

## Faculty Senate Minutes #331

Wednesday, September 17, 2008

3:20 PM

Room 630 T

**Present (39)**: Erin Ackerman, Michael Alperstein, Simon Baatz, Andrea Balis, Adam Berlin, Marvie Brooks, Erica Burleigh, Elise Champeil, Shuki Cohen, Edward Davenport, JoEllen Delucia, Virginia Diaz, Janice Dunham, Marcia Esparza, Beverly Frazier, Gail Garfield, P. J. Gibson, Amy Green, Richard Haw, Maki Haberfeld, Jay Hamilton, Kimberly Helmer, Karen Kaplowitz, Erica King-Toler, Ali Kocak, Tom Litwack, Vincent Maiorino, Evan Mandery, Michael Pfeifer, Tanya Rodriguez, Francis Sheehan, Arthur Sherman, Richard Schwester, Staci Strobl, Robert Till, Shonna Trinch, Roberto Visani, Thalia Vrachopoulos, Valerie West

**Absent (10)**: Teresa Booker, Elton Beckett, Kirk Dombrowski, DeeDee Falkenbach, Heather Holtman, Ping Ji, Allison Kavey, Mickey Melendez, Nicholas Petraco, Raul Romero

**Invited Guest**: President Jeremy Travis

### Agenda

1. Adoption of the agenda
2. Announcements & Information
3. Approval of Minutes #330 of the September 4, 2008, meeting
4. Honorary Degree protocol
5. Discussion of the agenda of the September 24 meeting of the College Council
6. Review of the latest Draft of the John Jay Faculty Personnel Guidelines
7. Phase II update
8. Invited guest: President Jeremy Travis

1. **Adoption of the agenda.** Approved.

## **2. Announcements & Reports [Attachment A, B, C, D]**

Having consulted with the Faculty Senate at its September 4 meeting about the process that is to be followed for faculty proposals for reorganizing and renaming of academic departments, President Travis formalized what was agreed to in a memorandum which he has distributed to the faculty [Attachment A].

In light of the discussion at the Senate's September 4 meeting with Provost Bowers about faculty workload, the Senate Executive Committee has provided the Senate with data about this issue [Attachment B].

The data about the Fall 2007 Freshman Admission Profile for all the CUNY colleges has just been released by the University [Attachment C].

The Office of Enrollment Management has released the Key Fall Enrollment Indicators and Targets at John Jay [Attachment D]

## **3. Adoption of Minutes #330 of the September 4, 2008, meeting**

Minutes #330 of the September 4, 2008, meeting were adopted.

## **4. Honorary Degree protocol**

The Executive Committee had been charged by the Senate at its September 4, 2008, meeting to propose a definition of "henceforth" after the Senate approved the Executive Committee's recommended amendment of the procedures for Honorary Degrees: If an individual is approved for an honorary degree by the Faculty Senate and then by the President of the College and is invited and accepts the offer of the degree but is not able to attend the commencement ceremonies (which is a requirement of the CUNY Board of Trustees), then that approval shall extend **henceforth**, [emphasis added] unless the candidate is deemed by the Faculty Senate to be no longer worthy of an honorary degree because of new actions or new information.

The Executive Committee's proposed definition of "henceforth" is as follows: honorary degree candidates who cannot attend commencement in the year for which they are selected shall be automatically invited again to attend commencement one academic year later.

The Senate approved this revision of the honorary degree protocol by unanimous vote. It will now be submitted to the College Council so the College policy may be officially amended.

## **5. Discussion of the agenda of the September 24 meeting of the College Council**

The agenda includes: election of the members of the College Council Executive Committee; ratification of members elected or appointed by constituency groups to College Council committees; proposals for new courses in literature, art, and gender studies and two new courses in counseling; a proposed new graduate course in CRJ; and a proposed policy on the transfer of credits from the master's in Forensic Psychology and the master's in Forensic Mental Health Counseling.

## **6. Report about and review of the latest Draft of the John Jay Personnel Process Guidelines for Faculty [Attachment E]**

President Kaplowitz reviewed that fact that the 80<sup>th</sup> Street lawyers who vetted the draft John Jay Personnel Process Guidelines for Faculty [Attachment E] will not permit quantitative guidelines, such as our listing, in our submitted document, of four peer-reviewed articles as being required for tenure, because every article is not necessarily equal to every other in quality and also because articles in different disciplines are not necessarily comparable with those in other disciplines; they pointed out that some disciplines have a tradition of single authored articles and other disciplines have a tradition of multiple authored articles (sometimes six or eight or more authors per article). The lawyers at 80<sup>th</sup> Street also required revisions to make clear the restrictions on what department chairs can report to their candidates.

Senator Evan Mandery said that the changes by the CUNY lawyers trend toward giving candidates less rather than more information and this troubles him. Senator Janice Dunham, who has been an at-large member of the College personnel committee several times, said that this is not a major change in policy, that it has always been the practice to not discuss the proceedings of the Personnel Committee and our proposed guidelines just make this practice publically known. Senator Amy Green asked whether the clause about professional misconduct, which was recently added, implies sanctions against a person who revealed the proceedings of the Personnel Committee and, if so, what kinds of sanctions might they be.

There was more discussion of specific questions about the Personnel Process. President Kaplowitz suggested we ask these questions of President Travis when he meets with the Senate later in the meeting as he is the chair of the Faculty Personnel Committee.

## **7. Phase II update**

President Kaplowitz reported that the Phase II Steering Committee, on which she serves, is frustrated and angered by the fact that the architectural firm, SOM, insists on its color scheme

of bright orange for faculty and staff offices and for the classrooms. And they insist on lime green for dining and bathroom facilities. She reported that every John Jay member of the Steering Committee is adamantly opposed to these colors. Unfortunately, she said, CUNY's Vice Chancellor for Facilities, Emma Macari, herself an architect, is equally adamant that the building in its entirety must adhere to the architectural firm's vision and not to the vision or the wishes of the client, which is John Jay.

President Kaplowitz said that she would like to know the Senate's views in the hope that this will help her in her and her John Jay colleagues' resistance to SOM's color choices. She said the orange and lime are extraordinarily ugly and even a compromise burnt orange proposed by SOM is unsuitable in the opinion of all the John Jay members of the Steering Committee.

A motion was made that the Senate rejects the colors of orange and burnt orange for faculty and staff offices and for classrooms and also rejects the color lime for the eating areas and other areas. The motion was adopted by unanimous vote.

A question about the placement of clocks in the classrooms was raised. All complained about the current placement of the clocks above the blackboards and behind the instructor, who is the person who most needs to see the clock in order to pace the class session. A motion was made that the clocks in the new building not be placed behind the instructor and this motion was adopted by unanimous vote. Another motion was then made that clocks be at the back of the classroom, facing the instructor and behind the students; this motion failed by a vote of 5 yes, 22 no, and 0 abstentions. Another motion was made that the classroom clocks be on the side wall of each classroom, so that both students and instructor could view it. That motion passed. President Kaplowitz said she would report this to SOM when the Steering Committee, which includes the SOM team and the CUNY and DASNY officials next meet.

#### **8. Invited guest: President Jeremy Travis**

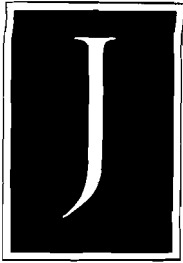
President Travis spoke about the way the financial crisis on Wall Street will affect the College. He said the College is looking at ways to tighten belts in order to have a balanced budget. He said there has been talk at the University about a tuition increase because there has not been one in 7 or 8 years. He noted that we have an October 1st deadline for this year's financial plan.

Senator Marvie Brooks asked how the President's efforts at fund-raising are going. He said the John Jay Foundation Board has set a goal of raising \$5 million for this year as a bridge toward a more ambitious capital campaign. He said we are already half way toward that goal of \$5 million.

Senator Litwack asked whether department chairs or the college president may discuss the Personnel Committee proceedings with a candidate or whether they may report only that a

candidate's personnel action was successful or not successful. President Travis discussed the fine line between confidentiality and faculty mentoring and faculty development.

The meeting was adjourned at 5:15 PM.



JOHN JAY COLLEGE  
THE CITY UNIVERSITY OF NEW YORK  
OF CRIMINAL JUSTICE

ATTACHMENT A

PRESIDENT  
JEREMY TRAVIS

MEMORANDUM

TO: Faculty of John Jay College  
FROM: Jeremy Travis, President  
DATE: September 8, 2008  
RE: Process for considering faculty proposals for reorganization and renaming of academic departments

One of the important developments in the College last year was the creation of new academic departments and newly configured departments that are aligned with the mission of the College. We were able to make these changes because we created a process that allowed faculty to develop proposals for new departments (including reconfigured and renamed departments), debate those proposals, and ultimately bring these proposals through the College's governance bodies. As a result, we have now created the Departments of Art and Music, Protection Management, Philosophy, and Economics; we have reconfigured new departments of Communications & Theater Arts, Public Management, and Counseling; we have also renamed the Department of Latin American and Latina/o Studies. These new departments, newly reconfigured and newly named departments are closely aligned with the curricular mission of the College, have taken responsibility for the development of new majors, and provide opportunities for faculty with related research and teaching interests to come together in common purpose.

I am writing to announce the establishment of a timeline for a similar process this year. Two groups of faculty have been in touch with Provost Bowers and me to express their wish to bring two proposals forward for consideration, one to create a new department, one to rename an existing department. There may well be other proposals that will be put forward.

Our new Charter contains the following language that provides a procedural framework for our deliberations:

"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."

