Vice President for Academic Affairs. Such program bylaws shall be adopted by the faculty of the program to which membership would apply and reviewed by the Executive Committee.

SECTION 2. Program Directors

Program Directors shall be nominated by vote of the Graduate Program Faculty to a three-year term of office, subject to approval by the Provost and Senior Vice President for Academic Affairs. Program Directors are eligible for re-election. Program Directors shall be evaluated annually by the Dean of Graduate Studies, based on criteria established in consultation with the members of the faculty of the Committee on Graduate Studies. Program Directors can be removed by the President for cause.

ARTICLE IV CONSTITUENCY BODIES

SECTION 1. Meetings

The entire membership of the instructional staff, which consists of faculty and higher education officers, shall be convened at least once each semester during the regular academic year by the President to hear and discuss important issues affecting the College. Other meetings of the instructional staff may be called by the President or by petition of any ten members of the instructional staff.

SECTION 2. The Faculty Senate

The Faculty Senate consists of elected representatives of the faculty. The Faculty Senate provides a formal means of representing faculty concerns to the administration of the College and to the University and provides a forum for faculty to deliberate about academic and educational policies and other matters. The John Jay Faculty Senate concerns itself with matters of teaching, scholarship, research and any and all other matters related to faculty concerns as part of the educational mission of John Jay College. The

Faculty Senate shall establish its own Charter and bylaws. The Faculty Senate and the President shall meet at least once each semester during the regular academic year to discuss issues of mutual concern.

SECTION 3. The Council of Chairs

The Council of Chairs consists of the chairpersons of all academic departments, whether elected or appointed. The Council of Chairs provides a formal means to represent departmental faculty concerns to the administration of the College and the University and to provide a democratic forum for deliberation and interdepartmental coordination concerning such matters. The Council of Chairs shall invite the Provost for regular periodic meetings. The Council will also meet at least once a semester with the President to discuss issues of mutual concern. The Council of Chairs shall establish its own Charter and bylaws.

SECTION 4. Higher Education Officers Council

The Higher Education Officers Council consists of all those employed in the higher education officer series at the College. The Higher Education Officers Council seeks to improve the quality of life and professionalism of its members, to strengthen the institution, to advance quality education, and to enhance the delivery of services. The Higher Education Officers Council shall establish its own Charter and bylaws.

SECTION 5. Student Council

The Student Council consists of the elected representatives of the student body. The Student Council has as its purpose the broadening of educational opportunities for students; the facilitation of voluntary activities on campus; and the representation of student interests at the College. The Student Council shall establish its own Charter and bylaws.

SECTION 6. Students

The student body shall be kept informed of important issues affecting the College and the College Council by the administration through the student newspaper and through other channels of communication that the students may organize.

ARTICLE V
BYLAWS AND AMENDMENTS

SECTION 1. Bylaws

The College Council shall adopt bylaws to define and regulate the details of its organization and procedures.

SECTION 2. Amendments

This Charter may be amended by a two-thirds vote of members of the College Council present and voting at a regular meeting of the College Council as long as there are at least 35 affirmative votes; or by a referendum of no less than a two-thirds vote of 30% of full-time members of the instructional staff who shall vote in such referendum. A proposal to amend the Charter may be initiated by a petition containing the signatures of 50 members or 10% of the qualified voters of either the instructional staff or the student body, whichever number is smaller. Any amendment to the Charter shall be proposed and discussed at a regular meeting of the College Council and shall be voted on at the next regular meeting of the College Council. An amendment shall become effective upon approval by the Board of Trustees.

February 28, 2008 DRAFT

**JOHN JAY COLLEGE OF CRIMINAL JUSTICE
COLLEGE COUNCIL BYLAWS**

I. Alternate Representatives for College Council Constituency Groups

There shall be eight (8) faculty alternates; two (2) student alternates and (1) higher education officer alternate elected to the College Council by their constituency. An alternate may vote, make motions and be counted as part of the quorum only when a constituent representative is absent. Each constituency group shall determine the method of election for its alternates subject to approval by the Executive Committee.

II. College Council Committees

1. General Provisions:

- i. Unless otherwise specified in this Charter or its Bylaws, each constituency group shall elect its representatives on College Council committees. The names of those elected to College committees by each constituency group shall be forwarded to the College Council for a vote of ratification at the next regularly scheduled meeting.
- ii. Faculty members elected to at-large positions on College Council committees shall be elected by a plurality vote in which no less than 30% of members of the faculty, as defined in Article I, Section 3a, have voted in the election.
- iii. Except where a committee chairperson is designated in this Charter or the Bylaws, the President shall appoint a convenor for each committee.
- iv. Except where a committee chairperson is designated in this Charter or its Bylaws, at its first meeting of the academic year, each committee shall elect a chairperson and a vice chairperson.
- v. Each committee shall meet at least once during the academic year.
- vi. The committee chairperson shall submit a schedule of meetings to the Executive Committee at the beginning of each academic semester. The chairperson of each committee shall input the meeting dates onto the College calendar.

- vii. All committees shall keep minutes of their meetings and submit them to the Secretary of the College Council within 14 days of approval.
- viii. The chairperson of each committee shall submit an annual written summary of its activities to the Secretary of the College Council no later than 14 days before the last scheduled meeting of the College Council each academic year. Each summary shall include a report of the attendance of committee members.
- ix. The Faculty Senate, Council of Chairs, Higher Education Officers Council and the Student Council may refer items to College Council committee chairpersons for their consideration as agenda items. Copies of all such items shall be simultaneously submitted to the Executive Committee.
- x. College Council committee members shall serve for a term of one (1) year except for ex officio members and except when otherwise set forth in the Charter or its Bylaws.
- xi. When a vacancy on a College Council committee occurs, as determined by the Executive Committee, the Executive Committee shall notify the constituency. If after notification the constituency fails to elect an interim representative, the Executive Committee shall appoint a representative from the constituency affected. A member serving to fill a vacancy shall serve only to complete the regular term of the member he or she has replaced.
- xii. No person shall participate in more than one constituency election for College Council committee representatives.
- xiii. No student may serve on more than two (2) College Council committees, unless he or she serves by virtue of his or her office.

2. Standing Committees:

a. Executive Committee:

The Executive Committee shall consist of the following members: the President, chairperson; the Provost and Senior Vice President for Academic Affairs; Senior Vice President for Finance and Administration; Vice President for Student Development; six (6) members of the faculty as defined in Article I, Section 3a; two (2) higher education officers; and three (3) students.

The faculty, higher education officers and student representatives shall be elected by the College Council from among its members in September of each year. From June 1 until such time as the College Council holds this

election, there shall be an Interim Executive Committee consisting of: the President, chairperson; the Provost and Senior Vice President for Academic Affairs; Senior Vice President for Finance and Administration; Vice President for Student Development; the President and Vice President of the Faculty Senate and two (2) other members of the Faculty Senate; the President and Vice President of the Higher Education Officers Council; and the President and Vice President of the Student Council. This Interim Executive Committee shall make nominations to the College Council for faculty, higher education officer and student representatives.

b. Committee on Undergraduate Curriculum:

The Committee on Undergraduate Curriculum shall consist of the following members: the Provost and Senior Vice President for Academic Affairs, chairperson; Vice President for Enrollment Management; the Dean of Undergraduate Studies; the chairperson of each of the academic departments or a member of the faculty as defined in Article I, Section 3a, who has served in that capacity at the College for at least one (1) year, to be elected from among the members of that department to serve for two (2) academic years; and three (3) students, elected by the Student Council and ratified by the College Council. The Committee shall elect a vice chairperson from among its faculty members. The Provost and Senior Vice President for Academic Affairs shall provide a secretary to the Committee.

c. Committee on Student Interests:

The Committee on Student Interests shall consist of the following members: the Dean of Students, chairperson; the Director of Athletics; the Director of Student Activities; six (6) students elected by the Student Council and ratified by the College Council; and two (2) members of the faculty elected by the Faculty Senate and ratified by the College Council.

d. Judicial Committee:

A Judicial Committee shall consist of two (2) members of the faculty, two (2) students and a chairperson. As set forth in Article XV of the Bylaws of the CUNY Board of Trustees, the rotating panels shall be appointed as follows:

- i. The President shall select, in consultation with the Executive Committee, three (3) members of the faculty, as defined in Article I, Section 3a, to receive training and to serve in rotation as chair of the Disciplinary Committee.

- ii. The two (2) members of the faculty, as defined in Article I, Section 3a, shall be selected by lot from a panel of six (6) members of the faculty elected annually by the Faculty Senate.
- iii. The two (2) student members shall be selected by lot from a panel of six (6) students elected annually in an election in which all students registered at the College shall be eligible to vote.
- iv. In the event that the student panel or faculty panel or both are not elected, or if more panel members are needed, the President shall have the duty to select the panel or panels which have not been elected. No individuals on the panel shall serve on the panel for more than two (2) consecutive years.

e. Committee on Faculty Personnel:

The Committee on Faculty Personnel shall consist of the following members: the President, chairperson; the Provost and Senior Vice President for Academic Affairs; the Dean of Graduate Studies; the Dean of Undergraduate Studies; the Dean of Research; and, the chairperson of each academic department. The faculty, as defined in Article I, Section 3a, shall elect six (6) at-large full-time members of the faculty from amongst those who hold the rank of tenured associate and/or tenured full professor as defined in Article I, Section 3a. Of the six (6) at-large members of the faculty, the three (3) who receive the highest number of votes in a general faculty election shall be the permanent at-large faculty representatives of the committee. The next three (3) members of the faculty, who receive the next highest number of votes in a general faculty election, will be alternate faculty representatives on the committee. An alternate may vote and be counted as part of the quorum only when a chairperson and/or an at-large faculty representative is absent.

f. Budget Committee:

A Budget Committee shall consist of the following members: Senior Vice President for Finance and Administration, chairperson; Provost and Senior Vice President for Academic Affairs; Vice President for Student Development; Vice President for Enrollment Management; Assistant Vice President for Strategic Planning; Dean of Research; Dean for Human Resources; Dean of Graduate Studies; Dean of Undergraduate Studies; Executive Director of Finance and Business Services; President and Vice President of the Faculty Senate; Chair and Vice Chair of the Faculty Senate Fiscal Affairs Committee; all academic department chairpersons; the chairperson of the Higher Education Officers Council, or designee; two (2)

representatives elected by the Higher Education Officers Council; the President and Treasurer of the Student Council, or designees; one (1) student representative elected by the Student Council; and the member of the non-instructional staff who serves on the College Council. All members elected by constituency bodies shall be ratified by the College Council.

