# Table of Contents

1. WHAT IS THE ROLE OF A CHAIR? .....................................................................................................4  
   1a. What does a good chair at John Jay do? .................................................................................... 4  
   1b. The Routine Practices of Effective Department Chairs............................................................ 5  

2. DEPARTMENTAL AND COLLEGE GOVERNANCE ..............................................................................6  
   2a. Chairs’ Term of Office and Election Procedures........................................................................ 6  
   2b. Section 9.1 of CUNY Bylaws on Department Organization....................................................... 7  
   2c. Role of Chair in Department Personnel and Budget Procedures................................................ 8  
   2d. Role of Chairs in College Governance.......................................................................................... 9  

3. PERSONNEL SEARCH ..........................................................................................................................9  
   3a. Diversity and Compliance.............................................................................................................. 10  
   3b. Position Announcements............................................................................................................. 10  
   3c. Recruitment................................................................................................................................. 12  
   3d. Record Keeping............................................................................................................................ 13  
   3e. Campus Visits ............................................................................................................................. 13  
   3f. Short-Lists .................................................................................................................................... 13  
   3g. The Offer .................................................................................................................................... 13  
   3h. Communication with Candidates.................................................................................................. 14  
   3i. Conclusion of the Search ............................................................................................................... 14  
   3j. Immigration Considerations for New Hires .................................................................................. 14  

4. ANNUAL EVALUATIONS ................................................................................................................ 14  

5. FOURTH-YEAR PRE-TENURE REVIEW ........................................................................................... 15  

6. DISTINGUISHED PROFESSOR REVIEWS AND EVALUATIONS .................................................. 16  

7. TEACHING OBSERVATIONS ........................................................................................................... 16  

8. WORKING WITH CANDIDATES FOR TENURE, PROMOTION & C.C.E. ........................................ 16  

9. ADJUNCT HIRING AND REAPPOINTMENT ................................................................................... 17  
   9a. Hiring and Engagement ............................................................................................................... 17  
   9b. Reappointments.......................................................................................................................... 17  
   9c. Workload Limits for Adjunct Faculty .......................................................................................... 18  
   9d. Adjunct Promotions..................................................................................................................... 19  
   9e. Checklist for Hiring Adjuncts ...................................................................................................... 20  

10. HIRING AND EVALUATION OF NON-INSTRUCTIONAL STAFF .................................................. 22  

11. CHAIR’S ANNUAL EVALUATION (AS CHAIR) ................................................................................. 23  

12. FACULTY LEAVE AND WORKLOAD ............................................................................................ 23  
   12a. Fellowship Leave Eligibility........................................................................................................ 23  
   12b. FMLA, Military Leaves, and Leaves of Absence...................................................................... 23  
   12c. Paid Parental Leave.................................................................................................................... 24  
   12d. Temporary Disability ................................................................................................................ 24  
   12e. Retirement (“Travia”) Leave of Absence .................................................................................. 24  
   12f. Workload and Multiple Positions............................................................................................. 24
1. What is the role of a chair?

According to the CUNY Bylaws, Chairs are the chief academic and administrative officers of their departments. A department chair has the responsibility for implementing departmental policies; presiding at department meetings; overseeing the recruitment, hiring, guidance, evaluation, reappointment, and promotion of faculty members; managing the departmental budget; overseeing curriculum and curricular changes; preparing class schedules; assigning teaching and administrative responsibilities to faculty members; and maintaining departmental records. See the Board of Trustees Bylaws, section 9.3.

1a. What does a good chair at John Jay do?

- Establishes and maintains a collegial work environment in which diverse contributions are valued
- Builds on individual faculty members’ strengths and helps them to identify and address areas for growth and improvement
- Involves faculty in setting and achieving strategic priorities of the department
- Guides and mentors faculty in their research, teaching and scholarship, and advises them in the tenure and promotion process
- Ensures courses are scheduled and staffed so as to balance student and curricular needs with individual faculty needs
- Oversees the hiring and teaching effectiveness of adjuncts teaching in the department
- Engages and includes adjuncts in the life of the department in recognition of their contributions
- Acts as representative and point of contact between the faculty of the department and the administration, communicating the needs of each group to the other objectively
- Meets regularly with major coordinators, graduate program directors, and interdisciplinary program coordinators served by department and supports their work
- Works to close the loop on outcomes assessment in department programs
- Manages college deadlines and processes through reminders to those responsible for meeting them – in other words, act as the time and task manager for the department
- Is accessible to students and faculty served by the department for complaints, questions, and concerns; solves problems quickly and fairly with discretion in sensitive matters
- Establishes a calendar of regularly occurring department meetings for the year
- Shares all procedural matters of the department with faculty so governance and policies are transparent
- Monitors and submits relevant approvals for faculty (e.g., timesheets; workloads; eHRAFs; leave paperwork; multiple position forms, etc.)
- Works through shared governance, respects CUNY and JJ policies and guidelines, and operates within the PSC-CUNY union contractual parameters.
- Recognizes and celebrates faculty contributions and successes – acknowledgment and thanks is often all we have to give, but it goes a long way
1b. The Routine Practices of Effective Department Chairs

The Harvard Graduate School of Education’s Collaboration on Academic Careers in Higher Education (COACHE; https://coache.gse.harvard.edu/) published a “white paper” on the Routine Practices of Effective Department Chairs. This section adapts those suggestions to the John Jay environment.

To cultivate faculty success, good chairs:

Create a welcoming and nurturing departmental climate

- Pay attention: have an open door; stop by and talk with pre-tenure faculty; make sure all is well
- Signal that it is OK to ask questions or to ask for resources
- Recognize colleagues; offer encouragement
- Develop chairs to succeed you – and teach them to nurture new faculty

Provide mentors/foster networks

- Ensure all faculty have at least one mentor, check in to see how it’s working out
- Match pre-tenure faculty with tenured faculty who share research interests or who can provide teaching guidance
- Help junior colleagues make connections that foster cross-department and interdisciplinary collaborations
- Invite a tenured faculty member from outside the institution (in the same field as a pre-tenure faculty member) to campus to spend a day or two discussing his/her research and giving feedback

Be clear regarding the interpretation of policies and practices

- Communicate frequently – in person, in writing – to pre-tenure and tenured faculty
- Provide sample Forms C of successful tenure and promotion bids in your department. You could create a department Blackboard account or use CUNY Dropbox to store and share materials.

Provide consistent support

- Have pre-tenure faculty establish 3- and 5-year plans and help them work the plan
- Host monthly, informal brown-bag lunches with pre-tenure faculty; then meet each individually once per semester
- Tell faculty when they should hold off on developing new courses, or service commitments, to focus on research
- Talk to new faculty about which committees would be good fits for their interests/strengths or are well suited for new faculty; give them permission to “blame the chair” when declining

Provide teaching support

- Hold discussions with all faculty in the department around how teaching assignments are made, keeping it transparent and equitable (load/level)
Provide research support

- Encourage new faculty to apply for awards, RFPs, grant announcements
- Familiarize them with PSC-CUNY Awards, the Office of Sponsored Programs, and the Office for the Advancement of Research
- Help junior faculty decide how to use their contractual release time in a way that maximizes their research productivity
- Organize discussions of faculty work in the department and ensure faculty members understand the workload system and/or encourage faculty to attend information sessions at the College on workload

Support Major Coordinators, Interdisciplinary Program Coordinators, and Graduate Program Directors

- Meet regularly with any major coordinators, interdisciplinary program coordinators or graduate program directors in your department
- Share information and resources to support college priorities among all programs

2. Departmental and College Governance

Each John Jay College department has its own bylaws that govern specific committee procedures. Departmental Bylaws are maintained in each department and are posted on the John Jay website (Inside JJ – Policies and Procedures Compendium – Office of Legal Counsel – Governance and Bylaws – Department and Graduate Program Bylaws). Departmental Bylaws may be amended by an absolute majority of the full-time members of the Department faculty, as defined in Article I, Section 3.a.i of the Charter, in a noticed meeting where a quorum of the full-time faculty who are eligible to vote is present. The amendment must then be submitted to the Executive Committee of the College Council. When the Executive Committee of the College Council approves the amendment, it shall then be considered final and shall take effect immediately.

The roles of the chairs outlined by either CUNY or John Jay’s Charter follow.

2a. Chairs’ Term of Office and Election Procedures

Term of office: The term of office is three years, beginning on July 1 and ending on June 30. Elections are held in the first full week in May in designated years. If a Department Chair resigns before completing his or her term of office or takes a leave of absence during the term, a special election is held for an Acting Chair for the portion of the term in which the Chair will be absent.
**Election procedures:** Election is by secret ballot by a majority of eligible voters (NOT a majority of those present). Eligible voters include the following: full-time Professors, Associate Professors, Assistant Professors who have tenure or have been reappointed for the following year, and Lecturers who have a Certificate of Continuous Appointment (CCE). Faculty who have submitted a resignation, untenured faculty who have not been reappointed for the following year, and Lecturers without CCE may not vote. Faculty who have filed for retirement may vote during their last year of service, but not while on Travia leave. Faculty typically must be present at the meeting to vote, though double check if your department bylaws have been revised in this regard post-COVID. See the CUNY bylaws, section 9.1 (below) for details on qualifications, terms, and election procedures for department chairs.

**2b. Section 9.1 of CUNY Bylaws on Department Organization**

- a. Each department, subject to the approval of the faculty or faculty council, where existent, and subject to the provisions of other sections of these bylaws, shall have control of the educational policies of the department through the vote of all of its members who have faculty rank or faculty status; and it may also choose to permit a vote on departmental matters by persons in visiting professorial titles and other members who have been appointed on an annual salary basis for a first or second year of full-time service. The right to vote for the election of department chairpersons and the departmental committee on personnel and budget, referred to in some colleges as the departmental committee on appointments, shall be reserved to those with faculty rank.

- b. The executive officer of the department shall be the department chairperson who shall be a professor, associate professor or assistant professor elected by secret ballot for a term of three years, except as provided below, by a majority vote of all the members of the instructional staff of the department who have faculty rank. Proxy or mail voting shall not be permitted. The department chairperson must be tenured or have been approved by the board for tenure at the time of his/her election, except in departments less than seven years old. Such elections shall be subject to the subsequent approval of the president and the board. The present system of staggered departmental elections shall be continued. The successors of department chairpersons shall be elected during the first full week in May at the expiration of the respective terms of office to take office as of July first of the year in which they are elected and at the three year intervals thereafter. Vacancies shall be filled by election for the unexpired term. Notwithstanding anything in the foregoing to the contrary, in the library department, the president of the college shall from time to time recommend a member of the department to the board for designation as chairperson.

- c. In any case where the president does not approve the election of a department chairperson, or at such other time as the interests of the college may require the removal of a chairperson and the appointment of a new one, he/she shall confer with the department and thereafter shall report to the board, through the chancellor any subsequent action by the department with respect thereto, together with his/her own recommendation for a chairperson. The recommendation by the president to the board, through the chancellor, for the designation of the department chairperson should take place only after careful consideration by the president of the qualifications of those selected by the respective departments. The president shall base his/her recommendation on the capacity of the individual selected to act effectively as the departmental administrator and spokesperson and as a participant in the formation, development, and interpretation of college-wide interest and policy.