Provost Bowers and I consulted with the Faculty Senate on September 4th and with the Council of Chairs on September 2 and have developed the following timeline and process:

September 8: Announcement to the faculty of the Process for Consideration of Proposals

October 14: Proposals for new departments or reconfigured or renamed departments shall be submitted to Mayra Nieves, Secretary to the College Council.

October 15: Ms. Nieves will circulate proposals to faculty and students.

October 24: If necessary, the Curriculum Committee will meet in special session to consider and vote on proposals referred to it by the President.

October 28: The College will host a Faculty Forum to discuss proposals.

November 5: The Executive Committee of the College Council will consider proposals for inclusion on the College Council agenda.

November 6: The President and Provost will meet with the Faculty Senate to discuss proposals.

November 17: The College Council will review and vote on proposals.

Following the College Council action, I will then forward any proposals approved by the College Council, with my independent recommendations, to the Chancellor and Board of Trustees, consistent with our College Charter.

I appreciate the advice that Provost Bowers and I received from the Faculty Senate and Council of Chairs in establishing these procedures. Should this schedule not provide sufficient opportunity for deliberation, we will make appropriate adjustments. I also encourage individual faculty members who may have questions about this process to consult with their chairs, the deans, faculty leaders, or Provost Bowers. Finally, I remind you that last year Rosemarie Maldonado, Counsel to the President, produced a series of documents setting forth the answers to various questions about seniority, tenure and other questions raised by faculty in considering the reorganization of academic departments. Those documents are available through the Office of Academic Affairs.

Thank you for your attention to this matter. I anticipate that, as was true last year, we will have a full and productive discussion of the issues that are so important to our faculty and the future of the College.

## ATTACHMENT B

### John Jay College 3-Year Trend in Full-time Faculty Instructional Hours

#### % Instructional Hours Delivered By Full-time Faculty\*

Department	Course Level	Fall 2005 % Full-time Hours	Fall 2006 % Full-time Hours	Fall 2007 % Full-time Hours	3 Year Average
AAS	Undergraduate	59%	70%	67%	65%
	Master's			100%	
<b>TOTAL</b>	<b>AAS</b>	<b>59%</b>	<b>70%</b>	<b>68%</b>	<b>66%</b>
	<i>Point Changes</i>		<i>11%</i>	<i>-2%</i>	
ANT	Undergraduate	29%	46%	61%	46%
	Master's	100%	100%	100%	
	Doctoral			100%	
<b>TOTAL</b>	<b>ANT</b>	<b>33%</b>	<b>49%</b>	<b>64%</b>	<b>50%</b>
	<i>Point Changes</i>		<i>16%</i>	<i>15%</i>	
AMP	Undergraduate	44%	47%	43%	44%
	Doctoral	100%		100%	
<b>TOTAL</b>	<b>AMP</b>	<b>44%</b>	<b>47%</b>	<b>43%</b>	<b>45%</b>
	<i>Point Changes</i>		<i>3%</i>	<i>-4%</i>	
CSL/COM	Undergraduate	38%	32%	37%	36%
<b>TOTAL</b>	<b>CSL/COM</b>	<b>38%</b>	<b>32%</b>	<b>37%</b>	<b>36%</b>
	<i>Point Changes</i>		<i>-6%</i>	<i>5%</i>	
ENG	Undergraduate	28%	36%	43%	36%
	Master's	100%	100%	100%	
	Doctoral	100%	100%	100%	
<b>TOTAL</b>	<b>ENG</b>	<b>29%</b>	<b>37%</b>	<b>44%</b>	<b>37%</b>
	<i>Point Changes</i>		<i>8%</i>	<i>7%</i>	
FLL	Undergraduate	44%	45%	45%	44%
<b>TOTAL</b>	<b>FLL</b>	<b>44%</b>	<b>45%</b>	<b>45%</b>	<b>44%</b>
	<i>Point Changes</i>		<i>1%</i>	<i>0%</i>	
GOV	Undergraduate	37%	51%	61%	50%
	Master's	100%	100%	100%	
	Doctoral	100%	100%	100%	
<b>TOTAL</b>	<b>GOV</b>	<b>41%</b>	<b>53%</b>	<b>63%</b>	<b>52%</b>
	<i>Point Changes</i>		<i>11%</i>	<i>10%</i>	



**John Jay College**  
**3-Year Trend in Full-time Faculty Instructional Hours**

**% Instructional Hours Delivered By Full-time Faculty\***

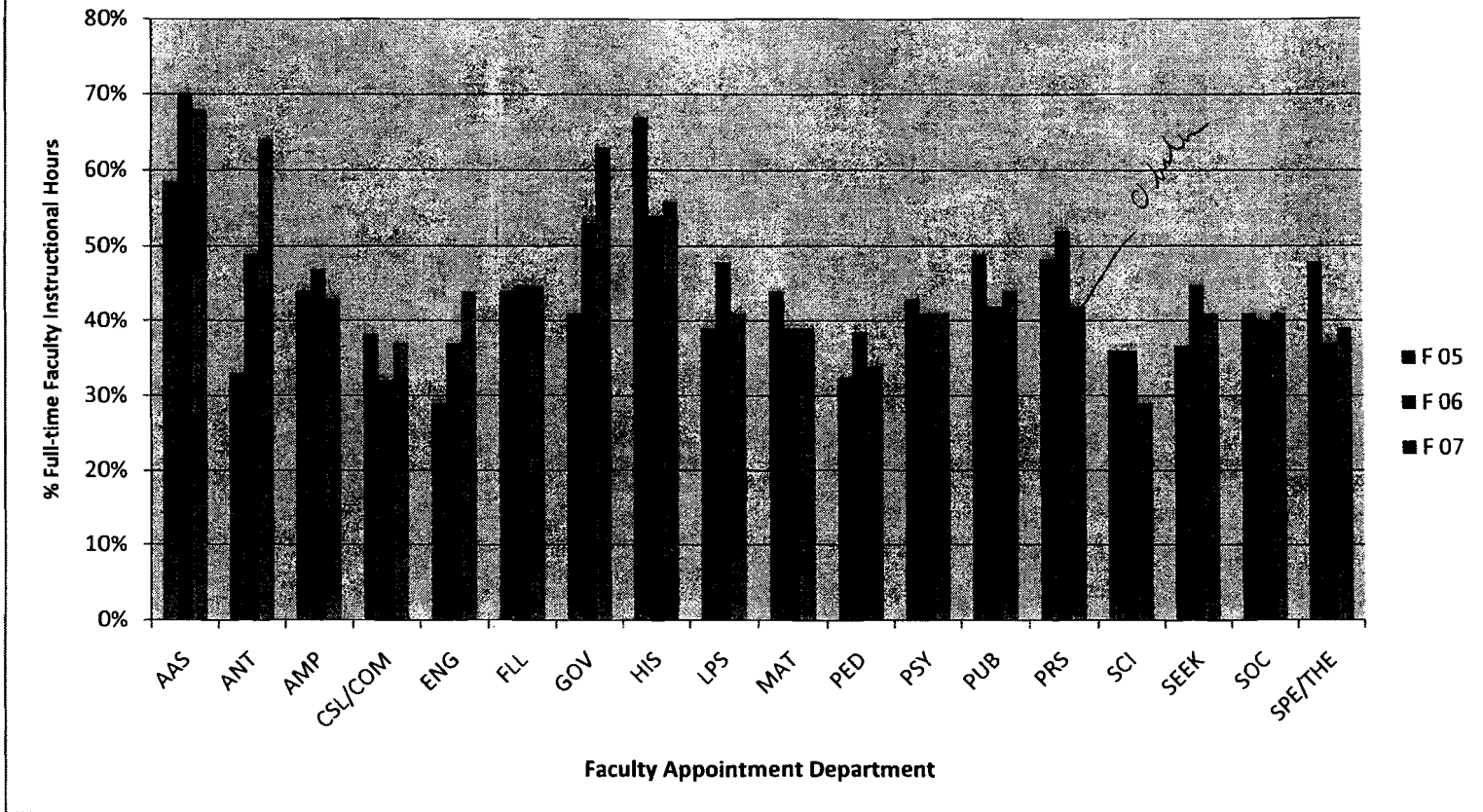
Department	Course Level	Fall 2005 Full-time Hours	Fall 2006 Full-time Hours	Fall 2007 Full-time Hours	3-Year Average
<b>HIS</b>	Undergraduate	65%	52%	54%	<b>57%</b>
	Master's	100%	100%	100%	
	Doctoral	100%	100%	100%	
<b>TOTAL</b>	<b>HIS</b>	<b>67%</b>	<b>54%</b>	<b>56%</b>	<b>59%</b>
	<i>Point Changes</i>		<i>-13%</i>	<i>2%</i>	
<b>LPS</b>	Undergraduate	34%	42%	38%	<b>38%</b>
	Master's	63%	67%	50%	
	Doctoral	100%	100%	100%	
<b>TOTAL</b>	<b>LPS</b>	<b>39%</b>	<b>48%</b>	<b>41%</b>	<b>43%</b>
	<i>Point Changes</i>		<i>8%</i>	<i>-7%</i>	
<b>MAT</b>	Undergraduate	43%	37%	37%	<b>39%</b>
	Master's	100%	100%	50%	
	Doctoral			100%	
<b>TOTAL</b>	<b>MAT</b>	<b>44%</b>	<b>39%</b>	<b>39%</b>	<b>40%</b>
	<i>Point Changes</i>		<i>-6%</i>	<i>0%</i>	
<b>PED</b>	Undergraduate	32%	39%	34%	<b>35%</b>
	<b>TOTAL</b>	<b>PED</b>	<b>32%</b>	<b>39%</b>	
	<i>Point Changes</i>		<i>6%</i>	<i>-5%</i>	
<b>PSY</b>	Undergraduate	29%	29%	35%	<b>31%</b>
	Master's	60%	51%	44%	
	Doctoral	100%	100%	100%	
<b>TOTAL</b>	<b>PSY</b>	<b>43%</b>	<b>41%</b>	<b>41%</b>	<b>41%</b>
	<i>Point Changes</i>		<i>-2%</i>	<i>0%</i>	
<b>PUB</b>	Undergraduate	53%	42%	29%	<b>40%</b>
	Master's	46%	40%	53%	
	Doctoral		100%	100%	
<b>TOTAL</b>	<b>PUB</b>	<b>49%</b>	<b>42%</b>	<b>43%</b>	<b>44%</b>
	<i>Point Changes</i>		<i>-8%</i>	<i>1%</i>	