The Financial Planning Subcommittee of the Budget Committee shall consist of the following members: Senior Vice President of Finance and Administration, chairperson; Provost and Senior Vice President for Academic Affairs; President of the Faculty Senate and Chair and Vice Chair of the Faculty Senate Fiscal Affairs Committee; Chair and Vice Chair of the Council of Chairs; one (1) representative chosen by the Council of Chairs; and the Chair of the Higher Education Officers Council. The Executive Director of Finance and Business Services and the Provost's Director for Operations shall staff the subcommittee.

g. Committee on Graduate Studies:

The Committee on Graduate Studies shall consist of the following members: the Dean of Graduate Studies, chairperson; the Dean of Students; the Vice President for Enrollment Management; the Chief Librarian; the Graduate Program Coordinators; the BA/MA Coordinator and two (2) graduate students elected by the Student Council and ratified by the College Council.

h. Committee on Student Evaluation of the Faculty:

The Committee on Student Evaluation of the Faculty shall consist of the following members: four (4) members of the faculty elected by the Faculty Senate and ratified by the College Council and two (2) students elected by the Student Council and ratified by the College Council. The committee shall elect a chairperson who shall be a member of the faculty. Members shall serve for a term of two (2) years.

i. Committee on Undergraduate Academic Standards and Admissions:

The Committee on Undergraduate Academic Standards and Admissions shall consist of the following members: the Dean of Undergraduate Studies, chairperson; Vice President for Enrollment Management; Vice President for Student Development; 9 members of the faculty elected at-large to three (3) year staggered terms after initial election; two (2) students, each of whom have a cumulative grade point average of at least 3.0. The members of the faculty must be from different academic departments. The committee shall elect a vice chair from amongst its members of the faculty.

j. Comprehensive Planning Committee:

The Comprehensive Planning Committee shall consist of the following members: Assistant Vice President for Strategic Planning, chairperson; Provost and Senior Vice President for Academic Affairs; Senior Vice President for Finance and Administration; Vice President for Student Development; Vice President for Enrollment Management; Dean of Graduate Studies; Dean of Undergraduate Studies; five (5) members of the faculty elected by the Faculty Senate; five (5) members of the faculty elected by the Council of Chairs; one (1) member of the Curriculum Committee elected by that committee; one (1) member of the Graduate Studies Committee elected by that committee; two (2) higher education officers elected by the Higher Education Officers Council; one (1) graduate student and one (1) undergraduate student.

k. Provost Advisory Council:

The Provost Advisory Council shall consist of the following members: Provost and Senior Vice President for Academic Affairs, chairperson; Director of Operations Office of the Provost; President and Vice President of the Faculty Senate; and, department chairpersons.

l. Council of Undergraduate Program Coordinators:

The Council of Undergraduate Program Coordinators shall consist of the following members: Dean of Undergraduate Studies, chairperson; and coordinators of undergraduate majors.

3. Special Committees

a. Committee on Faculty Elections

There shall be a Committee on Faculty Elections which shall conduct faculty elections. The committee shall be comprised of five (5) members of the faculty, as defined in Article I, Section 3a.

b. Committee on Honors, Prizes, and Awards

There shall be a Committee on Honors, Prizes, and Awards. The committee shall be comprised of _____ and five (3) members of the faculty, as defined in Article I, Section 3a.

ATTACHMENT C

DRAFT FEBRUARY 27, 2008 SUMMARY OF MAJOR PROPOSED AMENDMENTS TO THE JOHN JAY COLLEGE OF CRIMINAL JUSTICE CHARTER OF GOVERNANCE

Current Charter	Proposed Change
<p>Article I, Section (a) (1): Faculty -- Faculty is allotted 28 (50%) out of 56 seats. Faculty representatives are “reapportioned among the academic departments as of the first of September of the year preceding that in which the election is held, at which time the academic departments shall be rank ordered based on the number of faculty of each department. Each academic department shall be allocated one seat and the remaining seats shall be allocated according to any method duly adopted by the Faculty Senate.</p>	<p>College Council composed of 69 members: 42 faculty (60%) and 27 non-faculty representatives including the President, Provost, Vice President for Finance and Administration, Vice President of Student Development, Vice President for Enrollment Management, Dean of Graduate Studies, Dean of Undergraduate Studies, Dean of Research, 5 HEOs, 1 non-instructional staff representative, 13 students, 42 faculty (President of Faculty Senate, a representative elected by each academic department, remaining faculty allocated according to a method adopted by the Faculty Senate. Up to two members may be adjuncts.) There shall be 8 faculty alternates, 2 student alternates and 1 HEO alternate.</p>
<p>Article I, Section (a) (1): Faculty -- The “faculty” consists of all members of the instructional staff in full and part time titles of: College Laboratory Technician</p>	<p>Amend consistent with CUNY BOT Bylaws by deleting reference to college laboratory technicians.</p>
<p>Article I, Section 3(b): Students -- Student representatives are listed as: Executive Officers of the Student Council – 4; Graduate Students – 2; Senior Class – 2; Junior Class – 2; Sophomore Class – 2; Freshman Class – 2; At Large – 1.</p>	<p>Amend so that students comprise 19% of College Council representatives and require a minimum of 30 credits for membership.</p>
<p>Article I, Section 4(b): Qualification for Council Membership -- Any student, whether part time or full time, who is in good academic standing is eligible for election to the Council.</p>	<p>Amend to maintain our current GPA requirements and adopt the CUNY credit load requirement.</p>
<p>Article I, Section 3(c): Administration -- 6 seats include: President/ Provost/ VP Student Affairs, Vice President for Administrative Affairs, Dean of Graduate Studies, Dean for Admissions and Registration</p>	<p>Amend to include: President, Provost, Vice President for Finance and Administration, Vice President of Student Development, Vice President for Enrollment Management, Dean of Graduate Studies, Dean of Undergraduate Studies, and Dean of Research.</p>
<p>Article I, Section 3(f): Ex-Officio Members</p>	<p>Eliminate ex officio members</p>
<p>Article I, Section 4(d): Membership Alumni representative</p>	<p>Eliminate alumni representative</p>
<p>Article I, Section 5: Qualifications for Voting Section 5(a) --Each full time member of the instructional staff shall be allowed one vote in an election of Council members and each part time member, one-half vote.</p>	<p>Amend definitions and clarify that adjuncts and substitutes cannot vote in department or college-wide elections, except for adjunct representatives to the Faculty Senate.</p>

Current Charter	Proposed Change
<p>Article I, Section 6(d): Vacancies When a vacancy on the Council or on a Council Committee occurs, as determined by the Council, the Executive Committee may appoint an interim representative from the constituency affected if the unexpired term is for less than four months. Otherwise, a vacancy shall be filled by a special election of the constituency affected, the time and place of which shall be designated by the Executive Committee. A member serving to fill a vacancy shall serve only to complete the regular term of the member he has replaced.</p>	<p>When a vacancy on the College Council occurs, as determined by the Executive Committee of the College Council, the Executive Committee of the College Council shall notify the constituency. If after notification the constituency fails to elect a representative, the Executive Committee of the College Council shall appoint a representative from the constituency affected. A member serving to fill a vacancy shall serve only to complete the regular term of the member he or she has replaced.</p>
<p>Article I, Section 6(e): Absentee Ballots</p>	<p>Not permitted.</p>
<p>Article I, Section 6: New section (d) added</p>	<p>d. Dual Voting: No person shall participate in more than one constituency election for College Council</p>
<p>Article I, Section 6(f) Recall -- A recall vote shall be held upon petition signed by 25 members or one-fourth of a Council member's electing constituency, whichever is smaller. A majority of the votes cast for recall shall cause the recall of the representative and his or her seat shall thereby become vacant. Recall votes shall be subject to the same minimum participation requirements as votes in representative elections.</p>	<p>Upon notification to the affected member of the College Council, the Executive Committee of the College Council can place on the agenda of the College Council a recall vote by the College Council.</p>
<p>Article I, Section 8: Officers Secretary appointed.</p>	<p>The President of the College shall nominate a Secretary for election by the College Council.</p>
<p>Article I, Section 9: Agenda -- Any member of the college community may propose items for the Council agenda which shall be prepared by the Executive Committee. Important proposals shall be delivered in writing to the Secretary of the Council not less than seven work days preceding the meeting at which they are to be introduced. The Secretary shall make the agenda available to members of the Council at least two work days in advance of each meeting and shall make the agenda available to all members of the college community in advance of each meeting, except that upon a two-thirds vote of members present and voting, agenda items may be introduced at any Council meeting without prior notice.</p>	<p>The Faculty Senate, the Council of Chairs, the Higher Education Officer Council, the Student Council and any member of the college community may propose items for the College Council agenda which shall be prepared by the Executive Committee of the College Council. Proposals shall be delivered in writing to the Secretary of the College Council not less than ten (10) work days preceding the meeting at which they are to be introduced. The Secretary shall make the agenda available to members of the College Council at least five (5) work days in advance of each meeting and shall make the agenda available to all members of the College community in advance of each meeting.</p>
<p>Article I, Section 10: Committees – committee members from constituency groups elected by the</p>	<p>Unless otherwise specified in this Charter or its Bylaws, each constituency group shall elect its</p>