- d. Where there are fewer than three tenured professors, associate professors, and assistant professors in a department, the president may, except where the department has been in existence for less than seven years, after consultation with the departmental faculty, recommend
the appointment of a chairperson to the board from among the members of the department holding professorial rank. Where the department chairperson is recommended by the president pursuant to this subdivision, subdivision "c" of this section, or subdivision "a" of section 9.5, the chairperson need not be tenured.

e. Each department shall operate as follows, unless the governance plan provides otherwise: There shall be in each department a department committee on personnel and budget, referred to in some colleges as a department committee on appointments, consisting of the department chairperson and where possible, of four other members who must have faculty rank. The number of members of faculty rank shall not affect provision for student membership, if a college governance plan so provides. Four of the faculty members of the committee must be tenured, except if the department has fewer than four tenured faculty members. The department chairperson shall be the chairperson of the committee. The four faculty members shall be elected by a majority vote of those persons in the department having faculty rank. Election shall be held at the same time that the department chairperson is elected. A vacancy in the office of the chairperson prior to expiration of his/her term when such vacancy necessitates an election for a new chairperson shall not affect the term of the committee. A president may remove a member of the personnel and budget committee, for good cause, at the request of a majority of the members of such committee. Such request shall be in writing, and the member whose removal is sought shall have an opportunity to respond. If a member of the personnel and budget committee is removed by the President, an election shall be held to fill the vacancy.

In departments with fewer than four tenured faculty members, the president after consultation with the departmental faculty, shall appoint an ad hoc committee to make recommendations on appointments with tenure in lieu of a committee on appointments or a departmental committee on personnel and budget.

f. (Not included because only relevant to Hunter College Elementary and High Schools)

g. Each department may name such other committees as it chooses and shall have the fullest measure of autonomy consistent with the maintenance of general educational policy.

2c. Role of Chair in Department Personnel and Budget Procedures

The Chair serves as Chair of the department Personnel and Budget Committee (P&B). All members of the P&B committee must be faculty on a tenure-track line and at least four of the committee members shall be tenured. Only Associate and Full professors can vote on applications for promotion to Full professor. If a quorum of 4 eligible P&B members is unavailable for a particular case, the Chair will work with the Provost to build an appropriate committee. The actions of the committee concerned with instructional staff appointments, reappointments, reappointments with tenure, and promotion shall be by secret ballot, and the result of the balloting shall be duly recorded in its minutes. All records of the proceedings with respect to a candidate shall be filed in the candidate's administration file, available only to the committees and individuals responsible for the review and recommendation of appointments, promotion, and tenure. It shall be the duty and responsibility of the department chairperson to communicate to the candidate the action of the committee, but no reason shall be assigned for the action taken. The affirmative recommendations of the committee shall be submitted by the department chairperson to the president [via Faculty Services] and appropriate college committee on personnel and budget [FPC] in accordance with procedures set forth in the bylaws of the board. See CUNY Bylaws 9.2. According to section 9.5 of the CUNY Bylaws, a minority of any committee on appointments or departmental committee on personnel and budget shall have power to submit a minority recommendation to the college committee on faculty personnel and budget.
All committee meetings at which personnel actions are discussed are confidential. CUNY has, since 1958, adhered to the principles laid out in the Max-Kahn Memorandum, which states:

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.

2d. Role of Chairs in College Governance

Department chairs are members of the college governance bodies below. For full membership of these committees and their duties, see the John Jay Charter of Governance and the Council Bylaws. (See also Appendix A for list of abbreviations.)

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

Provost’s Advisory Council (PAC): The PAC consists of the Provost, staff to the Provost, each department chair, and the Faculty Senate President and Vice-President. It typically meets monthly.

Faculty Personnel Committee (FPC): The Faculty Personnel Committee, which includes all department chairs, reviews recommendations for appointments to the instructional staff in the following ranks: Distinguished Professor, Professor, Associate Professor, Assistant Professor, Instructor, Distinguished Lecturer, Lecturer, Chief College Laboratory Technician, Senior College Laboratory Technician, and College Laboratory Technician, and makes recommendations to the President. It also receives department P&B Committees’ recommendations for promotions and reappointments with or without tenure, together with compensation, in the aforementioned ranks of the instructional staff and recommends to the President actions on these matters. It may also recommend to the President special salary increments and considers requests for Emeritus status and fellowship leave. The President considers such recommendations in making his or her recommendations to the CUNY Board of Trustees.

Budget and Personnel Committee (BPC): The Budget and Planning Committee, which includes all department chairs, is responsible for reviewing budget information, making recommendations on the financial and budgetary matters of the College, and providing guidance on comprehensive and strategic planning for the College.

3. Personnel Search

When faculty lines become available either through the allocation of new lines by the university or through retirements, resignations, or non-reappointments, the Provost will pool these lines and invite
departments to submit requests for lines based on the department faculty’s shared vision of program priorities. The Provost will allocate lines to departments based on a combination of the program priorities articulated by the department, the Provost’s line allocation model (includes ratios of FTEs to faculty in the department’s majors, seat efficiency in the department’s courses), and other college and university priorities. When lines are allocated and searches authorized (typically once a year, in late spring or early summer), departments will follow the protocol outlined in this document to bring their searches to a successful conclusion. The chairperson is the party ultimately responsible for conducting the search and hiring process within the department, though that responsibility can be shared with members of the department P&B and/or a departmental search committee at the chair’s discretion, or other parties as the Provost deems appropriate.

3a. Diversity and Compliance

The Director of Compliance & Diversity in the Office of Legal Counsel (CDO Director) maintains data on the College’s recruitment efforts in compliance with government reporting requirements. They retain the College’s official recruitment file after completion of each search. To that end, CUNY requires that office to monitor the following protocol, including these requirements from all search committees:

1. Submit the department’s Recruitment Plan Certification Form. The Department Chair works with the Office of Compliance & Diversity to draft and file a Recruitment Certification Plan that supports affirmative action procedures and goals.
   - HR has a list of outlets where ads are routinely placed. We encourage search committees to suggest additional outlets that reach the most diverse audience possible, including through informal channels (e.g., email networks).
   - Committees may consult with the CDO Director for advice on mounting searches to reach the widest possible pool of candidates, as well as the Associate to the Provost for Faculty, who can also assist with drafting position announcements (e.g., share sample Personnel Vacancy Notices (PVNs); see 3b).

2. Coordinate a time for the Director (or designee) to charge the search committee regarding the recruitment process, department staffing status and interview guidelines, as well as for the Hiring Diverse Faculty Workshop.

3. Submit the Applicant Log/listing for certification, approval of which is required before candidates may be contacted for interviews.
   - Departments should be aware that John Jay and CUNY place a priority on affirmative action goals and have instituted initiatives to support the diversification of CUNY faculty, including The Latino Faculty Initiative out of the Office of Academic Affairs.
   - If in the course of your search you identify a candidate who qualifies as an opportunity hire, the University may be willing to help the college recruit the candidate. This should be discussed with the Provost.

4. Submit the Faculty & Staff Selection Form at the end of the search. Applications will be stored in the CUNYfirst system, through which candidates apply.

3b. Position Announcements

Following best practices for hiring a diverse faculty (see Appendix B), the hiring department will prepare a Personnel Vacancy Notice (PVN) and a brief, two or three sentence description suitable for advertising, for each authorized position.
• Please contact the Department of Human Resources, Employment Services for a tenure-track faculty PVN template (current contacts are Jasmine Liz-Mora, HR Director of Operations, jliz-mora@jjay.cuny.edu; or Tamari Tevdoradze, HR Generalist, ttevdoradze@jjay.cuny.edu). See Appendix C for sample PVNs from prior searches.

• Chairs can work with the Associate to the Provost for Faculty to draft, update and/or revise their PVNs.

• Each PVN template varies based on rank of position sought. Once you receive the template you will need to complete the following sections: Position Overview, Qualifications, and How to Apply. The other sections generally remain as they appear. For example, the PVN will include a standard section ABOUT JOHN JAY COLLEGE.

• The Position Overview section of the PVN should begin with a paragraph that gives department specific information and information about the position, detailed enough to give candidates a clear sense of the position and the interests of the hiring department, including the following statement (not italicized):

  Candidates are expected to bring enthusiasm and demonstrated commitment to teaching and to develop and maintain an active research and publication agenda.

• When you receive the PVN template, there will be a Qualifications section that is prepopulated with University specific data that cannot be changed. You may add preferred qualifications, such as subject and discipline-specific expectations. For example, “The successful candidate will have a strong background in ethnic and gender relations in the Middle East.” Here is another: “PhD in chemistry or closely related area. To teach graduate and undergraduate courses in general and analytical chemistry for forensic science majors and elementary chemistry and other basic sciences for non-science majors. Background in biochemical terrorism and forensic chemistry welcome.”

• It is possible to include a section at the end of the PVN (ABOUT JOHN JAY’s XX DEPARTMENT) to provide additional information on your department (e.g., about your graduate programs).

• In the How to Apply Section of the PVN, you should indicate where you will recruit, if off campus. If you intend to interview at national/regional recruitment meetings, you should suggest a way for the candidate to make an appointment for an interview. For example: “Applicants interested in being interviewed at the XXX annual meeting should contact Professor YYY at email address@jjay.cuny.edu.”

• All candidates will need to submit an application through CUNYfirst. To apply, candidates will go to www.cuny.edu, select "Employment", and "Search Job Listing". Candidates will be prompted to create an account. Return to this job listing using the "Job Search" page and select "Apply Now". In addition to letters of recommendation, a curriculum vitae, and examples of scholarly work (and/or a research statement), applicants should be asked to submit a one page statement of teaching philosophy and, if available, syllabi and teaching evaluations.

• It is possible to set up a department email address for searches to receive reference letters. Email the helpdesk or request a department email address on Inside JJ.

• Chairs should work with Maribel Perez (mperez@jjay.cuny.edu) in the Provost’s Office to complete and submit the PVN for Provost approval.

• Once the PVN is reviewed and approved by the Provost, it will be reviewed in consultation with the Department of Human Resources and edited as necessary according to the guidelines above and in order to assure compliance with all terms and conditions of the University By-laws and
the Collective Bargaining Agreement. Once that process is complete, it will be forwarded to the Department of Human Resources for processing and submission to CUNY Central for posting.

- Remember that the PVN must be approved by CUNY (which takes time) and that the closing deadline for applications must be two months (60 days) after CUNY approval.
- However, including language about earlier review (e.g., “Review of applications will begin November 30; position closes December 15) will allow search committee members to begin reviewing applications before the closing date.