**John Jay College**  
**3-Year Trend in Full-time Faculty Instructional Hours**

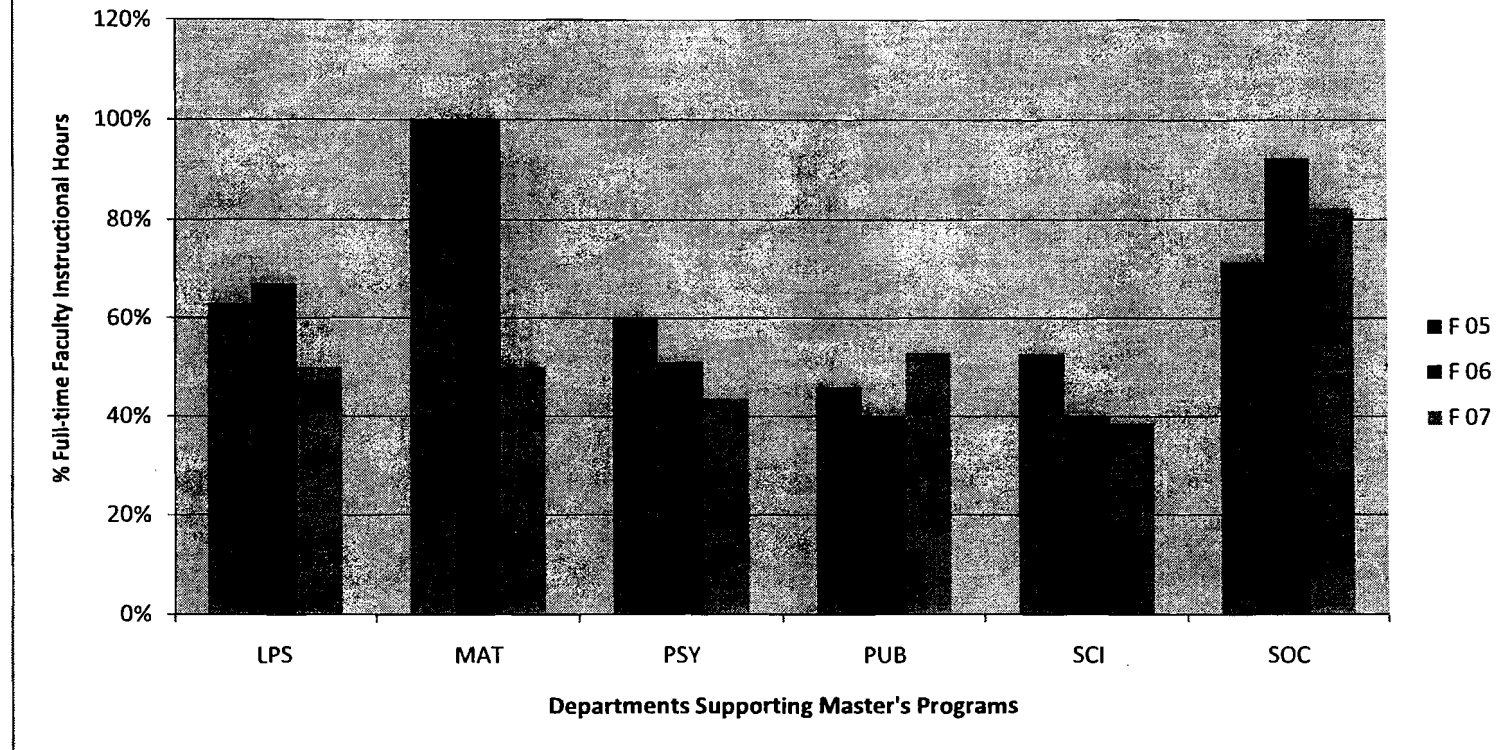
**% Instructional Hours Delivered By Full-time Faculty\***

Faculty Department	Course Level	Fall 2005 % Full-time Hours	Fall 2006 % Full-time Hours	Fall 2007 % Full-time Hours	3-Year Average %
<b>PRS</b>	Undergraduate	48%	52%	42%	<b>47%</b>
<b>TOTAL</b>	<b>PRS</b>	<b>48%</b>	<b>52%</b>	<b>42%</b>	<b>47%</b>
	<i>Point Changes</i>		4%	-10%	
<b>SCI</b>	Undergraduate	34%	34%	28%	<b>32%</b>
	Master's	53%	40%	39%	
	Doctoral	100%	100%		
<b>TOTAL</b>	<b>SCI</b>	<b>36%</b>	<b>36%</b>	<b>29%</b>	<b>34%</b>
	<i>Point Changes</i>		0%	-7%	
<b>SEEK</b>	Undergraduate	37%	45%	41%	<b>41%</b>
<b>TOTAL</b>	<b>SEEK</b>	<b>37%</b>	<b>45%</b>	<b>41%</b>	<b>41%</b>
	<i>Point Changes</i>		8%	-4%	
<b>SOC</b>	Undergraduate	34%	33%	34%	<b>34%</b>
	Master's	71%	92%	82%	
	Doctoral	100%	100%	100%	
<b>TOTAL</b>	<b>SOC</b>	<b>41%</b>	<b>40%</b>	<b>41%</b>	<b>41%</b>
	<i>Point Changes</i>		-2%	1%	
<b>SPE/THE</b>	Undergraduate	48%	36%	38%	<b>40%</b>
	Master's		100%	100%	
<b>TOTAL</b>	<b>SPE/THE</b>	<b>48%</b>	<b>37%</b>	<b>39%</b>	<b>41%</b>
	<i>Point Changes</i>		-11%	2%	

**3-Year Trend in Percent Instructional Hours Delivered by Full-time Faculty in Undergraduate Courses**



**3-Year Trend in Percent Instructional Hours Delivered by Full-time Faculty in Master's Courses  
for Departments Supporting Master's Programs**



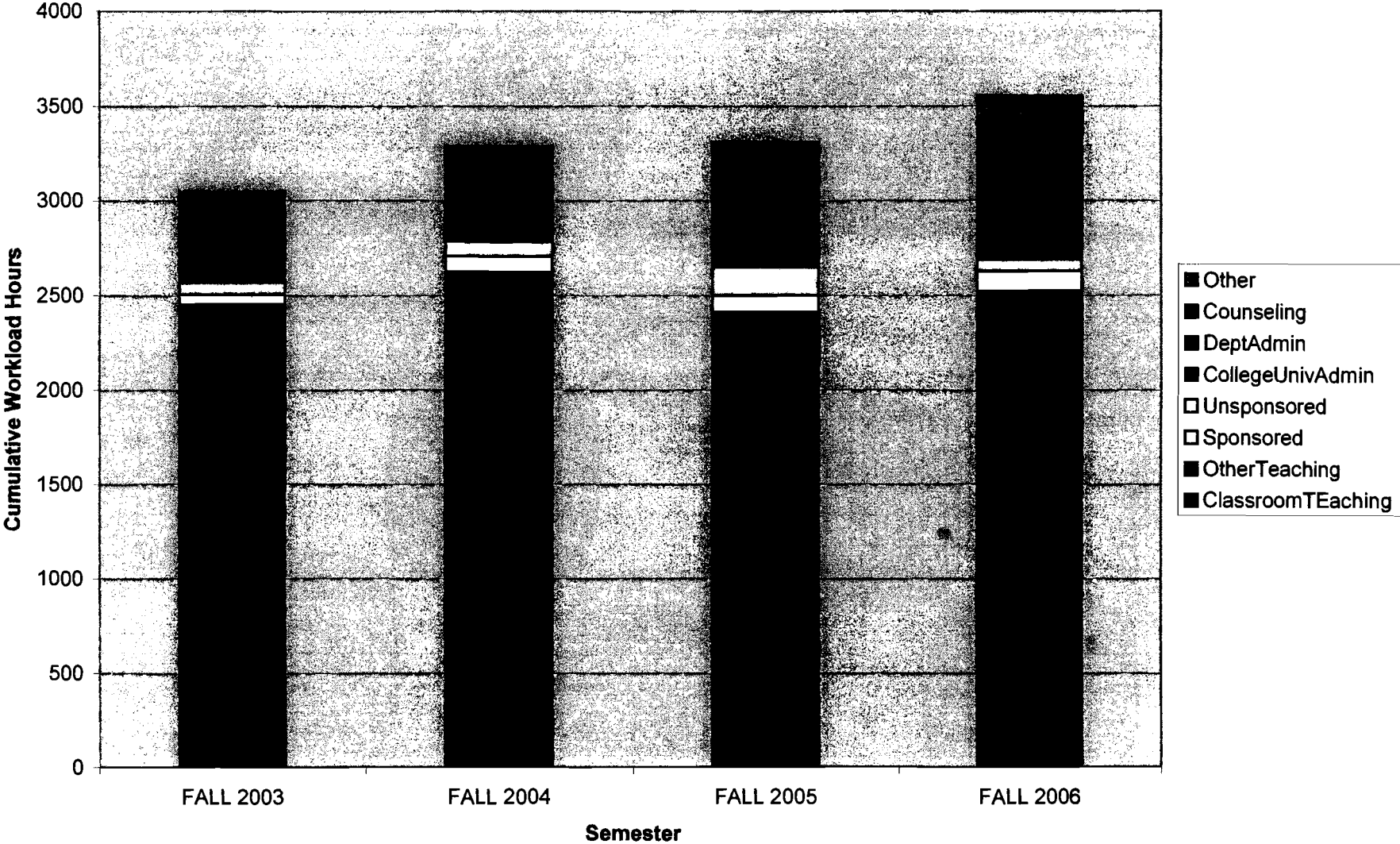
**John Jay College  
3-Year Summary  
Full-time Faculty Teaching Hours**