College Council	representatives on College Council committees. The names of those elected to College committees by each constituency group shall be forwarded to the College Council for a vote of ratification at the next regularly scheduled meeting. Committees shall also be required to meet once a year and will be required to submit a written report to the College Council about its activities.
<p>Article I, Section 10(a): Executive Committee – An Executive Committee shall consist of the following members: the President, Chairperson, the Provost and Vice President for Academic Affairs; Vice President for Administrative Affairs; the Vice President for Student Development; six members of the faculty elected by the College Council from among the faculty representatives on the College Council and one member of the non-teaching instructional staff elected by the College Council from among the non-teaching instructional staff representatives on the College Council and three students, all of whom shall be members of the Council nominated by the Student Council and elected by the College Council.</p>	<p>An Executive Committee of the College Council shall consist of the following members: the President, chairperson; the Provost and Senior Vice President for Academic Affairs; Senior Vice President for Finance and Administration; Vice President for Student Development; six (6) members of the faculty as defined in Article I, Section 3a, two (2) higher education officers; and three (3) students.</p> <p>The faculty, higher education officers and student representatives shall be elected by the College Council from amongst its members in September of each year. From June 1 until such time as the College Council holds this election, there shall be an Interim Executive Committee of the College Council consisting of: the President, chairperson; the Provost and Senior Vice President for Academic Affairs; Senior Vice President for Finance and Administration; Vice President for Student Development; the President and Vice President of the Faculty Senate; the President and Vice President of the Higher Education Council; and the President and Vice President of the Student Council. This Interim Executive Committee shall make nominations to the College Council for faculty, higher education officer and student representatives.</p>
<p>Article I, Section 10(b): Committee on Curriculum --</p>	<p>Department representatives shall have at least one year of service at the College prior to becoming a committee member. Proposal for three student representatives.</p>
<p>Article I, Section 10(c): Committee on the Library</p>	<p>Eliminated.</p>
<p>Article I, Section 10(e): Judicial Committee</p>	<p>Section replaced with requirements set forth in Board of Trustees Bylaws section 15.5.</p>

Current Charter	Proposed Change
Article I, Section 10(f): Personnel and Budget Committee	Separate budget functions from personnel functions. Dean of Research added as a member. Student representatives eliminated. Faculty shall elect three alternates who may vote and be counted as part of the quorum when a chairperson and/or an at-large faculty representative are absent. At-large faculty members must hold the rank of tenured associate professor or tenured full professor.
Article I, Section 10(f): Budget Committee (new)	Establish a separate Budget Committee with the following members: Senior Vice President for Finance and Administration, chairperson; Provost and Senior Vice President for Academic Affairs; Vice President for Student Development; Vice President for Enrollment Management; Assistant Vice President for Strategic Planning; Dean of Research; Dean for Human Resources; Dean of Graduate Studies; Dean of Undergraduate Studies; Executive Director of Finance and Business Services; President and Vice President of the Faculty Senate; Chair and Vice Chair of the Faculty Senate Fiscal Committee; all academic department chairpersons; the chairperson of the Higher Education Officers Council, or designee; two (2) representatives elected by the Higher Education Officers Council; the President and Treasurer of the Student Council, or designees; one (1) student representative elected by the Student Council; and the member of the non-instructional staff who serves on the College Council. All members elected by constituency bodies shall be ratified by the College Council. There shall also be a Financial Planning Subcommittee of the Budget Committee. The Subcommittee shall consist of the following members: Senior Vice President of Finance and Administration, chairperson; Provost and Senior Vice President for Academic Affairs; President of the Faculty Senate and Chair and Vice Chair of the Faculty Senate Fiscal Committee; Chair and Vice Chair of the Council of Chairs; one (1) representative chosen by the Council of Chairs; and the Chair of the Higher Education Officers Council. The Executive Director of Finance & Business Services and the Provost's Director for Operations shall staff the subcommittee.

Current Charter	Proposed Change
Article I, Section 10(h): Committee on the Protection of Human Subjects	Committee functions transferred to IRB which is not a College Council committee.
Article I, Section 10(i): Committee on Student Evaluation of the Faculty -- A Committee on Student Evaluation of the Faculty shall consist of the following members: two teaching faculty members elected by the teaching faculty, two students elected by the Student Council and two teaching faculty members designated by the Professional Staff Congress. Members shall serve for a term of two years.	A Committee on Student Evaluation of the Faculty shall consist of the following members: four (4) members of the faculty elected by the Faculty Senate and ratified by the College Council and two (2) students elected by the Student Council and ratified by the College Council. The committee shall elect a chairperson who shall be a member of the faculty. Members shall serve for a term of two years.
Article I, Section 10(j): Committee on Undergraduate Academic Standards	Add Admissions Committee function. There will be three student representatives. Committee considering consolidation with Committee for Undergraduate Curriculum.
Article I, Section 10: Comprehensive Planning Committee	This committee will be a standing committee with the following members: Assistant Vice President for Strategic Planning, chairperson; Provost and Senior Vice for Academic Affairs; Senior Vice President for Finance and Administration; Vice President for Student Development; Vice President for Enrollment Management; Dean of Graduate Studies; Dean of Undergraduate Studies; five (5) members of the faculty elected by the Faculty Senate; five (5) members of the faculty elected by the Council of Chairs; Chair of the Faculty Senate Budget Committee; one (1) member of the Curriculum Committee elected by that committee; one (1) member of the Graduate Studies Committee elected by that committee; two (2) higher education officers elected by the Higher Education Officers Council; one (1) graduate student and one (1) undergraduate student elected by the Student Council.
Article I, Section 10: Provost Advisory Council (new)	A Provost Advisory Council shall consist of the following members: Provost and Senior Vice President of Academic Affairs, chairperson; Director of Operations Office of the Provost; President and Vice President of the Faculty Senate; and, department chairpersons.
Article I, Section 10: Council of Undergraduate Program Coordinators (new)	The Council of Undergraduate Program Coordinators shall consist of the following members: Dean of Undergraduate Studies, chairperson; and coordinators of undergraduate majors.

Current Charter	Proposed Change
Article I, Section 10(l): Committee on Cultural Pluralism and Diversity	Eliminated and College Council committee.
Article II, Section 1: Departments	<p>New procedure for the creation, merger and elimination of departments: The President, in consultation with the Faculty Senate and the Council of Chairs, shall establish a process of faculty and student consultation for consideration of proposals to restructure, create, merge, consolidate, split and/or reorganize academic departments. Proposals shall be submitted to the College Council for consideration and vote. The College Council shall forward its recommendation to the President, who shall make an independent recommendation with respect to the proposal and forward the proposal and his or her recommendation to the Chancellor and the CUNY Board of Trustees.</p> <p>Departments will be required to establish bylaws which will be reviewed by the Executive Committee of the College Council.</p> <p>Departments will be required to have a Committee on Student Grade Appeals, and a Curriculum Committee.</p>
Article III, Graduate Programs (new)	<p>SECTION 1. Faculty -- Graduate program faculties shall consist of those members of the faculty who pursue an active research or creative agenda or have appropriate professional experience and meet other requirements as established in program bylaws, and who have been nominated by the members of the faculty of the Committee on Graduate Studies, subject to approval by the Provost and Senior Vice President for Academic Affairs. Such program bylaws shall be adopted by the faculty of the program to which membership would apply and reviewed by the Executive Committee of the College Council.</p> <p>SECTION 2. Program Directors -- Program Directors shall be nominated by vote of the Graduate Program Faculty to a three year term of office subject to approval by the Provost and Senior Vice President for Academic Affairs. Program Directors are eligible for re-election. Program Directors shall be evaluated annually by the Dean of Graduate Studies based on criteria established in consultation with the members of the faculty of the Committee on Graduate Studies. Program Directors can be removed by the President for cause.</p>

Current Charter	Proposed Change
Article IV: Constituency Bodies	This section will include a description of the Faculty Senate, the Council of Chairs, the HEO Council and the Student Council.
<p>Article IV, Section 2. Amendments -- This Charter may be amended by a 75 percent vote of members of the College Council present and voting at a regular meeting of the Council; or by a referendum of no less than 75 percent full time members of the instructional staff who shall vote in such referendum. A proposal to amend the Charter may be initiated by a petition containing the signatures of 50 members or ten percent of the qualified voters of either the instructional staff or the student body, whichever number is smaller. Any amendment to the Charter shall be proposed and discussed at a regular meeting of the College Council and shall be voted on at the next regular meeting of the Council. An amendment shall become effective upon approval by the Board of Trustees.</p>	<p>This Charter may be amended by a two-thirds vote of members of the College Council present and voting at a regular meeting of the College Council as long as there are at least 35 affirmative votes; or by a referendum of no less than a two-thirds vote of 30% of full-time members of the instructional staff who shall vote in such referendum. A proposal to amend the Charter may be initiated by a petition containing the signatures of 50 members or ten percent of the qualified voters of either the instructional staff or the student body, whichever number is smaller. Any amendment to the Charter shall be proposed and discussed at a regular meeting of the College Council and shall be voted on at the next regular meeting of the College Council. An amendment shall become effective upon approval by the Board of Trustees.</p>

ATTACHMENT D

Responses to Issues Raised at March 19, 2008 College Council Meeting Concerning Proposed Charter

1. What Charter proposals help to strengthen the students' voice in College governance?

- Our new Charter would give students direct input into the College's budget process. The newly established Budget and Planning Committee will have three student representatives: the President and Treasurer of the Student Council and one additional student representative elected by the Student Council and ratified by the College Council. This representation will provide a formal mechanism for students to review budget information and make recommendations on the financial and budgetary matters of the College.
- During Charter negotiations, students advocated for and received the right to elect up to two alternate members to the College Council. Alternate student representatives may vote, make motions and be counted as part of the College Council's quorum when a permanent student representative is absent. Student alternates ensure that students can exercise their right to cast 13 votes at College Council meetings, even when two permanent student representatives are absent. Alternates can increase the voting power of students.
- The Student Council received formal recognition in the proposed Charter and was granted the authority to directly request that items be placed on the agenda of the College Council and College Council committees.
- The proposed Charter strengthened the Committee on Student Interests by designating the Dean of Students as its chairperson. This will ensure that proper consideration is given to matters of student life on campus.