3c. Recruitment

- Once the chair has an approved Recruitment Certification Plan from the Office of Compliance and Diversity, the hiring department will submit the Recruitment Certification Plan and the following three items to Maribel Perez in the Office of the Provost:
  - Search Plan
  - Completed PVN
  - Brief Job Description/Position Announcement (used for advertisements)
- The SEARCH PLAN should identify any conference(s) at which the department will recruit, the location(s), the date(s), duration, and the names of P&B members who wish to attend (if any).
- If the department wishes to advertise in a particular journal, periodical, or website in addition to the standard advertising bundle (Black Issues in Higher Education, Diversity, Hispanic Outlook, and Chronicle of Higher Education website), the SEARCH PLAN should include the name of the journal, periodical, or website, the cost of advertising in it, and the deadline by which copy must be submitted. For instance, many professional organizations have mechanisms for sharing job ads (e.g., American Psychological Association; Association of Black Psychologists).
- Associate Dean Kim Chandler in the Office of the Provost will notify the department when the search plan is approved for funding and the amount.
- Hiring departments are expected to conduct proactive, vigorous, and timely national searches. The Provost may cancel or carry over searches that cast the net so narrowly, begin so late, or take so long as to raise questions about the quality of the applicant pool and the eventual hires.

3d. Record Keeping

The chair or the faculty member responsible for conducting the search should maintain a written record of:

- the date complete application materials are received for each applicant;
- the date an interview is conducted for each applicant if the applicant has been interviewed;
- the date faculty meet to discuss the applicants;
- the date the decision is made to recommend campus visits for short-listed candidates;
- the dates and agendas of all campus interviews;
- the date the faculty meet to choose the preferred candidate; and
- the date the department makes its recommendation to the Provost.
3e. Campus Visits

- The goals of the campus visit are to observe the candidate in a variety of settings and activities, to have the candidate meet as many members of the department as possible, and to promote the college and the department as desirable places to be.
- Prior to the day of the interview, the department will send or email the CUNY employment application to the candidate so that he or she can bring it in completed the day of the interview.
- Typically, the campus visit lasts for one day and includes lunch and dinner with the candidate, but may also include breakfast. In addition to these social occasions, candidates should be asked to give a job talk and should either teach a class, visit a class, or meet with students in a less formal setting. See Appendix D for details.
- Arranging and Paying for the Campus Visit. See Appendix D for detailed instructions.
- Gather feedback on each candidate from department members and others they meet.

3f. Short-Lists

- The Provost assigns an administrator (Dean, Provost, or Associate Provost) to each hiring department to interview the short-listed candidates during their campus visits.
- For each position searched, email the short-list of candidates whom the department is planning to interview to the administrator assigned to the department, with a copy to Maribel Perez, attaching the letter of application, the C.V., and the statement of teaching philosophy for each candidate.
- The department will be responsible for scheduling the candidates with the administrator assigned. The administrator will send a short evaluation of the candidate to the department chairperson and the Provost.
- The president may interview candidates when they are on campus if the Provost or the chair believes that a meeting with the president will help us to hire a top candidate and if schedules permit.

3g. The Offer

- The search committee should gather feedback on each candidate from department members and others who met them, discuss and rank candidates.
- When the hiring department has chosen the preferred candidate, the chairperson will inform the Provost via email, providing contact information for the candidate and a few sentences of rationale for the choice. The Provost may wish to discuss the choice and rankings with the Chair to ensure agreement. If the candidate is short-listed at another institution or is weighing a competing offer, the department chairperson should so inform the Provost.
- If the choice is approved, the chairperson may call the candidate to let him or her know that an offer will be forthcoming from the Provost.
- The Provost will make the formal offer, subject to the approval of the president, and will negotiate the salary.
- The Provost may invite the candidate to submit a start-up proposal via email. In determining the startup package, the Provost will consult with the department as necessary.
3h. Communication with Candidates

- The Provost will confirm the telephone offer by email, subject to the approval of the president, and will copy the department.
- The Provost will respond via email to the start-up proposal, copying the department.
- The president reviews every offer, and the offer letter will go out under the president’s signature, with a copy to the department. It will stipulate an annual salary, a general description of terms of employment and benefits, and a general statement of expectations regarding teaching, research, and service. The candidate will have two weeks to sign and return the letter, indicating acceptance.
- Once the signed letter is received in the Provost’s Office, it is forwarded to the Department of Human Resources for processing. Human Resources will generate the electronic Human Resources Action Form (eHRAF) indicating all pertinent appointment data, which is then submitted to payroll. It is important this step be done as soon as possible to assure the new hire will be paid within 6 weeks of starting. Please warn the new hire that they will not be paid for 6 weeks and should set aside funds to ease their transition to the new job.
- Once the candidate has accepted, the Provost sends the start-up letter, with a copy to the department, confirming the start-up offer, if any, and conveying the date of new faculty orientation and other information pertinent to getting started at the college.
- The candidate is also contacted by Human Resources for Onboarding/Orientation.

3i. Conclusion of the Search

- The chairperson of the department will send a notification of a completed search to the Chief Diversity Officer with a copy to the Office of Human Resources.
- CUNYfirst generates form letters to those not hired. However, the chairperson of the department may wish to send letters to applicants who were not hired, reporting that the searches were completed, thanking them for applying, and wishing them well, particularly for short-listed candidates.

3j. Immigration Considerations for New Hires

New hires on the tenure track who do not already have U.S. work authorization will be sponsored, and will receive subvention, by John Jay College for a nonimmigrant, temporary work visa, such as an H-1B. After satisfactory progress toward tenure is met, the college will sponsor petitions for permanent resident status; it will not, however, pay the legal fees associated with application for a Green Card. It is important to discuss these situations with the Provost in advance.

4. Annual Evaluations

At least once per year, each employee other than tenured full professors (including Distinguished Professors, see below) shall have an evaluation conference with the department chairperson or a member of the department P & B committee to be assigned by the chairperson. Tenured full professors may be evaluated. If the chairperson is not a full professor, the Provost (or Provost’s designee) may complete the annual evaluation (particularly if the chair will soon be considered for promotion). 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. See the PSC-CUNY Contract article 18.3.

The purpose of the annual evaluation shall be to encourage the improvement of individual professional performance and to provide a basis for decisions on reappointment, tenure, and promotion. At this point in the process the chair and the candidate are conducting a discussion. The chair should not hand the candidate a prepared evaluation form at the evaluation conference, nor should the chair ask the candidate to prepare one for the meeting.

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 of the personnel process guidelines: teaching, scholarship, and service;
- how the candidate's scholarship satisfies departmental or disciplinary criteria explained in II.B. Department Personnel Committees (P&B) and II.C Review Committees of the FPC;
- extraordinary circumstances;
- observations related to the guidance in III.A, General Guidance for Candidates;
- significant aspects of service, scholarship, or teaching that 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. When the candidate is being considered for tenure/promotion, an assessment of the suitability of tenure/promotion for that candidate.

5. Fourth-Year Pre-Tenure Review

The Pre-Tenure Review Policy of the City University of New York stipulates that all CUNY colleges shall conduct a pre-tenure administrative review of the personnel files of all full time faculty members on tenure-bearing lines based on the record submitted at the end of their third year of service. The purpose of this review is to ensure that these faculty members receive proper guidance and support as they work toward tenure.

At John Jay these reviews are conducted by the Dean of Graduate Studies, the Dean of Undergraduate Studies, and the Dean of Research, all of whom are members of the FPC, in the beginning of the fourth year of service, after the faculty personnel file has closed. The personnel file at the time of the faculty member’s consideration for reappointment to the fifth year will be the body of information that informs the dean’s review. No dean shall review members assigned to their review committee.
The Dean’s Memorandum of Review, which is added to the faculty member’s personnel file, will give faculty members an understanding of their progress in meeting the college’s expectations for tenure. Faculty members have the same rights and protections with regard to this review as they do with the chairperson’s annual evaluation. That is, they have the opportunity to read the Memorandum of Review and initial it for the file, to discuss the memorandum with the chairperson and dean, and to include in their personnel file any comments they have concerning the memorandum.

6. Distinguished Professor Reviews and Evaluations

The Distinguished Professor (DP) title is not tenurable; therefore, faculty in this title are subject to annual review by the Chair, as well as periodic review every five years (including self-evaluation by the DP and Provost assessment), to establish continued productivity and appropriateness of the DP title. Guidelines for evaluation and review of DPs are available in section II.K of the JJ FPC Guidelines.

7. Teaching Observations

The PSC CUNY contract requires professional evaluation of the teaching staff of the college. In particular section 18b and 18b1 note, “Teaching Observation, as described below is one factor in the total evaluation of academic performance of the teaching staff. At least once during each academic semester, non-tenured and non-certificated members of the teaching staff shall be observed for a full classroom period. One observation shall take place during any scheduled class during the first ten weeks of a semester. The faculty member shall be given no less than 24 hours of prior notice of observation. Tenured and certificated members of the teaching staff may be observed once each semester.” It is generally a good idea to complete a recent teaching observation for a tenured faculty member seeking promotion. After ten semesters of service, teaching observations for adjunct instructors shall be held at the request of the chair or the adjunct. For fully online classes, the faculty member must receive 7 days prior notice of the 48-hour observation period during which the observer will have access to the online course. For contractual reasons, observation of teaching must be performed by the tenth week of the Academic Semester. Article 18, Sections 2a through 2e gives additional guidance for required Post Observation conferences by the Department Chair (or P&B designee) and the timeline for completion. As soon as the process is complete, forward both teaching observations and post observations with relevant signatures to Faculty Services. These documents must go into each faculty member’s personnel file. Forms to document observations can be found on the Faculty Services website (under Key Forms).

8. Working with Candidates for Tenure, Promotion & C.C.E.

Department Chairs can assist tenure-track candidates by explaining the criteria and expectations of the college’s review processes and mentoring, or finding mentors for, the candidate.

The tenure process is long and at times difficult for many candidates. The Chair can help candidates by:

- talking with them regularly and listening to their concerns
- advocating for them when necessary to clear barriers to their success
• ensuring that weaknesses in any area are communicated clearly to the candidate and addressed well in advance of tenure or C.C.E. deadlines
• referring them to college resources that can help them achieve their full potential as a teacher-scholar, such as the Teaching and Learning Center, Sponsored Programs, or the Office for the Advancement of Research
• helping them set realistic deadlines for completion of work
• presenting models of how others in the department have made their way along the tenure track including, where possible, sample Form Cs of successful candidates

9. Adjunct Hiring and Reappointment

9a. Hiring and Engagement

Adjunct selection is at the discretion of the department. Chairs should make every effort to include adjunct faculty in the life of the department and support their needs. Adjuncts at John Jay represent 65% of the faculty and typically remain for more than three years. Engaging and recognizing adjuncts contributes to their happiness at John Jay, and this in turn is reflected in their efforts in the classroom.

9b. Reappointments

Chairs should have an established protocol for the criteria by which they will reappoint adjunct faculty, such as positive peer teaching observation and student evaluations that demonstrate teaching effectiveness. Academic Affairs (Virginia Gardner) helps departments keep track and notifies Chairs which appointment (see below) is appropriate for adjunct instructors each year. Be aware that the PSC-CUNY contract evolves periodically with regard to the details below.