DEPT	F2004-S2005 Full-time Faculty Mean Teaching Hours	F2005-S2006 Full-time Faculty Mean Teaching Hours	F2006-S2007 Full-time Faculty Mean Teaching Hours	3-Year Average Full-time Faculty Mean Teaching Hours
AFR-AMER	17.0	17.4	16.7	17.0
ANTH	15.0	12.5	15.3	14.3
ART/MUS/PH	17.5	18.2	18.2	18.0
COM SK	12.3	14.3	13.1	13.2
ENGLISH	15.1	13.4	13.5	14.0
FORGN LANG	18.5	19.9	19.2	19.2
GOVT	10.3	11.8	12.0	11.3
HISTORY	14.1	15.0	11.0	13.3
MATH	19.0	18.9	16.6	18.2
P E	13.8	12.8	12.5	13.1
P R STUDIES	17.5	17.4	11.4	15.4
POLICE SCI	16.2	14.2	14.4	14.9
PSYCHOLOGY	13.3	13.1	11.3	12.6
PUB MGT	16.7	13.9	13.8	14.8
SCIENCE	18.3	16.5	15.5	16.8
SEEK	20.6	23.0	17.0	20.2
SOCIOLOGY	15.5	15.0	11.8	14.1
SPCH/THTR	14.8	15.3	15.7	15.3

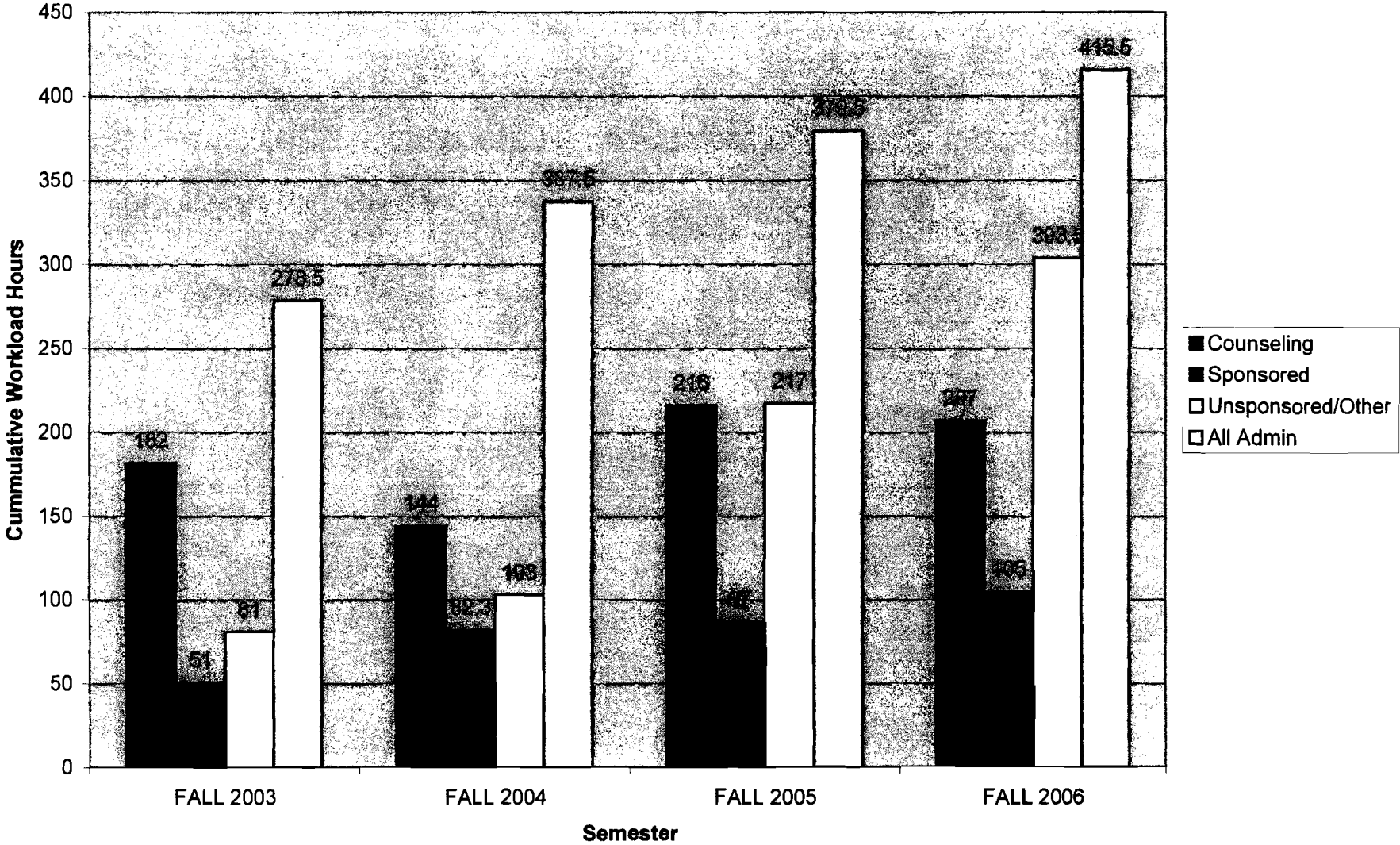
Excludes overload teaching hours, and substitute and visiting faculty.  
Winter session hours are not included.  
Faculty on leave are not included in the calculation of mean teaching hours.

June 2008  
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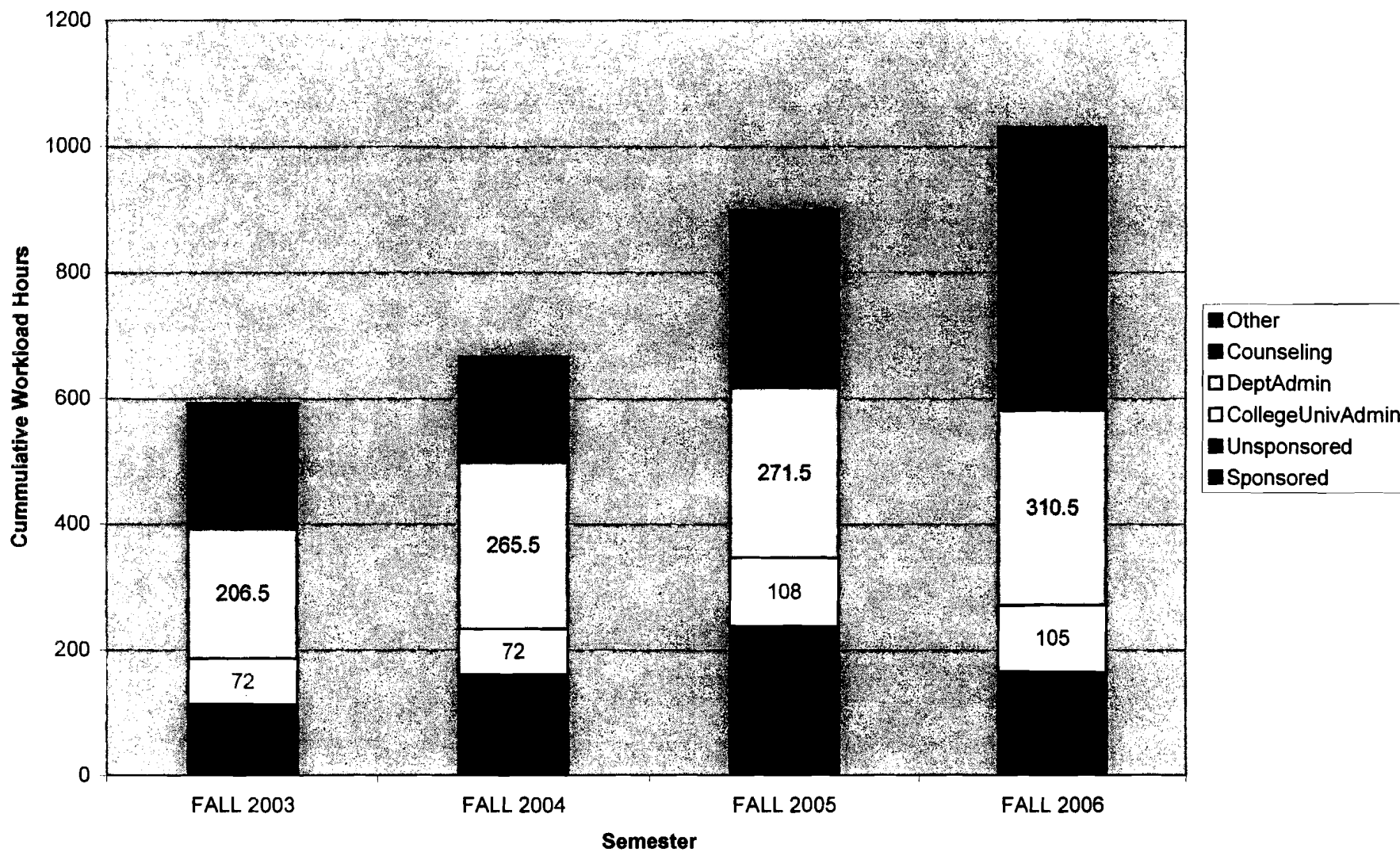
### John Jay Workload Analysis (Tenure-Track Faculty)