2. How does the proposed Charter differ with respect to student representation?

- College Council: Students currently hold 15 seats, including two freshmen representatives. The proposed Charter allots 13 seats to students and requires that they have a minimum of 30 credits (which disqualifies freshmen). As discussed above, the proposed Charter also permits students to elect up to two student alternates who are authorized to vote when a permanent student representative is absent.
- Personnel Committee: The proposed Charter restricts committee membership to those with faculty appointments and full-time faculty representatives holding the rank of tenured associate and/or tenured full professor. The result is that the proposed committee will no longer have two student representatives or faculty members holding the rank of assistant professor. The recommendation to eliminate student representatives is based on concerns that student representation on this committee is not appropriate and raises the potential for a conflict of interest. As a result of negotiations with students, a proposal to eliminate the

Committee on Student Evaluation of the Faculty was withdrawn. The Committee on Student Evaluation will be retained and will become the primary vehicle for student input into faculty personnel actions.

- Undergraduate Curriculum and Academic Standards Committee: The Curriculum Committee and the Standards Committees currently have five student representatives. The proposed Charter recommends that these two functions be merged into one committee. The first version of the proposed amendments recommended one student on each committee. After negotiations with students, the proposed Charter now allots three student representatives. As proposed by students, the minimum GPA requirement for membership was lowered from 3.2 to 3.0.

3. Does the proposed Charter impact on the voting rights of adjunct members of the faculty?

- The current voting rights of adjunct members of the faculty are very limited. Article II, Section 1 of the current Charter theoretically permits adjunct members of the faculty who have served four or more semesters to cast one-half vote "in all elections, except in elections for Department Chair, Personnel & Budget Committee and any other committee assignment for which they are not themselves eligible to serve." As a practical matter, this Charter provision limited the vote of adjunct faculty members to faculty representation on the Committee on the Library. This restriction was expressly stated in the April 30, 2007 Department Election Guidelines which was distributed to faculty last spring. The proposed Charter does not include a Committee on the Library. Instead, it makes explicit that adjunct faculty members cannot vote in elections.
- The College is required to abide by CUNY Bylaws Sections 8.1, 8.2 and 9.1 which states that only full-time faculty shall have "control of the educational policies of the department...." Accordingly, adjunct members of the faculty have never been authorized to vote on issues relating to a department's educational policies.

4. Why does the proposed Charter change the selection process for faculty representation on the Committee on Student Evaluation of the Faculty?

- The current Charter requires four faculty members on this committee: two elected by the teaching faculty and two designated by the Professional Staff Congress. The proposed Charter requires that four faculty representatives be elected by the Faculty Senate and ratified by the College Council. This amendment was first proposed by the faculty due to concerns that a conflict of interest could arise if the PSC were to appoint members to a committee responsible for a process that could be the basis of a grievance. The counterproposal to retain the provision whereby PSC appointed two members was forwarded to Frederick Schaffer, the Vice Chancellor for Legal Affairs, for his consideration. Vice Chancellor Schaffer

stated that the PSC should not select faculty representatives for governance positions. He says that the PSC's authority extends to the terms and conditions of faculty employment. Student evaluations of faculty do not fall into this category. In addition, he is not aware of any other governance plan that accords this special recognition to the PSC instead of the faculty.

5. Why does the proposed Charter eliminate the alumni representative?

- Participation in the College's governance body is not an appropriate or effective mechanism for alumni participation. The College is working hard to strengthen its ties with its alumni. The most effective means of accomplishing this goal is to develop a strong alumni association with options for participation that are more appropriately suited to the interests of our graduates.

6. Should the Charter explicitly state that its meetings are open to all members of the College Community?

- The open meetings law actually requires that all College Council meetings and all College Council committee meetings be open to the general public – not just the College community. Although not necessary, a sentence can be added to the section on "Meetings" stating that: "Subject to the provisions of state law, all meetings are open to the public."

ATTACHMENT E

Faculty Senate responses to proposed revision of the Form C

Most of the objections were focused on the proposed addition to the Form C whereby candidates would be required to provide evidence of the quality of the journals in which their articles are published and also information about the number of times each of their journal articles is cited to demonstrate the impact factor of their publications. One Senator noted that some journals are important to a specific specialization in the field but are less prominent (in terms of impact factor) to the umbrella discipline. More specifically, it is possible that someone could be working in a unique field within, say, criminal justice, and thus will not publish in the leading journal of "Criminal Justice Behavior" or "Criminology" but in other highly important journals with a lower general impact factor. Furthermore, citation data are very odd; they are very difficult to capture, and document; and there is no actual validity to them. In addition, sometimes people cite works just to show the flaws of an article or of a study or how inferior the study was. Often acceptance to high impact journals is a long process that can take even years and a scholar may prefer to publish two to three manuscripts during that period rather than wait for just one article that ultimately may not be published. The Senator said that he believes that a candidate who can demonstrate engagement and academic productivity (writing academic articles, books, reports) should not be measured by measurements that have very little validity, and may run the risk of incorrectly portraying the candidate.

He added that each and every faculty member who wants to receive tenure and promotion, or just promotion, will do his or her very best to present a strong case in front of the P&B and will make an attempt to document achievements in the self evaluation section. We do not need additional impediments as proposed in the new Form C draft revisions.

Another Senator said that her problem is with the directive requiring the candidate to provide information as to the quality of the academic journal. These determinations are often hotly contested within disciplines. What one considers a top journal in the field varies considerably by theoretical perspective and by geography. The providing of a journal description to the FPC may actually make the personnel process divisive if the reader of the Form C disagrees with the characterization of the journal. For example, in criminology, the top journals Americans tend to tout (quantitative) would not be the same English-language journals that people in Europe would hold as the best (qualitative work). In fact, John Jay's Distinguished Professor Jock Young has recently pointed out that there are at least two criminologies operating at the same time and articles published in one camp's journals would be flat-out rejected in the others' and vice versa. In particular, rejection rates and citation counts are also problematic, as it is not clear they measure a person's success given their particular specialization. Some topics or perspectives or methodologies aren't considered in the mainstream of a field even though the work in these areas is excellent and moves the field forward. She said she recently deliberately published in a "lower-tier" journal because she knows its editors are working hard to make sure historical criminology/criminal justice gets published and she had a historical article. In terms of rejection rate and citation, perhaps the numbers would look bad for her, she said, but given the methods she used and the people she wanted to reach, she published in the right place.

Another Senator said she does not think the standards effectively represent interdisciplinary fields, where the journals are necessarily smaller and may, therefore, have less "impact" in the ways that are being measured here. Additionally, the measurements being used to define a journal's impact are based on the mainstream journals of the major fields. This proposed requirement will work against scholars doing cutting edge work in their field, as the most innovative and creative work is, by definition, transgressive and not in the mainstream journals (i.e. CUNY Distinguished Professor Michelle Fine: of her most recent articles listed on the CUNY Graduate Center website, four-fifths are in more esoteric, potentially lower impact journals. Would these not count for her?. If we adopt these narrow guidelines John Jay will end up as a college of intellectual mediocrity where only those doing tried and true research flourish. Radical and innovative research will be seen as risky and potentially hazardous to tenure/promotion. One possible alternative, she said, could be if a journal's impact is also measured by the composition of its editorial board. After all, they would be the reviewers of papers. This would enable esoteric, smaller or/and interdisciplinary journals to be included as legitimate sites for publication. She also asked about invited papers to either journals or conferences? These are not peer reviewed yet to be an invited speaker or to be invited to write a paper or commentary for a journal is a sign of professional status and respect. For her area of psychoanalysis, cultural theory and in some gender studies journals, invited speaking and commentaries are a significant sign of professional recognition, as important as peer reviewed papers and presentations.

Another Senator said that it seems that the proposed revisions may be to pass on the responsibility of providing information pertaining to the "quality" through "objective criteria," of publications onto the candidate. This is a reasonable expectation. Candidates should provide as much pertinent information about the quality and caliber of the publications that publish their work. It seems that the consensus brought up by various senators pertains to the seemingly unyielding focus of providing "objective criteria." For many senators, the inclusion of the need for "objective criteria" data is an unfair expectation, given that it is not the norm in many disciplines. It should be known that many fields and subfields (including disciplines in humanities and social sciences, multi-disciplinary, and inter-disciplinary research areas) do not have this type of information readily available. Furthermore, many well-established journals do not maintain such data.

Another Senator said that to the extent the reorganization of Form C is a way of raising research standards at the college, it's unwarranted. Requiring candidates to describe the prominence of the journal they are publishing in, its acceptance rate, the number of times the candidate's article is cited, etc., is clearly an attempt at raising the quality of research. Raising standards is in and of itself a laudable goal. However, more stringent tenure requirements will not further that goal. With a heavy teaching load and considerable service expectations, untenured faculty already work very hard at maintaining a balance and focus on their own research. Pushing them harder will only push them into the market. Institutions with much higher ranking than ours require less for tenure. For a college like John Jay to have a very high bar for tenure will also make it a lot less attractive to potential job candidates. If we are indeed serious about raising standards, then we need to be more supportive towards our faculty and

struggle for better work conditions. If there are any data on institutions with comparable teaching load that have enhanced their research profiles simply by raising tenure requirements, then that needs to be publicized. If such data are unavailable, then this approach needs to be rethought. Furthermore, the Senator said she has heard discussions around this issue and some of the popular ideas need to be refuted. Apparently, the thinking is that with 24 hours of release time our untenured faculty have the same work conditions as fellow colleagues in Research 1 institutions and therefore it is fair to demand the same amount of productivity from them; this is not really true. At a typical Research 1 institution, faculty come in with a 2-2 load, a reduced load for the first year or two and a paid semester off, usually in their third year. That's 20 courses in the first 6 years as opposed to 34 at John Jay. Additionally, Research 1 institutions are able to offer much more support for travel, equipment, etc and have superior libraries and labs. And because research (rather than teaching) is prioritized in such institutions not only in the first 5 years but throughout people's academic career, it creates a very different culture, one much more conducive for intellectual production. The release time from 8 courses in 5 years does not even begin to compare. So expecting the same level of productivity is simply unfair.