Semester appointments. Adjuncts hired on a semester basis must receive reappointment (or non-reappointment) notice for the following semester on or before December 1 in the fall semester or May 15 in the spring semester, per the CUNY contract. Such notification of appointment (or non-reappointment) shall be subject to sufficiency of registration, changes in curriculum and financial ability as well as teaching effectiveness, which shall be communicated to the employee as soon as they are known to the appropriate college authorities.

One-year appointments. An employee who has served as an adjunct in the same department of the college for not fewer than six (6) consecutive semesters (exclusive of summer sessions) during the three (3) year period immediately preceding the appointment, to whom the college intends to offer another appointment, shall be notified on or about May 15 of appointment for both the following Fall and Spring semesters (i.e., a one-year appointment) – or notice of non-reappointment if they will not be reappointed. Such notification of appointment shall be subject to sufficiency of registration and changes in curriculum in each semester and financial ability, as well as teaching effectiveness, which shall be communicated to the employee as soon as they are known to the appropriate college authorities. Such notification shall also be subject to all other conditions of employment including, but not limited to, the workload provisions of Article 15.2 of the contract.

Three-year appointments. An employee who has served as a teaching adjunct and who has taught at least six (6) contact teaching hours per semester within the same department of the college for the 10
of the 12 most recent consecutive semesters (excluding summer sessions) preceding the effective date of the three-year appointment shall be considered for a three-year appointment, subject to the comprehensive P&B review and assessment referenced below. Up to four semesters of substitute service in a teaching title within the same department of the college may be counted as qualifying service. Adjuncts shall be notified on or before May 15th concerning appointment or non-reappointment for a three-year period (and subsequent three-year appointments or non-reappointment). A three-year appointment means that, during the three-year appointment period, the adjunct shall be assigned a minimum of six (6) classroom contact hours in each Fall and Spring semester, but shall have no entitlement to a particular course(s) or schedule in your department.

To receive a three-year appointment, an adjunct who meets the service requirements above must receive the positive recommendation of his/her department P&B committee and of the college President, or his/her designee [e.g., Provost, Dean]. The recommendations shall be based upon a comprehensive review of the adjunct’s performance and the fiscal and programmatic needs of the department and/or the college. Departments should seek to conduct teaching observations of eligible adjuncts in advance of their P&B decision-making to inform their decisions. Academic Affairs can help to identify such individuals in advance. At least one 50-minute teaching observation shall be conducted during the three-year period.

If a department P&B committee determines that an eligible adjunct will not be reappointed to a three-year appointment but could benefit from a one-year appointment and additional guidance, the adjunct shall be appointed to a one-year appointment. The Chair should provide written guidance to be sent with the May 15th letter of notification. At the end of the one-year appointment, the adjunct must be considered for a three-year appointment. This is ONLY a possibility the FIRST TIME an adjunct becomes eligible for a three-year appointment. After the first appointment, for subsequent evaluations, the options for departments are three-year reappointment or non-reappointment.

Please refer to the contract language (Appendix E) for additional details, including what to do if a department is unable to offer a minimum of six (6) classroom contact hours in a semester.

9c. Workload Limits for Adjunct Faculty

The Office of the Provost automatically tracks and reports adjunct faculty workloads to CUNY. From Article 15 of the PSC-CUNY contract:

(a) A person appointed to an Adjunct title is not a full-time employee of The City University of New York. Employment in an adjunct position or a combination of adjunct positions shall not constitute a full-time position. Adjunct Lecturers or Adjuncts in other titles, excluding Graduate Assistants, shall not be assigned a total of more than nine (9) classroom contact hours during a semester in one unit of The City University of New York. In addition, such adjunct may be employed to teach a maximum of one course of not more than six (6) hours during a semester at another unit of The City University of New York.

(b) Adjunct Professors, Adjunct Associate Professors, Adjunct Assistant Professors, Adjunct Instructors and Adjunct Lecturers will be paid at the appropriate teaching adjunct rate of pay for one (1) additional hour per week per course in order to engage in professional assignments related to their academic responsibilities, such as office hours, professional development, participation in campus activities and training. It is understood that the professional hours for adjuncts provided herein shall not be counted
toward the maximum adjunct teaching hours in section 15.2 of this Agreement. This provision also applies to full-time instructional staff who teach a course as an overload assignment (however, see multiple position information for full-time faculty in section 12f).

9d. Adjunct Promotions

Adjunct faculty promotion adheres to the same guidelines as faculty on tenure-track lines and is as follows:

a) Assistant Professor: The candidate must possess the Ph.D. degree and submit evidence of qualification to meet, in due time, the standards required for the first reappointment. Those persons without the Ph.D. currently holding positions as Assistant Professors and instructors at the Community Colleges shall not be affected by this provision.

b) Associate Professor: The candidate shall present evidence of scholarly achievement following the most recent promotion, in addition to evidence of continued effectiveness in teaching—the candidate should thus meet the qualifications required for tenure.

c) Professor: The candidate must meet all the qualifications for an Associate Professor, in addition to having an established reputation for excellence in teaching and scholarship in his or her discipline. The judgment on promotion shall consider primarily evidence of achievement in teaching and scholarship following the most recent promotion.

Adjuncts who wish to be considered for promotion submit a cover letter and a curriculum vitae along with supporting materials to their Department Chair in the spring for consideration by the department P&B and, if supported, by subsequent Provost consideration. (Specific, current guidelines and timelines can be found on the Faculty Services website.) Candidates should include the following documents in a Dossier as evidence of their standing and progress in their field:

- Current CV (must denote list of current publications, activities within your field, or grants)
- Cover Letter (denoting progress in scholarship, teaching, and service since appointment to current faculty rank)
- For promotion your cover letter should discuss and evaluate your work since your last appointment/promotion. In a narrative of no more than two pages, assess your teaching, scholarship, and service. In your discussion of teaching, reflect on your development as a teacher and the innovations or improvements you have made in particular courses. Your overall narrative should explain how your activities have contributed to the success of your department, the college, or the university and to your standing in the wider scholarly or creative community.
- Summary of Student Evaluations
- Chair’s note of support reflecting Department Personnel and Budget Committee’s approval of the Promotion request (Chair provides to Provost).

Other Supporting Materials may include but are not limited to:

- Peer Reviewed Scholarly Books
- Peer Reviewed Articles or Equivalent Works (e.g., peer reviewed performances, exhibitions, etc.)
- Papers Presented at Academic Conferences
- Performances/Exhibitions or Curatorial Work
- Recordings of Performances
• Portfolios of Artistic Work
• 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
• Reprints or performances
• Other scholarly technological products or creative works

9e. Checklist for Hiring Adjuncts

Once a Chair has decided to hire a new adjunct, these are the steps to follow.

1. Welcome the adjunct and send him/her several syllabus examples, which should include the most updated College model syllabus information. They can also be directed to the HR website under “Employee Resources” to access the “Adjunct Handbook”.

2. Ask the adjunct for an updated resume/CV.

3. Chair or department administrator will provide the adjunct with an offer letter. The signed letter, along with a preferred phone number and email address, should be emailed to: newadjuncts@jjay.cuny.edu. Updated offer letters will be made available to departments by Academic Affairs (typically Associate Dean Kinya Chandler). If you have questions about pay rate information to include on the letter, contact Virginia Gardner.

   Virginia (Ginger) Gardner
   Adjunct Specialist, Office of Academic Affairs, Room 1024 BMW
   vgardner@jjay.cuny.edu
   Tel. 212.237.8805

4. HR will email to the adjunct with the list of documents required to verify their eligibility for employment. They will also email the chair or program director when the adjunct has been cleared for employment. If you have questions about where your new hire is in the process you may contact Victoria Jordan.

   Victoria Jordan
   HR Coordinator, Office of Human Resources
   vjordan@jjay.cuny.edu
   646.557.4603
5. As soon as the CV and contact information of the new instructor are received, generate an eHRAF. This initiates the payroll and CUNYfirst processes, so this should occur as soon as possible. Also be sure to email a copy of the CV to Virginia Gardner as well.

6. Have chair or program director sign the PT Instructional Staff Background Verification Inquiry Form:

For all Full-time and Part-time Instructional Staff Candidates for Employment
Please complete the form, sign and return it Office of Human Resources.

Hiring Department:_____________________________________________________
Name of the Candidate:_________________________________________________
Functional Title:_______________________________________________________
Payroll Title:__________________________________________________________
Job ID # (if applicable):_______________________________________________
Proposed start date:____________________________________________________

Does this position have fiscal authority over $10,000? Please circle one.
Yes    No

Does this position work in programs serving minors? Please circle one.
Yes    No

Does this position drive University /College vehicles? Please circle one.
Yes    No

Name of Department Chair/Director (Please Print):_________________________
Title:________________________________________________________________
Signature:________________________________________________________________
Date:___________________________________________________________________

7. If adjunct’s name does not appear in CUNYfirst, contact Katarzyna (Kate) Gribbin (contact information below) to add the adjunct to the table. You will need to provide the ACAD-ORG code for the course.

Kate Gribbin
Faculty Workload, CUNYfirst, Office of Academic Affairs, Room 1023 BMW
kgribbin@jjay.cuny.edu
212.393.6318

8. Contact the Registrar Scheduling Unit to assign the adjunct to a course section: schedule@jjay.cuny.edu.

9. To create an email address for an adjunct go to: Inside John Jay > click on Employee Center > click on Managerial Services (Vice Presidents, Chairpersons, Deans, Directors) > click on New Email Request and enter the information requested on the form.
Additionally, use the following usernames and passwords for guests who may need to use the John Jay Wireless Network. They will still need to connect to the network as per the Wireless Instructions, but they can use one of the following instead of a John Jay e-mail username and password:

- guest1; pswd = jj0001
- guest2; pswd = jj0002
- guest3; pswd = jj0003
- guest4; pswd = jj0004
- guest5; pswd = jj0005

10. Hiring and Evaluation of Non-Instructional Staff

Each academic department will have either part- or full-time support staff, as negotiated with the Provost. Should you need to replace or hire a department administrator, you will work first with the Provost’s office and then with HR to hire someone. Setting up the parameters of the job in advance (on a PVN – personnel vacancy notice) can help the employee, you, and your department to be clear about employee responsibilities. Each department varies in terms of what it asks its administrators to do.

Department chairs are responsible for completing annual performance evaluations for any non-instructional staff they supervise (per Article 18 of the contract). Forms and guidelines for staff performance evaluations are available on the Human Resources website (see below). Timely submission of performance appraisals is necessary for consideration of any promotions or merit increases for staff.