**Non-Teaching Workload Analysis (Data Source: CUPS)**



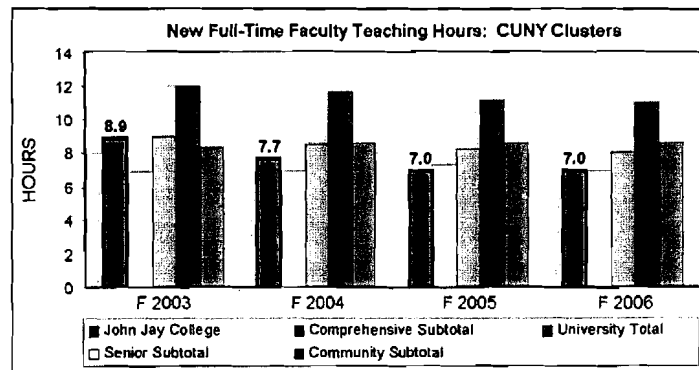
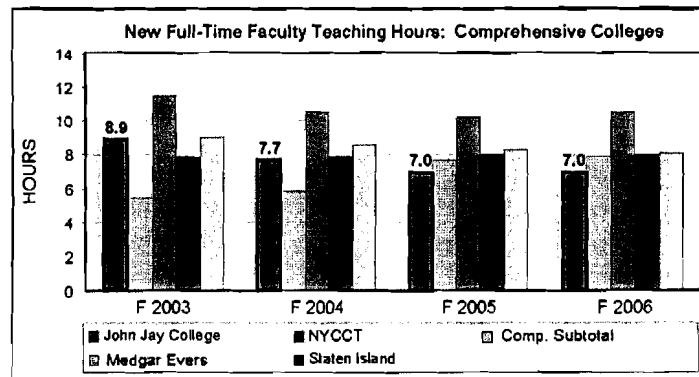
### John Jay Non-Teaching Workload





**MEAN TEACHING HOURS OF NEW FULL-TIME FACULTY PER YEAR BY COLLEGE<sup>3</sup>**

		<b>F 2003</b>	<b>F 2004</b>	<b>F 2005</b>	<b>F 2006</b>
<b>Senior</b>	Baruch	8.2	6.8	7.2	6.3
	Brooklyn	7.5	7.8	7.8	7.5
	City	5.4	6.0	6.7	6.4
	Hunter	7.1	7.2	7.1	6.7
	Lehman	7.8	7.2	7.2	7.4
	Queens	6.1	6.8	7.3	7.2
	York	7.2	8.1	8.4	8.1
	<i>Senior Subtotal</i>	<i>6.9</i>	<i>7.0</i>	<i>7.3</i>	<i>7.0</i>
<b>Comprehensive</b>	<b>John Jay</b>	<b>8.9</b>	<b>7.7</b>	<b>7.0</b>	<b>7.0</b>
	Medgar Evers	5.5	5.8	7.7	7.9
	NYCCT	11.5	10.6	10.2	10.5
	Staten Island	7.9	7.9	8.0	8.0
	<i>Comprehensive Subtotal</i>	<i>9.0</i>	<i>8.6</i>	<i>8.3</i>	<i>8.1</i>
<b>Community</b>	BMCC	12.3	11.8	11.8	12.1
	Bronx	12.6	11.7	10.6	10.9
	Hostos	11.6	11.5	11.4	10.4
	Kingsborough	11.2	12.0	11.1	9.9
	LaGuardia	10.8	11.7	11.8	10.4
	Queensborough	12.5	11.5	10.4	11.7
	<i>Community Subtotal</i>	<i>12.0</i>	<i>11.7</i>	<i>11.2</i>	<i>11.1</i>
<b>CUNY Total</b>	<b>8.4</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>	



<sup>3</sup> Source: CUNY PMP: 2007-2008 Preliminary Goals & Targets Report (June 1, 2007).



## Fall 2007 Freshman Admission Profile

	Total Undergraduate Enrollment	General <sup>1</sup>		Macaulay Honors College		SEEK/College Discovery	
		Mean Average	Mean SAT	Mean Average	Mean SAT	Mean Average	Mean SAT
<b>Senior Colleges</b>							
Baruch College	12,796	87.8	1162	93.3	1380	81.8	1044
Brooklyn College	12,111	86.2	1097	94.4	1358	80.1	858
The City College	10,231	86.4	1082	94.7	1395	77.6	833
The Sophie Davis School of Biomedical Education	437	94.0	1272	—	—	—	—
Hunter College	15,805	86.7	1138	93.0	1383	83.3	952
Lehman College	8,747	83.6	950	90.0	1287	73.9	775
Queens College	13,662	87.2	1096	93.5	1355	80.6	838
York College	6,197	80.4	903	—	—	73.6	767
<b>Senior Comprehensive Colleges<sup>2</sup></b>							
CSI	11,263	79.2	878	92.5	1266	72.5	774
John Jay College of Criminal Justice	12,784	81.8	956	—	—	75.6	795
Medgar Evers College	5,561	74.6	811	—	—	71.3	759
New York City College of Technology	13,368	76.1	839	—	—	71.9	773
<b>Community Colleges</b>							
Borough of Manhattan Community College	18,457	73.5	—	—	—	70.0	—
Bronx Community College	8,717	73.3	—	—	—	70.0	—
Hostos Community College	4,697	73.0	—	—	—	69.7	—
Kingsborough Community College	14,687	74.5	—	—	—	70.6	—
LaGuardia Community College	14,185	73.9	—	—	—	70.8	—
Queensborough Community College	13,150	74.9	—	—	—	71.3	—

<sup>1</sup> Includes students admitted to Macaulay Honors College and The Teacher Academy.

<sup>2</sup> Average based on students admitted to both associate and bachelor's programs if CAA and SAT scores were available.

## ATTACHMENT D

### John Jay College Key Fall Enrollment Indicators and Targets

**Table 1**

	8/31/2007	8/31/2008	Difference	% Change	Target	Difference
<b>Total Enrollment</b>	<b>14899</b>	<b>14860</b>	<b>-39</b>	<b>-0.26%</b>	<b>14341</b>	<b>-519</b>
<b>Total FTE</b>	<b>11640.6</b>	<b>11597.4</b>	<b>-43.2</b>	<b>-0.37%</b>	<b>11468.0</b>	<b>-129.4</b>
<b><u>New Students</u></b>	<b>2007</b>	<b>2008</b>	<b>Difference</b>	<b>% Change</b>		
Freshmen	2826	2480	-346	-12.24%	2635	155
<b>Baccalaureate</b>		<b>1430</b>			<b>1440</b>	<b>10</b>
Associate		1050			1195	145
SEEK	227	275	48	21.15%	250	-25
Readmits	639	710	71	11.11%	799	89
Graduate	575	591	16	2.78%	706	115
Transfers	1010	1215	205	20.30%	1033	-182

	8/31/2007	8/31/2008	Difference	% Change		
<b><u>All Students by Class</u></b>	<b>2007</b>	<b>2008</b>	<b>Difference</b>	<b>% Change</b>		
Freshmen	5561	5053	-508	-9.14%		
<b>Sophomores</b>	<b>2777</b>	<b>3038</b>	<b>261</b>	<b>9.40%</b>		
<b>Juniors</b>	<b>2325</b>	<b>2495</b>	<b>170</b>	<b>7.31%</b>		
Seniors	2065	2167	102	4.94%		
2nd & Non Degree	213	194	-19	-8.92%		
Graduate	1958	1913	-45	-2.30%		
Total	14899	14860	-39	-0.26%		

**Table 2**

#### Weekly Enrollment Changes 7/18/2008 - 8/22/2008

	7/18/2008	7/24/2008	Difference	% Change	Target	Difference
<b>Total Enrollment</b>	<b>11908</b>	<b>11011</b>	<b>-897</b>	<b>-7.53%</b>	<b>14341</b>	<b>3330</b>
<b>Total FTE</b>	<b>9413.2</b>	<b>8852.2</b>	<b>-561</b>	<b>-5.96%</b>	<b>11468</b>	<b>2615.8</b>
	7/24/2008	7/31/2008	Difference	% Change	Target	Difference
<b>Total Enrollment</b>	<b>11011</b>	<b>11611</b>	<b>600</b>	<b>5.45%</b>	<b>14341</b>	<b>2730</b>
<b>Total FTE</b>	<b>8852.2</b>	<b>9297.2</b>	<b>445</b>	<b>5.03%</b>	<b>11468</b>	<b>2170.8</b>
	7/31/2008	8/8/2008	Difference	% Change	Target	Difference
<b>Total Enrollment</b>	<b>11611</b>	<b>13092</b>	<b>1481</b>	<b>12.76%</b>	<b>14341</b>	<b>1249</b>
<b>Total FTE</b>	<b>9297.2</b>	<b>10302.9</b>	<b>1005.7</b>	<b>10.82%</b>	<b>11468.0</b>	<b>1165.1</b>
	8/8/2008	8/15/2008	Difference	% Change	Target	Difference
<b>Total Enrollment</b>	<b>13092</b>	<b>13954</b>	<b>862</b>	<b>6.58%</b>	<b>14341</b>	<b>387</b>
<b>Total FTE</b>	<b>10302.9</b>	<b>10855.1</b>	<b>552.2</b>	<b>5.36%</b>	<b>11468.0</b>	<b>612.9</b>