Finally, it is understood, I imagine, that our contract specifically regulates that contractual release time should not be tied to increased research expectations. In a sense the proposed reorganization of our Form C is a violation of the spirit, if not the letter, of the contract.

Another Senator noted that it appears that more journals, (at least in his area) are requiring a fee for publication of peer reviewed articles. He said that in March of 2010, he went online and came across the "Open Addiction" Journal. After receiving a letter of acceptance of the article, an invoice for \$800 was emailed to him for the publication of the article. He declined the offer to have the article published. He discovered that the practice of fee for publication is becoming common in his area of drug research and, perhaps, others. For example, the online journal "Addiction Research" also requires a fee. This practice should be known by the College FPC and the Administration for obvious reasons

Another Senator criticized the proposed requirement that all references to human research work on the Form C would have to include the John Jay IRB number, saying that this is a very problematic issue. He said that while he understands the importance of the IRB and its need to maintain ethical conduct in research, and also the need to protect the interests of the college community, he finds this requirement to be out of context for the Form C, and for personnel action considerations and requirements. IRB should be a completely separate process, he said, adding that he discussed this with several of his colleagues some of whom are already at the rank of full professor, and they all agree that this should not be a requirement. Every project that involves human subjects or requires a waiver of the IRB needs to be brought before the JJ IRB and if one is applying for a grant, as he has done, NIJ and NIH will require an applicant to submit a statement of the IRB procedures. He does not think or believe it is for the College P&B to discuss such important issue (unless someone has been found guilty of violating human research rules).



ATTACHMENT F

JOHN JAY COLLEGE OF CRIMINAL JUSTICE PERSONNEL PROCESS GUIDELINES

Version 3.0

The purpose of this document is to provide guidance to the faculty - both those on personnel committees and those considering or coming up for personnel actions - on the process, document, and assessment criteria involved in the reappointment, tenure and promotion process at John Jay College of Criminal Justice.

The procedures and assessment criteria involved in making academic personnel recommendations and decisions are governed by the Bylaws of the Board of Trustees of City University of New York, including the Manual of General Policy Section on Academic Personnel Practice. The College Charter further defines the structure, composition and responsibilities of the College governance bodies involved in the process, and the responsibilities of the college officials involved at each step in the process.

The document applies to members of the instructional staff in the following ranks: Distinguished Professor, Professor, Associate Professor, Assistant Professor, Instructor, Distinguished Lecturer, Lecturer, Chief College Laboratory Technician, and College Laboratory Technician.

All votes by the Committee on Faculty Personnel on personnel actions are advisory to the President of the College.

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- Bylaws of the Board of Trustees
- Manual of General Policy: Academic Personnel Practice

Downloadable John Jay College Forms

- Form C as a DOC File
- Form C as a PDF file
- Curriculum Vitae Form as a PDF file

I. THE CANDIDATE'S FILE AND THE FORM C

I.A. The File

I.A.1 Before consideration for any personnel action, a candidate must submit to the Provost's Office an updated Form C which summarizes professional activity. A candidate for tenure, certification or promotion must also provide a CV (not required of candidates for reappointment).

I.A.2. The candidate should also submit any other documentation that he/she considers relevant or that is requested by the committee. For particularly voluminous files, the candidate may wish to include a table of contents.

I.A.3. It is ultimately the responsibility of the candidate to put together his/her file so that it most accurately and positively reflects the case for affirmative personnel action(s.)

I.A.4. No material will be permitted to be placed in the candidate's file after the second week of the semester in which the candidate is being considered. However, the Chair shall bring to the attention of the Committee on Faculty Personnel additional appropriate materials provided there is adequate documentation, unless the material or information is seriously adverse to the candidate, in which case see Paragraph II.A.3.

I.B. The Form C

I.B.1. The Form C should clearly state the date of the last personnel action and should include only those materials since the last action or for the previous seven years, whichever is longer. (The CV gives the candidate's entire career.) Candidates for reappointment, early tenure and/ or promotion shall list works released before the tenure track employment at John Jay, but these must be listed

separately in a section following works which were released while at John Jay.

I.B.2. The "Publications" category should be divided and clearly labeled as follows

- Peer reviewed scholarly books
- Peer reviewed articles or equivalent works (such as peer reviewed performances, exhibitions etc.)
- Law review articles
- Peer reviewed book chapters
- Edited books
- Scholarly articles published in non-refereed journals
- Reviews
- Translations
- Other books
- Articles in non-scholarly print (i.e. magazines, newsletters, non-scholarly journals, etc.)
- Reports (in-house, for agencies, etc.)
- Custom published works/self-published works (must be so identified)
- Reprints or performances
- Other scholarly technological products or creative works.

For non-print works, documentation in the form of audio tapes, video tapes, visuals presentations, etc, should be made available in appropriate format in the Provost's Office. The Provost's Office will make these accessible by providing the necessary equipment

E-publications: In general e publications will conform to the categories listed above. The candidate should provide a print-out or a representative facsimile, not just a URL, for any e publications.

Within each sub-category, material shall be listed in chronological order, with the most recent work first. All citations shall be complete, including page numbers. It is the responsibility of the candidate to make sure that the Form C has proper citations.

I.B.3. Candidates are strongly encouraged to review the Form C with the department Chair before forwarding it to the Provost's Office.

I.B.4. The Self-Evaluation section of the Form C should be complete but concise, normally limited to 3 pages or fewer, single-spaced. The candidate's statement should address, but is not limited to, the following topics as appropriate to his or her case:

- the candidate's activities and accomplishments during the previous year, and how those activities and accomplishments contribute to the success of the department and the College;
- the candidate's accomplishments in the three areas of evaluation presented in section III herein: teaching, research and scholarship, and service;
- how the candidate's research and scholarship satisfies departmental or disciplinary criteria explained in II.B.1.c;
- extraordinary circumstances;
- significant aspects of service, research, scholarship or teaching which a reviewer might not otherwise understand;
- when the candidate is being considered for reappointment, an explanation of the candidate's plan or vision for the remaining years before tenure consideration; and
- when a candidate is being considered for tenure or promotion, a summary of accomplishments and contributions since initial appointment at John Jay or since the last promotion..

I.C. Outside Letters of Evaluation

I.C.1. General

I.C.1.a. A minimum of four and a maximum of six outside evaluations must be obtained for candidates for tenure (or certification) and for promotion. The Provost will solicit these letters.

I.C.1.b. The purpose of the outside letters of evaluation is to establish the reputation of the candidate beyond the college community with regard to the relevant criteria by which the candidacy will be evaluated. The letters should speak to these academic qualities specifically, and it is therefore suggested that they be sent to academic persons. Candidates should keep this purpose in mind when proposing persons to write the letters.

I.C.1.c. An evaluator who has direct knowledge of the candidate's teaching, professional activities, etc., may also speak to that. In addition, the letters should specify the nature of the relationship of the evaluator to the candidate.

I.C.2. Selection of Outside Evaluators

I.C.2. a. The candidate and the candidate's Chair shall confer about the names of potential evaluators. If the candidate has an objection to any individual proposed as an evaluator by the Chair, the candidate shall submit that objection in writing to the Chair. The Chair shall forward the names of four to six potential evaluators, who have agreed to act as potential evaluators, to the Provost. If the Chair decides to forward the name(s) of any individual(s) to whom the candidate objected in writing, the letter of objection shall be attached to the outside evaluator's letter in the candidate's file.

I.C.2.b. If the candidate is a department Chair, then the Provost, in consultation with the department Personnel and Budget Committee, will supply the list of names normally supplied by the Chair.

I.C.2.c. Candidates and chairs are discouraged from proposing members of the John Jay College faculty as potential evaluators. In addition, names of evaluators should not include relatives or co-authors of the candidate. The evaluation letters are not to be letters of personal recommendation, but assessments of the scholarly quality and quantity of the candidate's work as it bears on the action for which the candidate is being considered. Candidates should know that letters of evaluation written by former professors of the candidate are usually weighted less favorably than letters of evaluation from others.

I.C.2.d. Evaluators from within CUNY:

- Tenure: Some letters must be from evaluators who are outside the CUNY system, although it is permissible for some to be from within CUNY.
- Promotion to Associate Professor: It is strongly suggested that at least two evaluators be from outside CUNY, as the burden is on the candidate to show that his or her qualities are "respected outside his/her immediate academic community."
- Promotion to Full Professor: The burden is on the candidate to demonstrate "an established reputation for excellence in teaching and scholarship in his/her discipline." Therefore it is suggested that no more than one letter be from within CUNY.

I.C.2.e. The Provost's Office will send requests for evaluations to all of the proposed evaluators around April 1. These letters will ask for a response by a stated deadline as to whether or not the person is willing to do the evaluation. Upon receipt of a positive response, the candidate's packet will be sent to the evaluator. This should be no later than the third week in April. The evaluators will be requested to return their evaluation letters by July 1. When a candidate is coming up for two actions, e.g., reappointment and promotion, or tenure and promotion, the evaluators will be asked to comment on both actions in the same letter.

I.C.2.f. The candidate and the Chair should be notified immediately if either the proposed evaluator declines to write an evaluation or the letter of evaluation has not reached the Provost by August 1.

In either case, a substitute will be solicited by the Provost from the Chair in consultation with the candidate.

I.C.2.g. Material sent for evaluation is that produced since the last personnel action, or for the prior five years, whichever is longer. The selection of the material to be sent to the evaluators shall be made by the candidate subject to final approval by the Provost. The package shall include a list of the material sent. A copy of the list shall be in the candidate's file.

I.D. The Annual Conference and Annual Conference Memorandum

I.D.1. The Chair drafts the Annual Evaluation Conference Memorandum and provides a copy to the candidate. The Annual Evaluation Conference takes place, after which the Chair finalizes the Memorandum and provides a signed copy to the candidate. The candidate must sign the memorandum, indicating that the candidate has read the memorandum and that the candidate understands that he or she may attach a statement containing comments and/or rebuttals. The Memorandum, along with any comments and/or rebuttals, is placed in the candidate's official file.