The Professional Evaluation must take the following form:

1. The chairperson is to schedule an evaluation conference with the employee. Please provide employees with advance notification (2-3 days) of the evaluation conference.
2. At the conference, the employee’s total performance and professional progress shall be reviewed. The purpose of the professional evaluation shall be to encourage the improvement of individual professional performance, to discuss areas of strength, to work with the employee on professional goal-setting for the coming year, and to provide a basis for decisions on reappointment and other personnel actions. At this point in the process you are conducting a discussion. Do not hand the employee a prepared evaluation form at the evaluation conference (this action is commonly grieved by the union).
3. Following the evaluation conference, the chairperson shall prepare a record of the evaluation discussion, using the evaluation memorandum form. Blank copies of the EVALUATION MEMORANDUM FORM can be found by visiting the Human Resources website, under HR Forms, under Employment Services, or click here for the form.
4. A copy of the completed evaluation memorandum form shall be given to the employee within ten (10) working days following the conference. The employee should sign the evaluation memorandum form, make a copy for their own use and return the original copy to the chairperson or supervisor for inclusion in the employee’s personnel file. NOTE: If the overall evaluation is unsatisfactory, the evaluation memorandum form shall so state. The employee in such case may indicate their disagreement on the form and may provide a written rebuttal that is to be attached to the evaluation memorandum form and included in the personnel file of the employee.
11. Chair’s Annual Evaluation (as Chair)

Every summer all chairs must complete a self-evaluation of their leadership and management of their department for the Provost. The chair’s evaluation typically asks chairs to reflect on the following aspects of their leadership (though other areas may be added, depending on the focus or concerns of the Provost and College):

I. Strategic planning
II. Outcomes assessment
III. Department management
IV. Teaching and learning
V. Support of tenured and tenure track faculty
VI. The department’s engagement with college initiatives
VII. Data

Data are supplied by the Office of Institutional Research in June. Chairs submit the completed evaluation to the Office of the Provost in advance of their evaluation meeting with the Provost and the Associate Provost for Institutional Effectiveness. After the meeting, the Provost writes a letter to the chair outlining agreed upon goals for the department for the upcoming year. Both the Chair’s Annual Evaluation and the Provost’s letter of response should be shared with all members of one’s department so that planning is transparent.

12. Faculty Leave and Workload

12a. Fellowship Leave Eligibility

Tenured members of the instructional staff, including those in the title Lecturer with a certificate of continuous employment (CCE), and Lecturers with a CCE on leave from that title and serving without tenure in professorial titles (Assistant Professor, Associate Professor, Professor), who have completed six (6) years of continuous paid full-time service with the University, exclusive of non-sabbatical or fellowship leaves, are eligible to apply for a fellowship leave (commonly referred to as sabbatical leave). An application for a fellowship leave may be made for research (including study and related travel), improvement of teaching, and/or creative work in literature or the arts. Applications are due one year prior to the requested leave (Oct 1 & Mar 1 are annual deadlines).

12b. FMLA, Military Leaves, and Leaves of Absence

Faculty are eligible for military leave with partial pay. Faculty are also eligible for FMLA leave of up to 12 weeks to care for themselves, a parent, child or spouse; paid parental leave for the birth or adoption of a child 5 years or younger (see 12c); paid family leave (PFL) for the care of a newborn child or immediate family member; unpaid child care leave (special leave for the care of a newborn child); or non-FMLA medical leave, to care for oneself when not eligible for FMLA. CUNY also has a catastrophic sick leave bank program for individuals who need additional sick leave (up to 90 days in one year), donated by other full-time employees. Faculty are eligible for a Leave of Absence of up to two years (three in special circumstances) without pay. The HR Benefits office can help identify the appropriate leave, depending
on circumstances ([http://www.jjay.cuny.edu/hr-staffservices-directory](http://www.jjay.cuny.edu/hr-staffservices-directory)). Forms for leaves are available on the HR website, on the HR Forms page, under “Benefits Forms, Policies, and Procedures”.

### 12c. Paid Parental Leave

Members of the instructional staff who have at least one year of full-time service may request paid parental leave of up to eight consecutive weeks, not counting annual leave, immediately following the birth of a child or the adoption of a child up to five years of age. For a birth mother, this leave begins immediately after the expiration of temporary disability leave. Untenured faculty must declare whether time on parental leave will be used to ‘pause’ the tenure clock or to continue its count during the leave – a pause cannot be reversed later to revert to the original tenure clock (it would be considered ‘early tenure’). See the letter of agreement on the PSC-CUNY website for details. Department Chairs must work with faculty members and the College’s Labor Designee to resolve class scheduling issues in a way that minimizes the disruptive effect of parental leave on the continuity of teaching. In consultation with the department Chair and the Labor Designee, a faculty member may request 6 hours of release time for one semester instead of the prescribed eight-week paid leave. This and all modifications of the standard parental leave arrangement require negotiation by all pertinent parties and a settlement agreement.

### 12d. Temporary Disability

Full-time employees are accorded up to twenty days of temporary disability leave, excluding Saturdays, Sundays, and holidays, per year. These days accrue up to 160.

### 12e. Retirement (“Travia”) Leave of Absence

Faculty members who are retiring and have accumulated enough unused sick leave during their years of employment are eligible for Retirement leave at full pay for one semester. Retirement is official at the end of this leave. A faculty member who has stated an intention to retire may change the decision before the leave ends and return to work the following semester, but the leave may be taken only once.

### 12f. Workload and Multiple Positions

The Collective Bargaining Agreement between CUNY and the Professional Staff Congress (PSC) has articulated expectations regarding the amount of teaching that a faculty member is required to do in a given year and how that teaching may be managed over time (Article 15). The contractual teaching load for full-time, tenure-track Assistant Professors, Associate Professors, and Full Professors is 18 hours in CUNY senior colleges. The contractual teaching load for Instructors and Lecturers is 24 hours. The contractual teaching load of substitute lecturers/instructors is 27 hours, and that of professorial faculty substitute lines is 21 hours. A complete explanation of John Jay’s workload policies and practices, including information on the University policy on Multiple Positions (see below), can be found in the Compendium inside John Jay under Faculty Workload Policies and Guidelines.

**Reassigned Time for Untenured Faculty:** Untenured full-time faculty members receive 24 hours of junior faculty reassigned time to be used within their first 5 annual appointments. Effective for hires beginning Fall 2020, faculty receive 18 hours to be used within their first 5 annual appointments, and upon receiving appointment with tenure, receive 6 additional contact hours of reassigned time to be used during the 3 succeeding academic years (beginning with the year in which tenure becomes effective).
For faculty librarians and counselors, 12 contact hours shall be equivalent to the number of clock hours that would be necessary to provide full reassigned time to a faculty librarian or counselor for 15 weeks.

Workload Averaging and Overloads: Any workload excess or deficiency will trigger a three-year period in which the faculty member has to address the excess or deficiency within the next two years so that at the end of the three-year period, the faculty member’s workload averages out to the total number of annual hours specified above. For example, if a full-time professor has a workload excess or deficiency in year 1, the Department Chair and faculty member must collaborate to ensure that the faculty member’s teaching load across years 1-3 totals 54 hours (18 x 3 = 54). Any subsequent excess or deficiency that occurs during the three-year period that was triggered must also be addressed within the three-year timeframe. In other words, any subsequent excess or deficiency that occurs within that three-year window does not trigger another three years; however, a new three-year window will be triggered after the expiration of the old one as soon as a new excess or deficiency occurs. Department Chairs and faculty members will receive workload status reports to assist both parties in tracking and addressing excesses and deficiencies in accordance with the PSC Contract.

Full time faculty who must report workload include Distinguished Professors, Professors, Associate Professors, Assistant Professors, Instructors, and Distinguished Lecturers and Lecturers, as well as Substitute faculty. The regular workload reporting requirement does not currently include Librarians and Counselors, or visiting faculty. Only fall and spring terms constitute the annual workload. Instruction performed in the winter session will be credited toward spring semester workload (unless faculty opt to teach for adjunct funds). Faculty workload is recorded and managed through the eWorkload application available at https://doitapps2.jjay.cuny.edu/workload/index.php. Overloads for full time faculty require Provost approval and are subject to fiscal concerns and other constraints and may be denied as a result.

Multiple Positions: As detailed in the Faculty Workload Policies and Guidelines, CUNY established a policy limiting additional employment of full time faculty. This is known as the Multiple Positions Policy. All full time faculty are required to submit a CUNY Multiple Positions Report each semester (fall, spring), reporting any compensated employment or new assignments over and above their full time employment at the college (signed by the department chair) or attesting to having no such employment or assignments. Only full time faculty members on long-term disability leave are exempt from submitting the form. You can find the Multiple Positions Policy and Reporting Form at this link: CUNY Multiple Positions Report Form and other docs. For summer work/compensation (including Chair summer salary), faculty submit the Summer Assignments Reporting Form prior to engaging in the summer activity. Collection of Multiple Positions and Summer Assignment Reports is handled by Faculty Workload Managers in Academic Affairs (Kate Gribbin, Christina Czechowicz), who send regular reminders about policies, workload and multiple position reporting, and forms. Please direct reports and questions or comments regarding the Multiple Positions Policy to multiplepositions@jjay.cuny.edu.

13. Curriculum, Class Scheduling, Student Requests

13a. Curriculum

Changes of departmental curriculum (creation, modification, and deletion of courses and changes of major, minor, and degree requirements) must be approved by the chair before being sent to UCASC for review. Curriculum endures multiple stages of review and approval: by the departmental curriculum
committee, by the department chair, by the appropriate Undergraduate Curriculum and Standards Committee (UCASC) subcommittee, by the UCASC, and by the College Council. Curricular changes are then forwarded to the Board of Trustees for approval. Curriculum changes are official only after they appear in the Chancellor’s University Report and, in the case of new programs, once approved by the New York State Education Department. ‘Experimental’ courses may be offered twice before needing formal approval.

13b. Scheduling of Classes

Department Chairs and/or their delegates are responsible for scheduling the classes offered by their departments and assigning faculty to teach them. For all campuses, CUNY typically publishes Summer and Fall schedules February 1 and Winter and Spring schedules October 1. Working backwards from these deadlines, preliminary schedules are typically requested by the John Jay Registrar in November for the following year’s fall schedule; January, for the upcoming summer schedule; April, for the following year’s spring schedule, and July, for the upcoming winter schedule. Most important for these preliminary schedules are the classes to be offered, teaching modality, and schedule for the class. Once this information is published, it is difficult and disruptive to revise. Adding staff is less difficult for the registrar (requests can be emailed to schedule@jjay.cuny.edu). Deadlines for submitting class requests for the fall, spring, winter, and summer terms are announced by the Registrar. Schedule demand models and requests as well as course cancellations are issued, often after consultation with the chairs, by the Executive Director of Undergraduate Studies and the Dean of Graduate Studies. Departments often “roll over” a prior year’s classes to the next year (e.g., Fall 2018 → Fall 2019), which is an efficient means of building a schedule. However, in doing so, it is a good idea to examine class enrollments from the prior year in case a slightly revised schedule might better meet student needs and ensure sections have strong enrollments.

13c. Common Student Requests

Chairs are often asked to give students permission in CUNYfirst to enroll in or to drop a course offered by the department. For example, a student might request an overtally to enroll in an otherwise full course (assuming instructor agreement). Or a student might need a prerequisite waiver to enroll in a course (e.g., they are taking the prerequisite course at the time of registration). Steps for providing these permissions are shown in Appendix E. If it is past an enrollment deadline, the chair might need to email the registrar to request the permission for the student. If you have questions about undergraduate course permissions, contact Kathy Killoran at kkilloran@jjay.cuny.edu. Questions about graduate courses can be directed to the Program Director or to Graduate Studies. Chairs can provide approvals but cannot register students for classes.