	8/15/2008	8/22/2008	Difference	% Change	Target	Difference
<b>Total Enrollment</b>	13954.0	14401.0	447.0	3.20%	14341.0	-60.0
<b>Total FTE</b>	10855.1	11304.1	449.0	4.14%	11468.0	-163.9

	8/22/2008	8/31/2008	Difference	% Change	Target	Difference
<b>Total Enrollment</b>	14401.0	14860.0	459.0	3.19%	14341.0	-519.0
<b>Total FTE</b>	11304.1	11597.4	293.3	2.59%	11468.0	129.4

**Table 3**  
**Weekly Enrollment Changes 7/18/2008 - 7/31/2008**  
**New Students**

<b><u>New Students</u></b>	7/18/2008	7/24/2008	Difference	% Change	Target	Difference
Freshmen	1628	1908	280	17.20%	2635	727
Baccalaureate	994	1168	174		1440	272
Associate	633	740	107		1195	455
SEEK	161	217	56	34.78%	250	33
Readmits	397	561	164	41.31%	799	238
Graduate	253	299	46	18.18%	706	407
Transfers	504	546	42	8.33%	1033	487

<b><u>New Students</u></b>	7/24/2008	7/31/2008	Difference	% Change	Target	Difference
Freshmen	1908	2096	188	9.85%	2635	539
Baccalaureate	1168	1297	129		1440	143
Associate	740	799	59		1195	396
SEEK	217	235	18	8.29%	250	15
Readmits	561	581	20	3.57%	799	218
Graduate	299	337	38	12.71%	706	369
Transfers	546	620	74	13.55%	1033	413

<b><u>New Students</u></b>	7/31/2008	8/8/2008	Difference	% Change	Target	Difference
Freshmen	2096	2246	150	7.16%	2635	389
Baccalaureate	1297	1368	71		1440	72
Associate	799	878	79		1195	317
SEEK	235	275	40	17.02%	250	-25
Readmits	581	710	129	22.20%	799	89
Graduate	337	591	254	75.37%	706	115
Transfers	620	1215	595	95.97%	1033	-182

<b><u>New Students</u></b>	8/8/2008	8/15/2008	Difference	% Change	Target	Difference
Freshmen	2246	2378	132	5.88%	2635	257
Baccalaureate	1368	1421	53		1440	19
Associate	878	957	79		1195	238
SEEK	248	258	10	4.03%	250	-8
Readmits	605	678	73	12.07%	799	121
Graduate	411	458	47	11.44%	706	248
Transfers	760	914	154	20.26%	1033	119

<b><u>New Students</u></b>	8/15/2008	8/22/2008	Difference	% Change	Target	Difference
Freshmen	2378	2510	132	5.55%	2635	125
Baccalaureate	1421	1452	31	2.18%	1440	-12
Associate	957	1058	101	10.55%	1195	137
SEEK	258	278	20	7.75%	250	-28
Readmits	678	658	-20	-2.95%	799	141
Graduate	458	563	105	22.93%	706	143
Transfers	914	1120	206	22.54%	1033	-87

<b><u>New Students</u></b>	8/22/2008	8/31/2008	Difference	% Change	Target	Difference
Freshmen	2510	2480	-30	-1.20%	2635	155
Baccalaureate	1452	1430	-22	-1.52%	1440	10
Associate	1058	1050	-8	-0.76%	1195	145
SEEK	278	275	-3	-1.08%	250	-25
Readmits	658	710	52	7.90%	799	89
Graduate	563	591	28	4.97%	706	115
Transfers	1120	1215	95	8.48%	1033	-182

## Enrollment Report 9/3/2008

### Total Enrollment

9/5/2007 9/3/2008

Headcount	14939	14930	-9
FTE	11621	11630.3	9.3

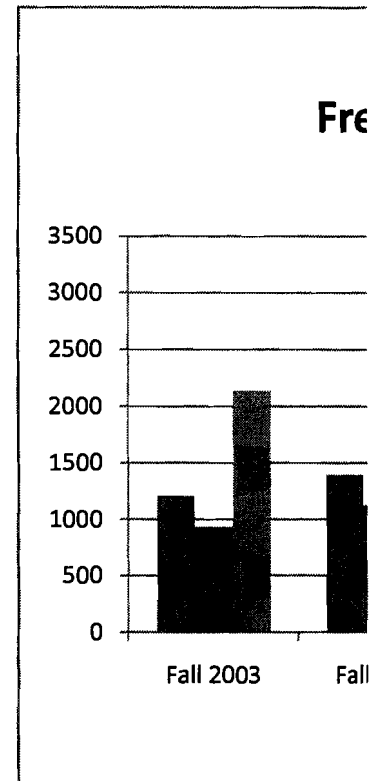
### Enrollment by Class

Freshmen	5560	5070	-490
Sophomore	2784	3053	269
Junior	2332	2502	170
Senior	2073	2181	108
Graduate	1974	1928	-46
2nd & Non Degree	216	196	-20
Total	14939	14930	-9

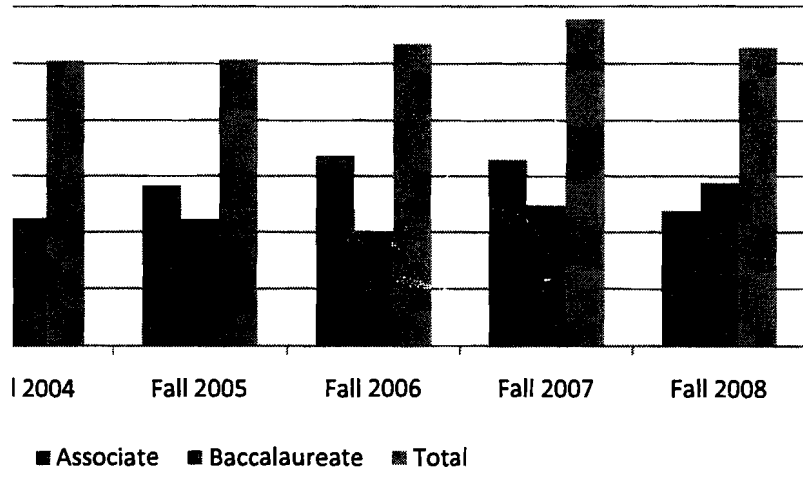
### New Students

Freshmen	2821	2484	-337
Transfers	1004	1224	220
Readmits	643	716	73
Graduate	574	597	23
Total			-21

Semester	Associate	Baccalaure	Total	
Fall 2003	1208	930	2138	
Fall 2004	1397	1126	2523	
Fall 2005	1415	1118	2533	
Fall 2006	1686	983	2669	
Fall 2007	1648	1240	2888	
Fall 2008	1195	1440	2635	46.49%



**Table 2**  
**Enrollment Trends**  
**Fall 2003 to Fall 2008**





### Registration Comparison

Fall Semesters	Based on Actual			
	Fall 2007	Fall 2008		
Category	7/18/2007	7/18/2008	Difference	
Freshmen	4138	3860	-278	-6.72%
Sophomores	2282	2509	227	9.95%
Juniors	2013	2046	33	1.64%
Seniors	1814	1874	60	3.31%
Other	124	118	-6	-4.84%
Graduate	1525	1501	-24	-1.57%
Total	11896	11908	12	0.10%

### New Student Registrations

Freshmen	2007	1627	-380	-18.93%
Transfer	392	504	112	28.57%
New Graduate	314	253	-61	-19.43%

FTE's	7/18/2007	7/11/2008		
Undergraduate	8544.1	8455.9	-88.2	-1.03%
Graduate	978.3	957.3	-21.0	-2.15%
Total	9522.4	9413.2	-109.2	-1.15%
Target		11468.0		
=/-		2054.8		

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## ATTACHMENT E

### JOHN JAY COLLEGE OF CRIMINAL JUSTICE FACULTY PERSONNEL PROCESS GUIDELINES

*Approved by the College Personnel and Budget Committee  
September 5, 2008*

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, documentation, 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 and Policies of the Board of Trustees of the City University of New York, including the Statement on Academic Personnel Practice of the City University of New York and the Max-Kahn Memorandum. Nothing in these guidelines should be interpreted as contradicting CUNY Bylaws, policies and procedures. 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.

This 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, Senior 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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### *CUNY Resources*

- Bylaws of the Board of Trustees
- Statement of Academic Personnel Practice  
of the City University of New York
- Max-Kahn Memorandum

### John Jay College Resources

- |                  |                                     |
|------------------|-------------------------------------|
| <u>Documents</u> | <u>Downloadable Forms</u>           |
| College Charter  | Form C as a DOC File                |
| College Bylaws   | 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. The Form C is designed to provide each candidate for a personnel action with a vehicle to present to reviewing departmental and college personnel committees her/ his contributions in the three principal areas of scholarship, service and teaching. More fully than the CV, the Form C provides an opportunity to explain these contributions with special emphasis on contributions while at John Jay College.

I.A.2. A candidate for tenure, certification or promotion must also provide a CV (not required of candidates for reappointment).

I.A.3. 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.4. 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.5. Candidates have the right at all times to review their file, with the exception of external letters of reference and evaluation, the actual vote counts, and any other materials excluded pursuant to CUNY policy.

I.A.6. Candidate files should be completed by the second week of September, at which point the file is closed as defined in I.A.7 below. (See the table in IV.B for the precise date.) Candidates who wish to add additional information to their file after that date must contact the Chair who shall bring the information to the attention of the Committee on Faculty Personnel. See Paragraph II.A.3 for procedures to follow in the event that information potentially seriously adverse to the candidate is raised.