I.D.2. The Annual Evaluation Conference Memorandum is an appropriate place for the Chair to assess the accomplishments and activities of the candidate, and the assessment might include but is not limited to the following topics and issues:

- the candidate's activities and accomplishments during the previous year, and how those activities and accomplishments contribute to the success of the department and the College;
- the candidate's accomplishments in the three areas of evaluation presented in section III herein: teaching, research and scholarship, and service;
- how the candidate's research and scholarship satisfies departmental or disciplinary criteria explained in II.B.1.c;
- extraordinary circumstances;
- significant aspects of service, research, scholarship or teaching which a reviewer might not otherwise understand; and
- when the candidate is being considered for reappointment, an assessment of the candidate's plan or vision for the remaining years before tenure consideration. .

II. THE PERSONNEL PROCESS

II.A. General Guidance about the Process

II.A.1. Those portions of all meetings of Departmental, Review and College Personnel Committees at which personnel actions are discussed are considered confidential. Members of the Committee on Faculty Personnel should be aware that discussing candidates outside Department Personnel, Review Committee and College Personnel meetings is not permitted and is considered by the College to constitute misconduct. The Board of Trustees, in the Manual of General Policy: Academic Personnel Practice, has stated with respect to confidentiality:

We likewise believe that it would be professional misconduct for a member of a P&B committee to disclose the substance or even the nature of the discussion at the P&B meeting. As far as the actions of a Department and /or its committees in respect to a candidate are concerned, only the Chairman of the Department should be empowered to discuss these actions with a candidate. As far as the actions of the college P&B committee, with respect to a candidate are concerned, only the president of the college or his designee should be empowered to discuss these actions with a candidate.

II.A.2. Only information contained in a candidate's file shall be considered in committee discussions or used in the evaluation of a candidate at any level, whether by the Department, Review, or College committees.

II.A.3. Once a file is closed, (See Paragraph I.A.4) if any member of the P&B committee becomes aware of seriously adverse information about a candidate not contained in the personnel file, he or she should immediately bring the matter to the attention of the department chairperson, who should contact the college's legal designee for guidance as to a) whether the information should be placed in the file; and b) what procedure if any should be followed.

II.A.4. Members of any departmental, review or College personnel committee must recuse themselves from any deliberation or vote when the case might create an impression that the candidate would improperly influence him or her or unduly enjoy his or her favor, or that the member is affected by the kinship, rank, position or influence of the candidate.

II.A.5. The specific votes taken in a candidate's case, whether at the Department Personnel and Budget Committee, a Review Committee of the Committee on Faculty Personnel, or at the Committee on Faculty Personnel, shall not be discussed with or disclosed to the candidate or any other person not having official access to the record of the case.

II.B. Department Personnel Committees

II.B.1. Department Personnel Committees meet in early September to vote on a candidate's reappointment, certification, tenure, or promotion, based on a review and discussion of the candidate's file. Each member of the Department Personnel Committee is obligated to review the entire official file of the candidate. The official file is in the Provost's Office.

II.B.2 The Department Personnel Committee may invite candidates to meet with the Committee, but such a meeting is at the discretion of the Committee.

II.B.3. As soon as possible, the department Chair will inform the candidate as to whether the Department Committee vote was negative or positive and the substance of the Committee's discussion. Actual vote counts shall not be communicated to the candidate. No other member of the committee is to discuss the Committee action with the candidate and it is not appropriate for candidates to request such discussion with any members of the Committee. The Chair shall offer appropriate guidance to the candidate consistent with section III.

II.B.4. If the vote of the department is not affirmative, the candidate must decide and inform the Chair as to whether to proceed with consideration of the case by the Committee on Faculty Personnel and its review committees.

II.B.5. The Department vote becomes incorporated into the candidate's file for the next committee level, the Review Committee. It is therefore imperative that Department Personnel Committees meet according to schedule so that the works of the Review Committee(s) will not be delayed.

II.C. Review Committees of the Committee on Faculty Personnel

Following action by departmental Personnel Committees, candidates' files are subject to review by the Review Committees of the Committee on Faculty Personnel, which is a College-wide committee.

II.C.1. Review Committees are subcommittees of the Committee on Faculty Personnel. Subject to II.C.3 below, there shall be three Review Committees: a Reappointments Review Committee, a Tenure Review Committee, and a Promotions and Waivers Review Committee.

II.C.2. The Provost shall make assignments to the Review Committees before the end of the academic year following departmental elections in May. In assigning faculty to the Review Committees, the Provost shall to the degree possible assure that each review committee reflects diversity of disciplinary perspectives and provides for reasonable rotation of committee assignments.

Personnel Committee members who do not hold the rank of Associate Professor or Professor shall not be assigned to the Promotions Review Committee.

II.C.3. The Provost shall fairly distribute workload or reassign workload among existing committees provided that similar actions are considered by the same committee.

II.C.4. Multiple actions: When a candidate is coming up for two actions, e.g., reappointment and promotion, or tenure and promotion, the two actions will be considered completely separately with no communication between the two relevant Review Committees.

II.C.5. Candidate files will be assigned at random to at least two faculty members on the Review Committee for presentation before the Committee. Members of the Review Committee shall not present candidates from their own departments.

II.C.6. The assigned presenters are responsible for a complete and thorough reading of each candidate's file. These assigned presenters will, independently of each other, present an evaluation of the candidate to the Review Committee. The presentation of the candidate at the Review Committee shall be an independent one, based solely on the candidate's file and without consultation or discussion with anyone else on or off the committee.

II.C.7. While only the two presenters are responsible for a complete and thorough reading of the file, all members of a Review Committee are obligated to review the files of all candidates who come before the Committee.

II.C.8. Candidates will be presented in alphabetical order by department and by name. In the Promotions Review Committee, candidates for promotion to Associate Professor will be considered first, followed by candidates for promotion to Full Professor.

II.C.9. Any discussion of the action or the candidate outside the Review Committee constitutes a breach of confidentiality. If any problems or questions arise from a study of the material in the file, these should be presented only at the Review Committee and not discussed beforehand.

II.C.10. Chairs of candidates being considered by the Review Committee will be alerted by the Review Committee Chair to be available in case they are needed to provide information to the Committee. If any member of the Review Committee needs questions answered or points clarified about any candidate, the Chair of the candidate's department will be invited to appear before the committee. When the candidate him/herself is the Chair, the Department Personnel Committee shall elect a member of the Department Personnel Committee who will appear in lieu of the Chair.

II.C.11. When there is one or more negative votes or abstentions at the department level, the Chair of the department must meet with the Review Committee to comment on the department vote. When the candidate him/herself is the Chair, the Department Personnel Committee shall elect a member of the Department Personnel Committee who will appear in lieu of the Chair.

II.C.12. The Chair of a candidate's department, whether a member of the Review Committee or called in by the Committee, will not make a presentation to the Review Committee, nor be present for discussion of the candidate by the Review Committee. A candidate's Chair or an at-large member from the candidate's department if a member of the Review Committee will be asked to leave the room during the discussion of their department's candidate, and they will not vote on the candidate. In the case of joint appointments, this will apply to both Chairs.

II.C.13. The three at-large faculty members of the College Personnel & Budget Committee, who are elected by the full-time faculty, shall be tenured, with a minimum rank of associate professor.

II.C.14. As soon as possible, but in any case prior to the next meeting at which the candidate will be considered, the Chair of the Review Committee will inform the department chair as to the Review

Committee's vote and the substance of the discussion including the issues raised.

II.C.15. As soon as possible, the department Chair will inform the candidate as to whether the Review Committee vote was negative or positive and the substance of the Review Committee's discussion. Actual vote counts shall not be communicated to the candidate. No other member of the committee is to discuss the Review Committee action with the candidate and it is not appropriate for candidates to request such discussion with any members of the Committee. The Chair shall offer appropriate guidance to the candidate consistent with section III.

II.D. Committee on Faculty Personnel

II.D.1. All personnel actions are submitted to the Committee on Faculty Personnel for a vote. Both Fall and Spring meetings of the Committee on Faculty Personnel should be scheduled well in advance, no later than the third Monday in June so that they do not conflict with other college business, so that people can make their academic year plans accordingly, and so that there is maximum attendance at these meetings. A sufficient number of meetings shall be scheduled well in advance to handle all regular business and possible appeals.

II.D.2. For both Fall and Spring meetings, the Provost's Office shall send notices of meeting dates and the list of candidates to all members of the Committee, including the at-large members. Meetings of the Committee on Faculty Personnel should not be cancelled or rescheduled except in emergencies. All Committee members should be made aware of their obligation to stay for the entire meeting.

II.D.3. A quorum consisting of at least 85% of the members must be present to conduct business, so that a Candidate's vote is not adversely affected by absences. A case may be considered with the consent of the candidate's chair if 80% of the members are present, upon a two-thirds affirmative vote of those present.

II.D.4. Robert's Rules of Order, Revised will govern the proceedings of the Committee on Faculty Personnel and the Review Committees except as follows:

II.D.4.a. Members of the Committee on Faculty Personnel shall not make a motion to call the question when the Committee is considering individual personnel actions. If such a motion is introduced, the Chair shall rule the motion out of order. Full and unimpeded discussion and debate are imperative.

II.D.5. The Process of Consideration of Cases

II.D.5.a. Departmental and Presidential initial appointment actions are reported to the Committee on Faculty Personnel in a report which is periodically updated and circulated to the members. On request by any member, a case will be placed on the agenda of the Committee on Faculty Personnel for further consideration.

II.D.5.b. In any case where tenure reciprocity (based on tenure earned at another academic institution) is to be granted with the initial appointment, the candidate's CV will be circulated. On request by any member, the case will be placed on the agenda of the Committee on Faculty Personnel for consideration and vote.

II.D.5.c. The Committee on Faculty Personnel formally votes (ratifying the determinations made in II.D.5.a and II.D.5.b above) on all initial appointments during the first meeting of the subsequent Fall semester.