Some students take courses at other Colleges that do not have an automatic equivalent at JJ (they may get generic “blanket” credit, such as “PSY 1”). A chair (or designee) can evaluate the syllabus, course description and/or other materials from the course to determine if it is equivalent to a John Jay course – or can be applied to the major/minor in place of a John Jay course. Or a student might wish to substitute a non-major course taken at John Jay for a course in their major. If the Chair agrees, after making an evaluation, complete a course substitution form and submit it to the Registrar for the student. Faculty can request grade changes themselves here: https://doitapps2.jjay.cuny.edu/gradeChange/login.php. (See: Change of Grade Faculty Training Guide). Students wishing to appeal a grade should follow the grade appeal procedure – grade appeal forms at Jay Express (http://www.jjay.cuny.edu/change-grades).
14. Supporting Faculty Research and Travel

14a. Supporting Faculty Research

John Jay offers a number of internal funding opportunities, monthly and annually, through the Office for the Advancement of Research. Additionally, the PSC-CUNY Research Award Program is a reliable grantor for course releases and small funds. The Office of Sponsored Programs assists faculty and staff in securing external and private funding for research and maintains a database on funding sources.

14b. Faculty Travel

The process for allocating funds to departments to support full time faculty travel to conferences and the process for authorizing and reimbursing such travel are based in the Office for the Advancement of Research (OAR), located in Suite 601BMW. Allocations depend, in part, on faculty reporting of annual scholarly productivity. Rate of productivity – as well as faculty rate of reporting productivity to OAR – factor into the calculations. This provides a strong incentive for all faculty to report annual productivity (even if there is nothing to report).

Allocation

Funds to support faculty travel to conferences (Academic Travel) are allocated once a year, typically in early summer, from Indirect Funds in the Office for the Advancement of Research directly to the academic departments through the Research Foundation. Allocations to individual faculty members are then made by the department (the Chairperson and/or the Personnel & Budget Committee). Academic Travel funds, coming as they do from the indirect funds generated by the grants of our full-time faculty, are available only to full time faculty as a way of supporting and encouraging their scholarly productivity in preparation for tenure or promotion. Academic travel funds will only support travel to conferences at which the faculty member is making a presentation or playing a key role in the conference as an organizer/moderator of a panel or by virtue of the office s/he holds in the organization sponsoring the conference. In making individual allocations, the department should bear in mind that the amount allocated to the department is finite. The department must stay within its allocation.

Chairs are advised to distribute travel funds according to an established Department policy that either: 1) assures that travel funds are dispersed equitably across their faculty, or 2) assures that travel funds are dispersed to achieve a goal established by the Department, such as prioritizing new faculty members and/or prioritizing active scholars. Aspects of such a policy might include: a limit on the maximum dollar amount to be reimbursed per faculty member, a limit on the number of trips to be reimbursed per faculty member, and regular notification to all department members that travel funds exist.

Authorization

Before a faculty member travels (at least three weeks prior), they must complete the Travel Approval Form (TAF) available from the OAR website: http://www.jjay.cuny.edu/faculty-travel-guidelines or directly here.

This form must be signed by the department chairperson before it is submitted.
The faculty member is not authorized to travel until this form is submitted, reviewed, and signed by the Associate Provost for Research or his designee. The amount listed on the TAF (“Estimated Cost”) is considered to be the maximum amount the department chairperson allocated for the trip. If the faculty member overspends, there is no guarantee that the amount of the over-expenditure will be covered. If the department wishes to increase the amount of funding after the trip has taken place, the chair must sign a revised TAF, clearly marked “revised,” or send a signed memo with the faculty member’s reimbursement request, indicating the exact amount being approved.

Reimbursement

Faculty travel reimbursement guidelines are available at: https://www.jjay.cuny.edu/faculty-travel-guidelines. Note the Research Foundation’s policy that all spending must comply with New York State travel guidelines (http://www.osc.state.ny.us/agencies/travel/travel.htm). Maximum hotel and meal reimbursement costs are limited by GSA (U.S.)/Dept. of State(International) and reference websites.

To request reimbursement after travel, the faculty member must complete the Research Foundation (RF) Travel Expense Voucher and Request for Payment form, available at: http://www.jjay.cuny.edu/sites/default/files/general/2_travel_reimbursement_master.pdf. The voucher requires only the faculty traveler’s signature, but some departments require that the voucher first be submitted to the department for internal record keeping. The faculty member should check with the department. The completed RF Travel Voucher and accompanying documentation should be submitted directly to OAR within two weeks after travel is complete. See here for Travel forms and checklist of necessary documentation.

Reporting

OAR works with departments to monitor the status of department travel approvals and reimbursement submissions, and to reconcile balances, during the fiscal year. Chairs are asked to monitor and record travel expenditures/reimbursements in their Departments including the names of travelers, conference or event attended, and amount reimbursed (or scheduled to be reimbursed) for travel to facilitate timely reimbursements and avoid overspending.

14c. Department Chair Research Accounts

Starting Spring 2021, $3,000 per academic year will be made available in a research account for each department chair for your own research expenditures. Funds will be allocated each September to your CUNY Research Foundation (RF) account. Funds are for your use on research expenses allowable under the RF guidelines for PSC-CUNY Award budget requests. If you do not spend the entire $3000 in an academic year, unused funds will be rolled over for use in the following academic year, but must be expended within that second year. This includes the year after the chair leaves office (but does not apply to those whose appointment terminates at CUNY). Funds not spent after the second year will be returned to the RF for use in the PSC-CUNY Research Awards program. Individuals filling in for a chair for a full year will have access to the research funds, but ONLY in that academic year. If the interim chair substitutes for one semester, the elected chair is entitled to the funds. Chief Librarians are not eligible.

For more information about this PSC-CUNY contract provision, see: https://www.psc-cuny.org/issues/department-chairs-guide-contract-implementation and
15. Research Misconduct

A fundamental purpose of the University is to foster an environment that promotes the responsible conduct of research and similar educational activities, discourages Research Misconduct, and deals promptly with any Allegations or Evidence of possible Research Misconduct. It is the University's basic expectation that all research conducted by members of the University community will adhere to the highest ethical and moral standards. CUNY’s Research Misconduct Policy describes the procedures to be followed by the University in connection with any Allegation that University faculty, staff, post-doctoral associates, and/or students, whether paid by the University or through other funding sources, may have engaged in Research Misconduct.

16. Grievance Procedures

CUNY and John Jay policies on workplace violence and sexual harassment and the PSC’s contractual obligations by and for faculty and staff address the importance of non-discrimination; the right of all John Jay faculty, staff and students to work and learn in a harassment-free environment that upholds individual contracts as well as the need for tolerance and civility (see John Jay’s policies and procedures on conduct). When all goes well, problems can be resolved without recourse to formal complaints, arbitration procedures, and disciplinary actions. The Office of the Legal Counsel to the President and Labor Designee can assist Chairs in dealing with issues that arise under the PSC/CUNY collective bargaining agreement. A Chair may also want to confer, as appropriate, with the John Jay College PSC Grievance Officer. The most pertinent information on those matters can be found in the PSC-CUNY contract, articles 20 and 21. The Office of the Legal Counsel to the President and Labor Designee can also assist Chairs in dealing with legal issues. Incidents of workplace violence must be reported promptly to the Department of Public Safety. Reports of sexual assault, harassment or misconduct should be made to the Office of Legal Counsel’s Title IX Coordinator, Gabriela Leal (gleal@jjay.cuny.edu). Chairs are mandated reporters.

17. Best Practices for Conflict and Complaints

Handling heated emotions and difficult situations is part of the job of being chair. Students will come to your office in tears to complain about a professor’s behavior, professors will argue in a department meeting about how to approach an issue, or a tenure-track candidate will express anger at parts of their annual evaluation. The chair must resolve such situations as even-handedly as possible. A few useful tools for these situations follow:
17a. Listen actively and carefully

As C.K. Gunsalus notes in *The College Administrator’s Survival Guide*, listening carefully is not only important when people are making complaints, it acknowledges the aggrieved party’s right to be heard. If a student or professor feels s/he is being heard, they are more likely to be receptive to your responses, even when the answer is not what they want to hear. In fact, it is possible to sympathize with a person’s emotional response to a concern without agreeing to their version of events, using phrases like “I can see that you are really upset by this.” At times, the act of listening is all that is necessary. It may help to ask what the person would like to see happen, as it may clarify what action is needed, if any, or if a referral to another resource would be preferable or beneficial.

17b. In cases of conflict, be sure to hear both sides first

Most complaints arise from different perceptions of the same situation. Be sure to gather the accounts of all involved parties before jumping to conclusions or promising one side a specific resolution.

17c. Depersonalize the issue

Focus on problems, not people. When confronting conflict, it is important to focus the discussion on the issue and not the personalities involved. There is, for example, a significant difference between telling someone that "the department needs a course for the gen ed" and asserting that "you only look out for yourself." The first statement depersonalizes the conflict and describes a necessary task or performance expectation. The second statement personalizes the issue of disagreement and attacks the personality of the person. By personalizing the statement, the chair implies that the objectionable behavior is the result of some character flaw and does not suggest that the person can change the unacceptable behavior.

Unfortunately, not everyone seeks to minimize destructive conflict. Some people want to escalate a conflict and often do so by personalizing the issue. Take, for example, the faculty member who hates to lose an argument but typically holds a minority viewpoint. Such a person, sensing that most of the faculty disagree, is likely to resort to shifting the discussion from the issue being debated to the personalities involved. He or she may assert, "I don't understand why you can't get this," or may blurt out, "You never could understand the larger issues." Such statements bring out defensive behavior in those who believe that they have been personally attacked. A department chair managing such conflict needs to intervene and depersonalize the exchange. It is particularly helpful if the chair’s intervention can precede any defensive response from the person who’s been attacked. The chair’s intervention needs to redirect the issue. If conflict arises in a group meeting, the chair may wish to pause or stop the meeting to deal directly with the individuals involved and defuse the situation before proceeding. Setting ground rules for such settings in advance can be helpful (e.g., inviting any individual in the meeting to call ‘time out’ if they feel one is warranted).

18. Student Complaints

Students will often come to chairs to discuss matters of concern regarding their professors and classes. The first and most important action is to listen empathetically to student concerns. Being heard by a supervisor can often alleviate anger and concern on the student’s part. If the complaint involves sexual
harassment or discrimination, the chair must report this to the college’s Title IX officer, Gabriela Leal (gleal@jjay.cuny.edu) as a mandated reporter. It may be worthwhile to inform the student at the outset that Chairs are mandated reporters.