Comment [r1]: 80<sup>th</sup> St Legal recommends "should"

I.A.7. When a file is closed, additions and changes to the file are not permitted except in exceptional circumstances (such as a filing error that would materially affect the accuracy of the record) with permission of the Provost on recommendation of the Chair with the consent of the candidate signified by the candidates initials on the document to be added. Additional information received for the file that is not added is retained by the Provost's Office for addition after consideration of the current personnel action is complete. The file reopens once the current personnel action is complete as reflected in a documented action by the President.

I.A.8 The general organization of candidate files is determined by the Provost, and may change from time to time based on evolving policies, procedures, operations and technologies. However, there shall always be a confidential section or sections of the file as described in I.A.5 above, and the student evaluations shall always be filed in such a way as to permit separate review by student reviewers as provided in Section II.C.12 of this document.

## **I.B. The Form C**

I.B.1. The Form C is designed to provide each candidate for a personnel action with a vehicle to present to reviewing departmental and college personnel committees her/ his contributions in the three principle areas of scholarship, service and teaching. More fully than the CV, the Form C provides an opportunity to explain these contributions with special emphasis on contributions while at John Jay College.

I.B.2. The Form C should clearly state the date of the last personnel action and should include only those materials since the last personnel 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.3. The "Publications" category should be divided and clearly labeled as follows. The list below is not intended to convey a hierarchy of importance of types of publications, and the list is not exhaustive.

- Peer reviewed scholarly books
- Peer reviewed articles or equivalent works (such as peer reviewed performances, exhibitions etc.)
- Creative works in peer-reviewed literary journals;
- Law review articles
- Peer reviewed book chapters
- Edited books
- Scholarly articles published in non-refereed journals
- Reviews
- Translations
- Other books
- Encyclopedia articles
- 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, visual presentations, etc, should be made available in appropriate format to the Provost's Office. The Provost's Office will make these accessible by providing the necessary equipment to the members of the Committee on Faculty Personnel.

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.4. Candidates are strongly encouraged to review the Form C with their department chair before forwarding it to the Provost's Office.

I.B.5. 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 may address, but is not limited to, the following topics as appropriate to his or her case:

**Comment [r2]:** The language of this section and the self-evaluation form must be consistent.

- 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 solicited from 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 individuals, 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 which would otherwise have been submitted 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. Only in exceptional circumstances should co-authors of the candidate serve as outside evaluators. It is the responsibility of the candidate to explain such exceptional circumstances in the self-evaluation. 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 given less weight 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. Before April 15, the chair of the candidate's department will contact the four to six potential evaluators to determine if they are willing to write a letter of evaluation. The chair will forward the names of all who respond positively to the Office of the Provost by April 15. The Office of the Provost will send the candidate's packet to each evaluator. The evaluators will be requested to provide 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 evaluator will be solicited by the Provost from the Chair in consultation with the candidate.

I.C.2.g. Material sent for evaluation is material produced since the last personnel action, or for the prior seven 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. Pursuant to Article 18.3 of the PSC Collective Bargaining Agreement, at least once each year, each employee other than tenured full professors shall have an evaluation conference with the department chairperson or a member of the departmental P & B committee to be assigned by the chairperson. Tenured full professors may be evaluated. At the conference, the employee's total academic performance and professional progress for that year and cumulatively to date shall be reviewed. Following this conference, the chairperson or the assigned member of the P & B shall prepare a record of the discussion in memorandum form for inclusion in the employee's personal file. Within ten (10) working days after the conference, a copy of the memorandum shall be given to the employee. If the overall evaluation is unsatisfactory, the memorandum shall so state. The employee in such case shall have the right to endorse on the memorandum a request to appear in person before the department P&B.

**Comment [r3]:** Preference for contract language to be included. See contract section 18.3.a

I.D.2. In assessing the employee's total academic performance and professional progress, the Chair or evaluator may include 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;
- observations related to the guidance in III.A General Guidance for Candidates,
- 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. The Faculty Personnel Committee (FPC) membership is defined in Section I.2.e of the College Council Bylaws, which read as follows: *“The Committee on Faculty Personnel shall consist of the following members: President, chairperson; the Provost and Senior Vice President for Academic Affairs; Dean of Graduate Studies; the Dean of Undergraduate Studies; Dean of Research; and, the chairperson of each academic department. The full-time faculty, as defined in Article I, Section 3.a.i of the Charter, shall elect six (6) at-large full-time members of the full-time faculty from amongst those who hold the rank of tenured associate and/or tenured full professor, as defined in Article I, Section 3.a.i of the Charter. 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.”*

II.A.2. Section I.2.e of the College Council Bylaws provides for alternate members of the Faculty Personnel Committee: *“The 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, make motions and be counted as part of the quorum only when a chairperson and/or an at-large faculty representative is absent.”* The alternate faculty members serve as full voting members on the FPC Review Subcommittees and attend and participate in all discussions at the meetings of the FPC; upon the absence of any chairperson or at-large faculty member of the FPC, an alternate member votes at such meetings in place of the absent member. Accordingly, alternates members are expected to attend all meetings of the FPC.

II.A.3. 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 Max-Kahn Memorandum states, 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.4. 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.5. Once a file is closed, with the exception of material introduced by the Chair pursuant to Section I.A.6, the personnel committee shall not consider any materials outside of those contained in the employee's personnel and administrative files. (See Paragraph I.A.4) If any member of the personnel Committee becomes aware of any potentially seriously adverse information or materials, such as a complaint about an employee not contained in the personnel

file, he or she shall immediately bring the matter to the attention of the department chairperson, who shall 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.6. Members of any departmental, review or College personnel committee must recuse themselves from any deliberation or vote where their participation might reasonably create an impression that the candidate would improperly influence him or her or unduly enjoy his or her favor, or that the committee member is affected by the kinship, rank, position or influence of the candidate or any party or person.

II.A.7. 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. Department personnel committees shall not meet with candidates except when the candidate is exercising a contractual right to meet with the committee related to the annual evaluation. (See section I.D.1)

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. 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 be available to the candidate for guidance about the process.

**Comment [r4]:** Revealing substance of committee's discussion is not permitted

II.B.4. In cases of consideration for promotion, 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. Department Personnel Committees should meet according to the schedule in IV.A so that the work 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.

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 ensure 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 personnel 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 Review 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. 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. In accordance with the Bylaws of the Charter of Governance of the College, up to two (2) students, who have earned at least 30 credits at John Jay College, are designated by the Student Council and ratified by the College Council to serve as liaisons to the Review Subcommittees of the College Committee on Faculty Personnel. After being certified by the Office of the Provost as having completed training by that Office, the student liaisons review student evaluations of faculty members being considered by the Subcommittees for reappointment, promotion, and tenure and summarize the content of those evaluations to the Review Subcommittees at a time designated by the Review Subcommittees. Like all documents in a candidate's personnel file and all information relating to a personnel action, student evaluations of the faculty shall be held in the strictest confidence by the student liaisons and by all members of the Faculty Personnel Committee. Student liaisons are not members of the Personnel Committee nor of the Review Subcommittees and shall be present solely to provide their summary report. This provision shall not preclude the right of the Review Subcommittees to conduct an independent study and assessment of the student evaluations of candidates.

II.C.13. 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 his or her department's candidate, and he or she will not vote on the candidate. In the case of joint appointments, this will apply to both Chairs.

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 outcome was positive or negative. 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 be available to the candidate for guidance about the process.

**Comment [r5]:** Not permitted to reveal substance of discussion

#### **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 appointment 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. Every candidate is reviewed and voted upon for every year until tenure is decided. The following table summarizes the modes and schedules on consideration. In the table, the following terms are used:

- **Service year:** The year of service for the candidate during which the action is considered. For example, during the second year a candidate is considered for reappointment for the third year.

- **Appointment year:** The year of service for the candidate that the action pertains to. For example, during the second year a candidate is considered for reappointment for the third year.
- **Presentation:** One or more members of the review committee or Faculty Personnel Committee make an oral presentation of the case based on the official record. Committee members are also expected to have individually reviewed the official record of the case.
- **Vote:** At the department, review committee and Faculty Personnel Committee levels, actions are always based on a confidential-ballot vote.

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 presentation in cases with a negative departmental vote or abstention, and then votes on all cases.	X	X			
Reappointment Committee presentation and vote on each case			X	X	
Tenure Committee full presentation and vote on each case				X	X
Committee on Faculty Personnel presentation in cases with a negative departmental or review committee vote or abstention.	X	X	X		
Committee on Faculty Personnel presentation on each case.				X	X
Committee on Faculty Personnel votes on each case	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 in the Fall of 2007 or thereafter and to those whose tenure track service began in Fall 2006 who elected the seven year clock. Every candidate is reviewed and voted upon for every year until tenure is decided. The following table summarizes the modes and schedules on consideration. In the table, the terms are used that are defined immediately above the 5-year calendar table above.

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 presentation in cases with a negative departmental vote or abstention, and then 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 presentation in cases with a negative departmental or review committee vote or abstention.	X	X	X		X		
Committee on Faculty Personnel presentation on each case.				X		X	X
Committee on Faculty Personnel reviews and votes on each case	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 Committees, as specified in the Tenure Calendar tables above, 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 Personnel Committee membership) is required for an affirmative recommendation to the President, but in reporting votes of the Committee on Faculty Personnel to the President and to the members of the Committee, the percentage proportion of the positive and the negative 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 also 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, and policies of the Board of Trustees of the City University of New York, including the Statement on Academic Personnel Practice of the City University of New York and the Max-Kahn Memorandum. Nothing in these guidelines should be interpreted as contradicting CUNY Bylaws, policies and procedures. 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) 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 are to be available in the Office of the Dean of Undergraduate studies and in the Office of Graduate 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
- teaching that reflects the policies and practice expectations of the College and of the department and programs in which the candidate teaches.