II.D.5.d. The five-year reappointment and tenure clock applies to tenure-track faculty members whose tenure-track service at John Jay began **before** the Fall of 2006 and those hired effective Fall,

2006 who elected the Five Year Tenure Clock. The following mode and schedule applies:

5-Year Tenure Calendar

Service Year (during which the action takes place)	1	2	3	4	5	
Action involves appointment to indicated year:	2	3	4	5	6 w/ tenure	
Reappointment Committee completes full presentation in cases of departmental action including a negative vote or abstention, and votes on all cases.	X	X				
Reappointment Committee full presentation and vote on each case				X	X	
Tenure Committee full presentation and vote on each case				X	X	
Committee on Faculty Personnel completes full presentation in cases with departmental or review committee action including a negative vote or abstention.	X	X	X			
Committee on Faculty Personnel reviews and votes on each case	X	X	X	X	X	X

II.D.5.e. The seven-year reappointment and tenure clock applies to tenure-track faculty members whose tenure-track service at John Jay began **beginning or after** the Fall of 2007 and to those whose tenure track service began in Fall 2006 who elected the seven year clock. The following mode and schedule applies:

7-Year Tenure Calendar

Service Year (during which the action takes place)	1	2	3	4	5	6	7	
Action involves appointment to indicated year:	2	3	4	5	6	7	8 w/ tenure	
Reappointment Committee completes full presentation in cases of departmental action including a negative vote or abstention, and votes on all cases.	X	X	X					
Reappointment Committee full presentation and vote on each case				X	X			
Tenure Committee full presentation and vote on each case					X	X		
Committee on Faculty Personnel completes full presentation in cases with departmental or review committee action including a negative vote or abstention.	X	X	X		X			
Committee on Faculty Personnel reviews and votes on each case	X	X	X	X	X	X	X	X

II.D.6. The order of consideration of candidates will be as follows:

- collective consideration of reappointments without any negative votes from Departmental Personnel Committee, as specified in the Tenure Calendar tables below, and provided that any member may call for individual consideration of individual cases;
- individual consideration of all other reappointment candidates; considered by rank;
- individual consideration of tenure candidates; considered by rank;
- individual consideration of candidates for promotion to Associate Professor; and
- individual consideration of candidates for promotion to Full Professor.

II.D.7. Candidates for action within each group will be presented in department alphabetical order, and by alphabetical order within each department. Reverse alphabetical order may be used upon a

majority vote of those present. With the exception of first and second year collective reappointments, a candidate's Chair has the right to make the first presentation of a candidate, followed by a presentation by the Chair of the appropriate Review Committee who summarizes the discussion of the Review Committee. When the candidate for a personnel action is a department Chair, the candidate may select any other faculty member of the Committee on Faculty Personnel to act in lieu of the Chair in presenting the candidate's credentials to the Committee on Faculty Personnel.

II.D.8 Faculty members of the Committee on Faculty Personnel who hold the rank of Assistant Professor, or a lower rank, may not vote on candidates for appointment or promotion to Professor.

II.D.9. An absolute majority (50 percent +1 of the full P membership) is required for an affirmative recommendation to the President, but in reporting votes of the Committee on Faculty Personnel to the members of the Committee, the actual percentage of the yes and no votes shall be provided along with the numbers.

II.D.10. All candidates for reappointment, tenure or certificate of continuous employment and/ or promotion who receive a negative vote, regardless of size of the vote of the Committee on Faculty Personnel, have the right to appeal to the Committee.

II.D.11. Notification of Candidates: Candidates will be notified by their department Chairs of the decision of the College Personnel Committee; the candidate is not to be told the actual vote.

II.D.12. Promotion and/ or early tenure candidates may withdraw at any point in the personnel process. Early tenure candidates who receive a negative vote at any stage in the consideration of their candidacy shall be voted on a second time on the question of their reappointment. When a candidate withdraws, votes taken up to that point remain part of the file.

II.D.13. Appeals process: Appeals of Committee on Faculty Personnel decisions shall be scheduled by the Provost. Appeals shall be scheduled during one of the dates established for meetings of the Committee on Faculty Personnel well in advance. Candidates appealing decisions of the Committee on Faculty Personnel shall have the right to make a 15 minute statement. All candidates who have exercised their right to appeal to the Committee on Faculty Personnel, or who have been denied the right to appeal to that Committee, have the right to appeal directly to the President.

II.D.14. Ultimately, the recommendations for reappointment, tenure, certification and promotion of the Committee on Faculty Personnel are approved or disapproved by the President, who decides which recommendations to forward to the CUNY Board of Trustees. The final decision is that of the Board of Trustees.

II.D.15. When the president is unavailable for a scheduled meeting of the Committee on Faculty Personnel, the Provost shall preside in her/ his place.

III. GUIDANCE FOR CANDIDATES AND PERSONNEL COMMITTEES

III.A. General Guidance for Candidates

The criteria used in making personnel recommendations and decisions are governed by the Bylaws of the Board of Trustees of City University of New York, including the Manual of General Policy Section on Academic Personnel Practice. The purpose of this section is to provide guidance to the faculty - both those on personnel committees and those considering or coming up for personnel actions - on the factors they should take into account in demonstrating and assessing whether the criteria have been met.

Demonstrating professional and collegial behavior is a material factor in the assessment of a candidate's case. The Bylaws of the University (Section 11.7.B) further state: "...*the candidate must have demonstrated satisfactory qualities of personality and character, ability to teach successfully, interest in productive scholarship or creative achievement and willingness to cooperate with others for the good of the institution.*"

With respect to longevity and seniority as a factor in promotion, it is not the length of time in rank, but rather the quality of work since the last promotion that is germane. The Bylaws of the University (Section 11.7.B) state: "*Longevity and seniority alone shall not be sufficient for promotion.*"

For the first and second-year reappointments, candidates are expected to have made some progress toward meeting the requirements for tenure relative to their time of service at the College. For third and subsequent reappointments, candidates are expected to have made significant progress toward meeting the requirements for tenure relative to their time of service at the College.

In considering individual cases extraordinary performance in one or more areas can sometimes compensate for lesser or perceived lesser contributions in another area

III.B. Teaching

III.B.1. The two criteria most frequently used in evaluating teaching effectiveness are student evaluations (written comments as well as numerical evaluations) and departmental peer observations. In addition, the Personnel Committee may wish to consider other evidence relating to a candidate's success in teaching including:

III.B.2. Activities which may be presented in making the case for clear evidence of the individual's ability and diligence as a teacher (for the granting of tenure) continued effectiveness in teaching (for promotion to Associate Professor) or an established reputation for excellence in teaching (for promotion to Full Professor), include but are not limited to the criteria discussed below.

- developing of new and well received courses and innovative pedagogy (relevant syllabi should be included in the file). In evaluations for tenure and promotion, a candidate's instructional materials and techniques are considered to be scholarly work when they incorporate new ideas or scholarly research. Otherwise they are examined within the criteria of teaching;
- exhibiting teaching range and vitality by the number and variety of courses taught;
- attending and participating in faculty development programs;
- sponsoring of students for awards, scholarships, student competitions; inclusion of writings in John Jay's Finest, etc.;
- advising for theses, CUNY BA, independent studies, (Theses are available in the Library; independent study papers to be available in the office of the Dean of Undergraduate studies.);
- receiving professional recognition for teaching in form of awards, professional honors;
- seeking grants promoting research opportunities for students and addressing student concerns (grant application/narrative must be in the file);
- advising students (beyond major advisors who get released time for this);
- participating in the programs offered by the Center for the Advancement of Teaching;
- mentoring and supervision of adjuncts;
- mentoring undergraduate and graduate students (including both masters and doctoral students) in scholarly and professional activities;
- development of effective techniques for teaching and educational support;
- contributing to publication in pedagogical journals, outreach to other educational institutions.
- demonstrating the use of outcomes assessment strategies to measure student learning;
- use and incorporation of technology in teaching; and
- compliance with formally adopted and promulgated teaching policies and practice expectations of the College and of the department and programs in which the candidate teaches.

III.B.3. It is important for department Chairs to incorporate these factors in their annual evaluations as one way of making them part of the Candidate's personnel file.

III.B.4. Factors which might negatively affect a personnel action and suggest that a candidate needs to pay more attention to his/her teaching are:

- below average student numerical evaluations for the discipline and course involved, or consistently negative written comments;
- peer observations indicating less than effective competence/interest in teaching;
- inattention to persistent problems in teaching/ lack of co-operation meeting departmental scheduling needs (for example, day/night teaching schedule.)
- being unavailable to students during posted office hours;
- a record of coming late to class, leaving early, giving finals early etc. as this is registered in writing to the Chair or dean; and
- late submission of grades or inattention to incompletes.

III.B.5. Grade reports: To help inform discussion of student evaluation scores of faculty, grade distribution statistics for all faculty must be available for reference by all personnel committees.

III.C. Research and Scholarship

III.C.1. General Criteria

III.C.1.a. Research/publication is expected to be related to the candidate's field, and make a contribution to scholarship. In the creative and educational fields, as per the by-laws, forms of excellence other than scholarly print publication are recognized. For non-print works, documentation in the form of audio tapes, video tapes, visual presentations, etc., should be made available in appropriate format in the Provost's Office. The Provost's Office will make these accessible by providing the necessary equipment. These works will be judged by the same criteria listed below for scholars.

III.C.1.b. Publications submitted in support of an application are to be in published form (with the exceptions for creative artists noted above), or in galleys or page proofs. Works not at that stage should not be listed as publications, but as Works in Progress. (For a journal article, if galleys are not available an acceptance letter from the editor of the journal would be acceptable.)

III.C.1.c. It is recognized that different disciplines have different criteria by which to assess excellence, such as the role of multiple authorship and the length of articles, or the value and nature of the candidate's artistic works. It is the responsibility of the candidate's chair, in developing the annual evaluation, to assess how the candidate's research and scholarship satisfies criteria of the candidate's department and discipline.