If the complaint concerns unhappiness about other types of professorial conduct, a grade, or another non-discriminatory claim, it is helpful to establish whether the student has discussed the matter with the professor first. If they have attempted to do so without success, the student’s account should be conveyed to the professor, and discussed. Not infrequently, perceptions of events will differ and it is incumbent upon the chair to decipher where the educational process has broken down and how it might be remedied. A chair should know that the “University respects the academic freedom of the faculty and will not interfere with it as it relates to the content or style of teaching activities. Indeed, academic freedom is and should be of paramount importance. At the same time the University recognizes its responsibility to provide students with a procedure for addressing complaints about faculty treatment of students that are not protected by academic freedom and are not covered by other procedures.” A chair should find good-natured ways to remind both parties of their responsibilities in the process, and thus resolve the matter informally.

In some instances, when a student complains about faculty conduct in the classroom or other formal academic settings, informal resolution may not be possible. If the concern relates to a grade, students should be informed of the grade appeal process. However, in some cases, professorial conduct might rise to the level of incompetent or inefficient service, neglect of duty, physical or mental incapacity or conduct unbecoming a member of the staff. In such instances, the student should be informed that they can file a formal, written complaint with the chairperson, the academic dean or a senior faculty member designated by the college president. Formal complaints should be filed within 30 days of the alleged conduct unless there is good cause shown for the delay. The chairperson (or recipient of the formal complaint, as when the chair is the subject of the complaint), as Fact Finder, should follow the procedure for student complaints about faculty conduct (see http://www.jjay.cuny.edu/sites/default/files/contentgroups/dean_of_students/Student_Complaints_about_Faculty_Conduct_in_Academic_Settings.pdf). In these instances there is John Jay and CUNY protocol that must be followed (see CUNY Manual of General Policy). Official complaints must be filed with the Provost, VP for Student Affairs and Office of Legal Counsel, along with the Fact Finder’s written report of their findings and recommendations (generally within 30 days of receipt of the complaint) sent to the student and faculty member as well.

19. Academic Integrity

Academic dishonesty is prohibited in CUNY. Penalties for academic dishonesty include academic sanctions, such as failing or otherwise reduced grades, and/or disciplinary sanctions, including suspension or expulsion. Definitions and examples of academic dishonesty can be found on the college’s Academic Integrity webpage.

19a. Reporting

A faculty member who suspects that a student has committed a violation of the CUNY Academic Integrity Policy shall review with the student the facts and circumstances of the suspected violation whenever feasible. Thereafter, a faculty member who concludes that there has been an incident of
academic dishonesty sufficient to affect the student’s final course grade shall report such incident on a Faculty Report Form and submit the form to the college’s Academic Integrity Officer. Faculty members are welcome to consult with the Academic Integrity Officer, Jennifer Dobbins (jedobbins@jjay.cuny.edu), as needed with questions or concerns or read more about the Academic Integrity process here.

In consultation with the faculty member and possibly administrators from Student and/or Academic Affairs, the Academic Integrity Officer shall recommend whether to seek a disciplinary sanction in addition to an academic sanction. Before determining the sanction(s) to seek, the Academic Integrity Office shall consult the student’s confidential academic integrity file, if any, to determine whether the student has been found to have previously committed a violation of the Academic Integrity Policy, the nature of the infraction, and the sanction imposed or action taken.

CUNY’s entire Academic Integrity Policy can be found in the policies section of Inside John Jay.

20. Where to Find Policies and Procedures

As part of a large university, John Jay College faculty and chairs are beholden to a number of contracts, policies and procedures. The following is a list of online resources where the majority of contracts, policies and procedures can be found.

- CUNY Bylaws
- CUNY Manual of General Policy
- CUNY Policies and Procedures
- Department of Public Safety Policies and Procedures
- John Jay Human Resources
- Inside John Jay Policies and Procedures Compendium (requires log-in)
- PSC-CUNY Contract: https://psc-cuny.org/cuny-contract
- PSC-CUNY website: https://psc-cuny.org/

21. Key People and Offices

<table>
<thead>
<tr>
<th>Issue</th>
<th>Office</th>
<th>Key People</th>
</tr>
</thead>
</table>
| Personnel procedures related to dept P&B or FPC procedures          | Faculty Services| Kyeanna Bailey, Director of Faculty Services  
kbailey@jjay.cuny.edu  
212.237.8808  
Jennifer Dobbins, Academic Integrity Officer &  
Faculty Services Specialist  
jedobbins@jjay.cuny.edu  
646.557.4576  
Natalie Plaza, Faculty Services Specialist |

HANDBOOK FOR DEPARTMENT CHAIRS (JUNE 8, 2021) 32
| Faculty hiring – diversity compliance | Office of Compliance & Diversity | Gabriela Leal, Interim Director of Compliance & Diversity/Title IX Coordinator  
pleal@jjay.cuny.edu  
646.557.4674  
Robert Kim, Senior Title IX/EEO Investigator  
rokim@jjay.cuny.edu  
646.557.4409  
Henry Cruz, Diversity Initiatives Coordinator  
hecruz@jjay.cuny.edu  
212.887.6220 |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>All search committees must be “charged” by this office before embarking on search</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Faculty hiring – posting Personnel Vacancy Notice (PVN) and interface with CUNYfirst for job search, onboarding of full time and part time employees | Human Resources (general contact: AskHR@jjay.cuny.edu) | Faculty & HEOs  
Tamari Tevdoradze, HR Generalist  
ttevdoradze@jjay.cuny.edu  
646.557.4858  
Jasmine Liz-Mora, HR Director of Operations  
jliz-mora@jjay.cuny.edu  
212.621.3768  
Adjuncts, CAs, NTAs:  
Victoria Jordan, HR Coordinator  
vjordan@jjay.cuny.edu  
646.557.4603  
FT Classified Employees:  
Faina Fradkin, HR Manager  
ffradkin@jjay.cuny.edu  
212.237.8315 |
| Faculty hiring – setting up Provost interviews with finalists | Office of the Provost | Kimberly Charles, Administrative Coordinator of Special Projects  
Kcharles@jjay.cuny.edu  
212.484.1368  
Maribel Perez, Executive Associate to the Provost  
mperez@jjay.cuny.edu  
212.237.8802 |
| Faculty hiring – immigration issues | Faculty Services | Kyeanna Bailey, Director of Faculty Services  
kbailey@jjay.cuny.edu  
212.237.8808 |
| Faculty mental health issues | Human Resources –  
CUNY Work/Life Program: accessible to | To reach CCA, call 800-833-8707 or log in using code “CUNY” at www.myccaonline.com |
<table>
<thead>
<tr>
<th>Service</th>
<th>Department/Office</th>
<th>Contact Person</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of non-instructional staff</td>
<td>Office of the Provost</td>
<td>Maribel Perez, Executive Associate to the Provost</td>
<td><a href="mailto:mperez@jjay.cuny.edu">mperez@jjay.cuny.edu</a> 212.237.8802</td>
</tr>
<tr>
<td></td>
<td>Faculty Services</td>
<td>Natalie Plaza, Faculty Services Specialist</td>
<td><a href="mailto:nplaza@jjay.cuny.edu">nplaza@jjay.cuny.edu</a> 212.237.8806</td>
</tr>
<tr>
<td>Adjuncts – hiring, eHRAFs, promotions, reappointments</td>
<td>Office of the Provost</td>
<td>Virginia Gardner, Adjunct Services Specialist</td>
<td><a href="mailto:vgardner@jjay.cuny.edu">vgardner@jjay.cuny.edu</a> 212.237.8805</td>
</tr>
<tr>
<td>Faculty leaves</td>
<td>Faculty Services</td>
<td>Kyeanna Bailey, Director of Faculty Services</td>
<td><a href="mailto:kbailey@jjay.cuny.edu">kbailey@jjay.cuny.edu</a> 212.237.8808</td>
</tr>
<tr>
<td>Faculty Workload</td>
<td>Office of the Provost</td>
<td>Christina Czechowicz, Manager of Faculty Workload</td>
<td><a href="mailto:cczechowicz@jjay.cuny.edu">cczechowicz@jjay.cuny.edu</a> 212.237.8419</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kate Gribbin, Manager of Faculty Workload</td>
<td><a href="mailto:kgribbin@jjay.cuny.edu">kgribbin@jjay.cuny.edu</a> 212.393.6318</td>
</tr>
<tr>
<td>OTPS, Startup, Auxiliary Corp payments, Payroll, Multiple Positions and Other CUNY policy</td>
<td>Office of the Provost</td>
<td>Kinya Chandler, Associate Dean, Faculty Operations &amp; Financial Affairs</td>
<td><a href="mailto:kchandler@jjay.cuny.edu">kchandler@jjay.cuny.edu</a> 212.237.8498</td>
</tr>
<tr>
<td>Employee benefits – health insurance, retirement plans, Wageworks, disability, worker’s compensation, FMLA, Paid Parental Leave, Travia, Sick leave</td>
<td>Human Resources</td>
<td>Keisha Pottinger-Moore, Associate Director of HR</td>
<td><a href="mailto:benefits@jjay.cuny.edu">benefits@jjay.cuny.edu</a> or <a href="mailto:kpottingermoose@jjay.cuny.edu">kpottingermoose@jjay.cuny.edu</a> 212.484.1152</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Christina Lee, Benefits Specialist</td>
<td><a href="mailto:clee@jjay.cuny.edu">clee@jjay.cuny.edu</a> or <a href="mailto:Benefits@jjay.cuny.edu">Benefits@jjay.cuny.edu</a> 212.237.8504</td>
</tr>
<tr>
<td>Employee Information – CUNYFirst accounts, (re)appointments, leaves, separations</td>
<td>Human Resources</td>
<td>Aneesa Lesley, HRIS Manager</td>
<td><a href="mailto:alesley@jjay.cuny.edu">alesley@jjay.cuny.edu</a> 212.237.8479</td>
</tr>
<tr>
<td>Payroll</td>
<td>Human Resources</td>
<td>Toni Mason-Clarke, HR Manager Time and Leave/Payroll</td>
<td>212-621-3788 <a href="mailto:tmason-clarke@jjay.cuny.edu">tmason-clarke@jjay.cuny.edu</a></td>
</tr>
<tr>
<td>Time and Leave</td>
<td>Human Resources</td>
<td>Toni Mason-Clarke, HR Manager Time and Leave/Payroll</td>
<td></td>
</tr>
<tr>
<td>Theme</td>
<td>Contact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Curriculum/Scheduling** – Course and program proposals or revisions; Course scheduling; non-standard course credit/substitution issues for students; 400-level independent study approval | Terencia Martin, *Time & Leave Coordinator*  
*temartin@jjay.cuny.edu*  
212.237.8560 |
| **Undergraduate Studies**                                            | Kathy Killoran, *Assistant Dean of UGS*  
*kkilloran@jjay.cuny.edu*  
212.237.8263 |
| **Graduate Studies**                                                 | Anna Austenfeld, *Academic Program Specialist*  
*aaustenfeld@jjay.cuny.edu* |
| Inez Brown, *Dir of Graduate Student Affairs*                        | *ibrown@jjay.cuny.edu* |
| **Course scheduling – days, times, classrooms, CUNYfirst**           | Brian Cortijo, *Associate Registrar*  
*b cortijo@jjay.cuny.edu*  
212.393.6479 |
| **Office of the Registrar**                                          | Shavonne McKiever, *Associate Registrar*  
*smckiever@jjay.cuny.edu*  
212.237.8881 |
| **Grades – CUNYfirst, late, changes of, appeals**                    | Karen Rambharose, *Director Testing and Evaluation*  
*krambharose@jjay.cuny.edu*  
212.237.8040 |
| **Office of Testing and Evaluation**                                 | Donald Gray, *College Labor Designee*  
*dgray@jjay.cuny.edu*  
212.237.8614 |
| **Grievance and Labor Issues - College**                            | Sylvia Crespo-Lopez, *Director of Financial Aid*  
*syllopez@jjay.cuny.edu*  
212.237.8897 |
| **PSC Grievance Officer at John Jay**                                | Vincent Papandrea, *Director of Admissions & Int’l Student and Scholar Services*  
*vpapandrea@jjay.cuny.edu*  
212.237.8864 |
| **Vacant – Contact Emma Powell, Contract Staff**                     | Rose O’Neill, *Financial Aid Officer*  
*roneill@jjay.cuny.edu*  
212.237.8476 |
| **NY State TAP**                                                     | Angela Reyes, *Travel Coordinator*  
*areyes@jjay.cuny.edu* or Travel@jjay.cuny.edu |
| **Faculty Travel**                                                   | Angela Reyes, *Travel Coordinator*  
*areyes@jjay.cuny.edu* or Travel@jjay.cuny.edu |
<table>
<thead>
<tr>
<th>Concern</th>
<th>Department</th>
<th>Contact Information</th>
</tr>
</thead>
</table>
| Student behavioral/non-academic concerns                               | Student Affairs             | Danielle Officer, *Senior Director of Student Affairs & Conduct Officer*  
dofficer@jjay.cuny.edu  
212.237.8185  
Gerard Bryant, *Director of Counseling*  
gwbryant@jjay.cuny.edu  
646.557.4552 |
| Students show signs of distress, disruption, or behavioral dysregulation | Behavioral Interventional Team | Michael Martinez-Sachs, *Asst VP and Dean of Students*  
msachs@jjay.cuny.edu  
212.237.8211  
Gerard Bryant, *Director of Counseling*  
gwbryant@jjay.cuny.edu  
646.557.4552  
Behavioral Intervention Team  
BIT@jjay.cuny.edu  
Website:  
http://www.jjay.cuny.edu/behavioral-intervention-team  
Public Safety Department at 212.237.8888 and/or 911 (as appropriate) if an individual displays an imminent threat to self or others, serious disruptive or threatening behavior, damages property, or breaks the law. |
| Plagiarism or cheating (for consultation and/or reporting)             | Academic Integrity          | Jennifer Dobbins, *Academic Integrity Officer*  
jedobbins@jjay.cuny.edu  
646.557.4576 |
### 22. Annualized Calendar for Department Chairs