III.B.3. Department Chairs are encouraged to incorporate factors such as these, when applicable, in 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.
- 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 incomplete grades.

III.B.5. Grade reports: To help inform discussion of student evaluation scores of faculty, grade distribution statistics for all faculty should 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 CUNY Bylaws, 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., shall be provided in appropriate format in the Provost's Office. The Provost's Office will make these accessible to the members of the Committee on Faculty Personnel 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 CUNY Bylaws. 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 CUNY Bylaws. The CUNY 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 or Tenure as Associate Professor

As stated in the CUNY Bylaws 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 or tenure as an 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 or tenure as an 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, or other significant academic contributions from among those listed below for Full Professor may serve to demonstrate a record of scholarly achievement to be considered 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, 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 might include but not be limited to:

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

III.D.3. 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.4.. 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.5. Service thus consists of not merely being a formal member of a committee, but will be evaluated in terms of level of work involved, attendance, participation, and contribution.

III.D.6. 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.E. Lecturers and Instructors**

III.E.1. The title of Lecturer is used for full-time members of the faculty who are hired to teach and perform related faculty functions. but who do not have a research commitment.

III.E.2. The guidance for reappointment of Lecturers is the same as for Assistant Professors, in all areas except for research and scholarship, which is not required.

III.E.3. Lecturers are eligible for a Certificate of Continuous Employment after five years of continuous service.

III.E.4. The Distinguished Lecturer title is a full-time non-tenure-bearing faculty title. Distinguished Lecturers are eligible for annual reappointment but may not serve in the title for more than a total of five years. The guidance for reappointment for Distinguished Lecturers is the same as for Lectures as explained in III.E.B above.

III.E.5. The title of Instructor is used for full-time members of the faculty who are hired to teach and perform related faculty functions, and who are expected to qualify for appointment as Assistant Professor within five years of initial appointment.

III.E.6. The criteria for reappointment of Instructors is the same as for Assistant Professors, in all areas except for research and scholarship. With respect to research and scholarship, the following expectations apply:

- active progress toward the award of a terminal degree which would qualify the candidate for appointment as Assistant Professor within five years of initial appointment;
- demonstration of the capacity to maintain an active research program.

Appointment for the sixth year is conditioned on attainment of the terminal degree necessary to qualify for appointment as Assistant Professor.

Comment [r6]: unclear

### **III.F. College Laboratory Technicians**

III.F.1. A College Laboratory Technician shall perform laboratory functions and other technical duties of a highly skilled nature which are reasonably related to such functions but which are nevertheless non-teaching. Where appropriate, the technician shall exercise some supervision.

III.F.2. A Senior College Laboratory Technician shall, through technical or administrative skills, assume, under faculty or executive direction, clearly defined supervisory functions or perform complex technical functions in laboratories or technical areas.

III.F.3. Each department in which one or more College Laboratory Technicians or Senior College Laboratory Technicians are appointed shall develop a specific job description which will be related to the laboratory or technical requirements of each position.

III.F.4. The guidance for reappointment of a College Laboratory Technician is

- The candidate shall have the personal characteristics needed to work effectively with students and staff.
- The candidate shall have effectively and efficiently performed the functions defined in the departmental job description that applies to his or her position.

III.F.5. The guidance for reappointment of a Senior College Laboratory Technician is

- The candidate shall have the personal characteristics needed to work effectively with students and staff.
- The candidate shall have effectively and efficiently performed the functions defined in the departmental job description that applies to his or her position.

III.F.6. College Laboratory Technicians or Senior College Laboratory Technicians are eligible for tenure after five years of continuous service.

## **IV. Timelines**

### **IV.A. General Guidance about the Timetable for Reappointment, Tenure and Promotion**

IV.A.1 Full-time tenure-track faculty must be reviewed and voted on for annual reappointment prior to December 1 during the fall of each year and must be reviewed and voted on for reappointment with tenure during the 5th or 7th year of tenure-track employment. (See IV.C and IV.D below concerning the 5-year and 7-year tenure clocks.) These annual reappointments and

the reappointment with tenure votes are mandatory. An unsuccessful candidate for reappointment with tenure completes that academic year and may not return to engage in full-time service the subsequent year.

IV.A.2 A candidate for reappointment may seek a tenure vote in a year prior to the year that a mandatory tenure vote is to take place; such a petition for early tenure is subject to all the processes of reappointment and tenure and, in addition, is subject to a waiver of the 5-year or 7-year tenure clock (whichever pertains) that must be requested by the College President and approved by the CUNY Board of Trustees.

IV.A.3 Other exceptions to the 5-year/7-year tenure clock are breaks in service: a break in service, such as a duly granted leave of absence or service stoppage, for other than a duly granted maternity leave, may require that the tenure clock be reset to the beginning of year one of a new tenure clock when full-time service resumes. This means that all service prior to the leave or break in service could be lost and might not count toward tenure. In the case of a maternity leave, the tenure clock resumes upon the resumption of full-time service, with the time spent on a maternity leave not being counted as time served or earned toward tenure.

IV.A.4 Consideration and vote on promotion to a higher professorial rank may take place in any year. A candidate must express the intent to be a candidate for promotion in a written communication to the Office of the Provost, by the date specified in the timetable that appears in Section IV.B of this document. A promotion personnel action may take place before a candidate is tenured, during the same year as a candidate is being considered for reappointment with tenure, or in any year subsequent to a candidate having been awarded tenure. A candidate for promotion may withdraw her or his candidacy for promotion at any time during the promotion process so long as this written request is received by the Office of the Provost prior to the vote by the Faculty Personnel Committee.

**IV.B. 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.)

The following table summarizes the timetable for the production and review of the record.

Spring	Fall	
February -March	September -	<b>Candidate Deadline: <i>Notify Provost's Office of Promotion Candidacy</i></b>



15 <sup>th</sup>	October 15 <sup>th</sup>	
February – April 30 <sup>th</sup>	September – April 30 <sup>th</sup>	Teaching Observations & Annual Evaluations Occur
March 1 <sup>st</sup>	October 1 <sup>st</sup>	<b>Candidate Deadline:</b> Fellowship Leave Applications Due
March 1 <sup>st</sup> (PSC-CUNY)	October 1 <sup>st</sup>	<b>Candidate Deadline:</b> All Annual Evaluations Must be Scheduled
April 15 <sup>th</sup>	November 15 <sup>th</sup>	<b>Candidate Deadline:</b> Names of Reviewers and Materials due
March 15 <sup>th</sup> – April 15 <sup>th</sup>	October 15 <sup>th</sup> – November 15 <sup>th</sup>	Chairs and Tenure and/or Promotion Candidates Confer with Chairs Re: External Reviewers
March 31 <sup>st</sup>	October 31 <sup>st</sup>	
First 10 Weeks of Semester (PSC-CUNY)		<b>Chair Deadline:</b> Teaching Observations Should be Complete
April 15 <sup>th</sup> – April 30 <sup>th</sup>	November 15 <sup>th</sup> – November 30 <sup>th</sup>	<b>Provost's Office Deadline:</b> Mail out Letters and Materials to Reviewers (June 30 <sup>th</sup> , January 2 <sup>nd</sup> )
May 1 <sup>st</sup> – May 15 <sup>th</sup>	November 1 <sup>st</sup> – November 15 <sup>th</sup>	Send Memo Notifying Candidates Re: <i>Reappointment, Tenure, &amp; Promotion Form C and Supporting Materials Deadline</i>
June 30 <sup>th</sup>	January 2 <sup>nd</sup>	<b>Chair Deadline:</b> Teaching Observations Due
August 1 <sup>st</sup>	January 15 <sup>th</sup>	<b>Chair Deadline:</b> Annual Evaluations Due
August 15 <sup>th</sup>	January 15 <sup>th</sup>	<b>Candidate Deadline:</b> Reappointment Materials Due
August 31 <sup>st</sup>	January 31 <sup>st</sup>	<b>Candidate Deadline:</b> Tenure & Promotion Materials Due
September 1 <sup>st</sup>	February 1 <sup>st</sup>	Dept P and Review Committee Members Begin Reviewing Files
2 <sup>nd</sup> Week from Start of Semester (PSC-CUNY)		<b>Candidates' Files Closed.</b> Chair may bring additional appropriate materials to meetings.

4 <sup>th</sup> Week of Semester		<b>Dept P Deadline: Reappointment &amp; Tenure Review Complete</b>
5 <sup>th</sup> Week of Semester		<b>Dept P Deadline: Promotion Review Complete</b>
6 <sup>th</sup> Week of Semester		<b>Reappointment &amp; Tenure Review Committee Deadline: Reappointment &amp; Tenure Review Complete</b>
8 <sup>th</sup> Week of Semester		<b>Promotion Review Committee Deadline: Promotion Review Complete</b>
October - December	March - May	College Personnel Committee Meetings
Within 10 Business Days of Vote		<b>Provost's Office Deadline: Non Reappointments must be mailed letter</b>
October - December 1 <sup>st</sup> (PSC-CUNY)	March - April 1 <sup>st</sup>	<b>Provost's Office Deadline: Reappointment &amp; Tenure Letters Mailed to Candidates</b>
October - December 15th	March - April 15th	<b>Provost's Office Deadline: Promotion Letters Mailed to Candidates</b>

#### IV.C. 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:

**Comment [r7]:** include titles for tables to clarify purpose

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.D. 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 Fall of 2007 or after and to those whose tenure track service began in Fall 2006 who elected the seven year clock. The following schedule applies:

<b>Service Year</b>	<b>Reappointment For</b>	<b>Form C Deadline</b>	<b>Decision Schedule</b>
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