III.C.1.d. General criteria for promotion to Associate Professor are stated in the by-laws. In addition to the qualifications required of an Assistant Professor, an Associate Professor must "possess a record of significant achievement in his/her field or profession, or as a college or university administrator. There shall be evidence that his/her alertness and intellectual energy are respected outside his/her own immediate academic community.

III.C.1.e. General criteria for promotion to Full Professor are stated in the by-laws. The bylaws require of a Full Professor, a "record of exceptional intellectual, educational, or artistic achievement and an established reputation for excellence in teaching and scholarship in his/her discipline" The burden is on the candidate to demonstrate that excellence by a substantial and ongoing quantity and quality of research/publication.

III.C.2. Guidelines for judging scholarship: Granting tenure as Assistant Professor

For tenure as an Assistant Professor peer reviewed scholarship in the form of articles, creative works appropriate to the discipline, a book or their equivalent are generally the best way to demonstrate scholarly achievement. Faculty approaching a tenure decision should recognize that evidence of scholarly production is important and that materials that have not been accepted for publication will be given little or no weight. The publication of a doctoral dissertation, in itself, as a book or as a series of refereed articles without significant expansion and/or development will generally not be sufficient for tenure. Rather, it should be demonstrated to be a part of an ongoing program of research and scholarship.

III.C.3. Guidelines for judging scholarship: Promotion to Associate Professor

As stated in the By-Laws an Associate Professor must "possess a record of significant achievement in his/her field or profession, or as a college or university administrator. There shall be evidence that his/her alertness and intellectual energy are respected outside his/her own immediate academic community."

The expectations for candidates for promotion to Associate Professor are, of course, not as rigorous as those for subsequent promotion to full Professor. Candidates for promotion to Associate Professor can demonstrate significant scholarly achievement and outside recognition through such publications as a scholarly book, articles in peer reviewed journals based on original research, and other scholarly and/ or professionally recognized publications and activities during the time the candidate has been an assistant professor.

Generally the best way for candidates for promotion to Associate Professor to demonstrate significant scholarly achievement is through publication of peer reviewed articles. As an alternative a scholarly book published by a reputable academic publisher may by itself establish the necessary record of "significant achievement." In the absence of either a scholarly book or peer reviewed articles, other scholarly publications or creative works, a record of presentations at regional, national and international academic conferences or other significant academic contributions from among those listed below for Full Professor may serve to demonstrate the necessary record of scholarly achievement for promotion to Associate Professor. The burden is on the candidate to demonstrate the significance of her/ his contributions in the Form C Self-evaluation section.

III.C.4. Guidelines for judging scholarship: Promotion to or Tenure as Full Professor

III.C.4.a. For scholars (as opposed to creative artists), a scholarly book or the equivalent in scholarly peer-reviewed publications, based on original research is generally expected.

III.C.4.b. To assess the quality of the scholarship put forth by the candidate for promotion to Full Professor, the following will serve as guidelines for evaluation:

- The topic of the publication is significant to the academic community or the discipline involved.
- The research is original and/or the work contains new (original) ideas or significant new interpretations.
- The work meets appropriate scholarly standards: surveys the literature, uses serious methodology, contains complex ideas, moves the field or discipline ahead.
- The publisher has a reputation for scholarly publishing and subjects manuscripts to a pre-publication review process.
- While the length of a piece of work is not, by itself, an indication of quality or its lack, the burden is on the candidate to demonstrate that his/her body of work is "substantial."
- Scholarly or professional reviews, citations of work in the discipline, and scholarly funding are several ways of judging scholarly contribution. If a book has received reviews, either pre- or post-publication, these should be part of the candidate's file. Similarly, citations of one's work

may be noted, both in the self-evaluation part of the Form C and, if desired, in an addendum to Form C called Citations.

If the work, at any stage, has been funded by a scholarly funding agency, a government or private grant, or a practitioner group, this should be noted in the file.

III.C.4.c. For candidates for Full Professor, the term "established reputation for teaching and scholarship" can be demonstrated by publications other than a scholarly book. Guidelines regarding quality will be the same as those asked about a book. In terms of quantity, the equivalent of several substantial scholarly pieces since the last promotion is a general guideline. Work considered appropriate in this category would be:

- book chapters;
- a co-authored book (The nature of the candidate's contribution should be clearly stated in the file);
- scholarly articles (substantial articles published in journals in the candidate's field with a national reputation and external review process);
- edited books (nature of the editing should be clearly stated and address the questions of originality of conception, editor's role in conceptualizing the project, integration of the articles with an introduction, extensive editing, etc.);
- textbooks in the candidate's field (The appropriate weight given to a textbook can be established through evidence in the form of either pre-publication or post-publication reviews attesting to the book's quality, demonstrated familiarity with the literature in the field, and/ or innovative approaches and/ or through a record of adoptions of the text by significant academic institutions and/ or inclusion in major university libraries and/ or through publication of later editions.)
- scholarly and educational grant applications (information on the outcome of the application, and the narratives from the application should be included in the file. For applications that were not funded, the candidate may wish to supply positive reviews).

III.C.4.d. In addition to the above, other evidence of scholarly achievement might include but not be limited to:

- ongoing presentations of scholarly papers at national and regional meetings in candidate's field (to be considered, papers should be included in the file);
- editorship of a scholarly or professional journal;
- positions as discussant or Chair of panel at regional, national or international meetings in the candidate's field;
- papers included in conference proceedings (note if proceedings were refereed)
- professional positions in one's field, i.e. officer of national or regional association;
- leadership in training workshops in candidate's field;
- invited talks in Candidate's field (these should be included in file to be considered),
- special exhibits organized by the candidate;
- organization of scholarly conferences; and
- research notes, published letters to editors of scholarly journals, reviews, newsletter articles, media appearances, etc.
- instructional material or techniques that incorporate new ideas or scholarly research

III.D. Service

III.D. 1. Department, College and University service is recognized as important in considering a candidate for promotion to either Associate or Full Professor, as well as in reappointment and the granting of tenure. The expectation for service increases as one moves up the ranks. While candidates for tenure are expected to demonstrate a commitment to service, candidates for Associate Professor should have an established record of service to the College community and/ or University.

Candidates for Full Professor should have established records of continuing and increasingly significant service to the College and to the outside community.

III.D.2. It is recognized throughout the College that certain activities and committees take a significant amount of time and energy and have a significant impact on the college community. These include (but are not limited to):

- participation on the Faculty Senate and College Council (as department representative or at-large)
- at-large member of the College Personnel and Budget committee;
- participation on the College Curriculum committee and its subcommittees;
- advising of Student Clubs;
- Chairing of various ad hoc committees (such as Middle States)
- college representation in the PSC-CUNY Research Foundation; and
- service as Chair or College administrator.
- leadership and participation in conferences, colloquia, and symposia held at the College or the University participation on the University Faculty Senate

III.D.3. A candidate may offer evidence of pertinent and significant community and public service in support of reappointment. Evidence of such service may include, but not be limited to:

- Service provided to community organizations with purposes broadly related to the mission of the College and the areas of focus of the College's academic programs;
- Service to professional organizations related to the candidate's discipline or area of professional expertise;
- Providing public information and education through the news media;
- Providing public education by appearing in public events, documentaries and other means of public information;
- Service to the Federal, state and local government in special roles such as an advisor, expert, mediator, or compliance monitor; and
- Service as an elected or appointed public official, or as a governance board member for an independent organization, provided that the service can be rendered in a manner that complies with applicable CUNY regulations.

III.D.4. Candidates should clearly document the nature of their service on the Form C, and include it also in the self-evaluation. Any published materials resulting from such service, for which the candidate is responsible; may be included in the file.

III.D.5.. The name of the Chairperson of the committees on which the candidate has served should be noted next to the name of the committee on the Form C. The department Chair will be responsible for contacting the Chairs of those committees for comments on the candidate's contribution. It is appropriate that this information be shared with the personnel committees at each level of the process.

III.D.6. Service thus consists of not merely being a formal member of a committee, but will be evaluated in terms of level of attendance, participation, and contribution.

IV. Timelines

IV.A. General Timetable for Preparation of the Record

For full-time faculty members in professorial titles, and for full-time lecturers, instructors, and college laboratory technicians, reappointment, tenure, appointment, appointment with a Certificate

of Continuous Employment, and promotion are considered by a series of committees. Since the committees - beginning with Department Personnel Committees - meet in early September, the candidate should start organizing his/her material the previous Spring. Promotion candidates are required to have their complete file in the Provost's Office by June 1; reappointment and tenure candidates by September 1. The procedures for obtaining outside letters of evaluation have a separate timetable. (See Section I.C of this document.)

IV.B. Five-Year Reappointment and Tenure Clock

The five-year reappointment and tenure clock applies to tenure-track faculty members whose tenure-track service at John Jay began **before** the Fall of 2006 and those hired effective Fall, 2006 who elected the Five Year Tenure Clock. The following schedule applies:

Service Year	Reappointment For	Form C Deadline	Decision Schedule
1st year of service	2nd year	Early February	Spring
2nd year of service	3rd year	Early September	Late Fall
3rd year of service	4th year	Early September	Late Fall
4th year of service	5th year	Early September	Late Fall
5th year of service	6th year - with tenure	Early September	Late Fall

IV.C. Seven-Year Reappointment and Tenure Clock

The seven-year reappointment and tenure clock applies to tenure-track faculty members whose tenure-track service at John Jay began **beginning or after** the Fall of 2007 and to those whose tenure track service began in Fall 2006 who elected the seven year clock. The following schedule applies:

Service Year	Reappointment For	Form C Deadline	Decision Schedule
1st year of service	2nd year	Early February	Spring
2nd year of service	3rd year	Early September	Late Fall
3rd year of service	4th year	Early September	Late Fall
4th year of service	5th year	Early September	Late Fall
5th year of service	6th year	Early September	Late Fall
6th year of service	7th year	Early September	Late Fall
7th year of service	8th year - with tenure	Early September	Late Fall