<table>
<thead>
<tr>
<th>MONTH</th>
<th>PERSONNEL</th>
<th>REGISTRARIAL</th>
<th>OTHER ADMINISTRATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUGUST</td>
<td>New Faculty Orientation sponsored by Faculty Services</td>
<td>Classes for Fall semester begin</td>
<td>Full-time staff and faculty submit monthly timesheets that require Chair (or designee) approval.</td>
</tr>
<tr>
<td></td>
<td>New Adjunct Orientation sponsored by Faculty Services</td>
<td>Winter schedule due</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Faculty Development Day</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>External Letters of evaluation of candidates for tenure and/or promotion must have been received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEPTEMBER</td>
<td>Ensure all relevant faculty files are uploaded to FIDO for candidates up for action. Chairs responsible for uploading chair evaluation and teaching observations. Check files of all candidates to ensure complete.</td>
<td>Course withdrawal period begins. A grade of “WD” is assigned to students who officially drop a class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Personnel Files Close second week of September</td>
<td>Last day to change or declare a major to be effective in this semester</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department P&amp;B meets, perhaps more than once, to vote on all faculty up for action</td>
<td>Last day for students to submit signed and approved independent study or internship form to Registrar’s Office</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Schedule teaching observations</td>
<td>Last day for undergraduate students to submit incomplete work to faculty for resolution of INC grades taken in previous spring or summer sessions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Verification of Enrollment due (Attendance Rosters)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student appeals of grades must be submitted by third week of semester</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Summer schedule due</td>
<td></td>
</tr>
<tr>
<td>OCTOBER</td>
<td>Deadline for Fall Fellowship Leave applications due to chair (Oct 1), P&amp;B must vote on them</td>
<td>Winter registration opens</td>
<td>Winter eHRAFs due</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>------------------</td>
</tr>
<tr>
<td></td>
<td>FPC review committees meet and vote</td>
<td>Last day to apply for fall graduation</td>
<td>Faculty review/approve/submit their workload for current semester in eWorkload</td>
</tr>
<tr>
<td></td>
<td>All teaching observations due by 8th week of semester</td>
<td>Opening of spring shopping carts</td>
<td>Fall multiple position forms due</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CUNY publishes (makes “live”) winter/spring term schedules system-wide (usually Oct 1)</td>
<td></td>
</tr>
<tr>
<td>NOVEMBER</td>
<td>Student Evaluation of Faculty begins</td>
<td>Course withdrawal period ends</td>
<td>Spring adjunct reappointment recommendations and eHRAFs for Spring &amp; Summer due</td>
</tr>
<tr>
<td></td>
<td>Faculty appeals submitted to FPC</td>
<td>Spring registration opens</td>
<td>Faculty access to eWorkload system for current fall semester will close. Chair access to review, edit and approve faculty workload will open for the current fall semester (“Chair review”).</td>
</tr>
<tr>
<td>DECEMBER</td>
<td>Final Exam period</td>
<td>Final Grades due at very end of month or in first few days of January</td>
<td>Full time staff evaluations due. Chair access to review, edit and approve faculty workload will end for the current fall semester, and change to “Provost Review”.</td>
</tr>
<tr>
<td>JANUARY</td>
<td>Winter session</td>
<td>First day of classes spring semester</td>
<td>Fall schedules due</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>Schedule teaching observations</td>
<td>Verification of Enrollment (Attendance Rosters)</td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day to change or declare a major to be effective in this semester</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day for students to submit signed and approved independent study or internship to the Registrar’s Office</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Faculty review/approve/submit their workload for current semester in eWorkload</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Last day for undergraduate students to submit incomplete work to faculty for resolution of INC grades taken in previous spring or summer sessions.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Course withdrawal period begins. A grade of “W” is assigned to students who officially drop a class</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Student grade appeals must be submitted by third week of semester</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CUNY publishes (makes “live”) summer and fall term schedules system-wide (typically Feb 1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MARCH</td>
<td>Deadline for Fall Fellowship Leave applications due to chair (March 1), P&amp;B must vote on them</td>
<td>Remind faculty of OAR funding submission deadlines March 15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Faculty members notify Provost, Kyeanna Bailey and Dept Chair of intention to apply for tenure and/or promotion (March 15 in writing)</td>
<td>Fiscal year nearing its end; encumber and/or spend remaining departmental funds allocated for the year (OTPS in particular)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tenure and/or Promotion candidates and Chair (or Provost/Provost designee if candidate is Chair) confer about selection of potential external evaluators</td>
<td>Faculty access to eWorkload system for current spring semester will close. Chair access to review, edit and approve faculty workload will open for the current spring semester (“Chair review”).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual Evaluation conferences must be scheduled by end of month. They may take place later.</td>
<td>Spring multiple position forms due.</td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------</td>
<td></td>
</tr>
<tr>
<td></td>
<td>All teaching observations due by 8th week of semester</td>
<td></td>
<td></td>
</tr>
<tr>
<td>APRIL</td>
<td>Chairs (or Provost/Provost designee for Chair candidates) submit names and addresses of 4-6 potential evaluators for each candidate up for tenure and/or promotion. Candidates must submit their evaluation materials to Provost’s office. (Approx Apr 15-22)</td>
<td>Course withdrawal period ends. Last day to withdraw from a course with a grade of “W”</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Spring schedule due</td>
<td>Chair access to review, edit and approve faculty workload will end for the current spring semester (and full academic year), and change to “Provost Review”.</td>
<td></td>
</tr>
<tr>
<td>MAY</td>
<td>Meet with faculty for annual reviews</td>
<td>Final Examinations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Department elections</td>
<td>eHRAFs due for Fall</td>
<td></td>
</tr>
<tr>
<td>JUNE</td>
<td>Meet with faculty for annual reviews</td>
<td>Departmental revisions to spring schedule due</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Write annual evaluations</td>
<td>End of Fiscal Year. Complete final purchases and reimbursements, including travel</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Write annual evaluations</td>
<td>Final spring grades due</td>
<td></td>
</tr>
<tr>
<td>JULY</td>
<td>Annual Chair evaluation with Provost and Associate Provost for Institutional Effectiveness</td>
<td>Annual assessment report due.</td>
<td></td>
</tr>
</tbody>
</table>
23. Suggested Reading


*Offers tips, insights, and tools on handling complaints, negotiating disagreements, responding to accusations of misconduct, and dealing with difficult personalities. With humor and generosity, C. K. Gunsalus applies scenarios based on real-life cases, examples from negotiation, law, and child-rearing to guide novice (and experienced) academic administrators through the dilemmas of management in not-entirely-manageable environments.*


*We attempt or avoid difficult conversations every day—whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. From the Harvard Negotiation Project, the organization that brought you Getting to Yes, Difficult Conversations provides a step-by-step approach to having those tough conversations with less stress and more success. you'll learn how to:*

- Decipher the underlying structure of every difficult conversation
- Start a conversation without defensiveness
- Listen for the meaning of what is not said
- Stay balanced in the face of attacks and accusations
- Move from emotion to productive problem solving


*Contains information on topics such as essentials of creating a strategic plan, developing and overseeing a budget, key elements of fundraising, preparing for the role of chair, meeting the challenges of mentoring to increase productivity, and creating a more collegial atmosphere. The book also explores the chair’s role in the search process, shows how to conduct a successful interview and what to do when it’s time to let someone go. And the author includes suggestions for the best practices to adopt when doing an evaluation or assessment.*

[COACHE Benchmark Best Practices series](https://coache.gse.harvard.edu/research/researchers-and-practitioners/benchmark-best-practices) explains programs and policies and high-scoring institutions that create widespread satisfaction. Includes “Departmental Leadership” and “Department Engagement, Quality, and Collegiality” amongst others.
## Appendix A: List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
</table>
| Aux Corp | **Auxiliary Services Corporation**  
(http://www.jjay.cuny.edu/auxiliary-services-corporation)  
A non-profit corporation created to support College activities, with revenue derived mainly from vendor contracts for the bookstore, cafeteria, theater and other auxiliary services. They try to allocate funds to each department annually to support programming. Kim Chandler typically sends out allocation amounts. |
| BPC | **Budget and Planning Committee**  
(College charter: http://www.jjay.cuny.edu/charter-governance  
College Council bylaws: http://www.jjay.cuny.edu/council-bylaws)  
All department chairs are members. BPC is responsible for reviewing budget information, making recommendations to the College on financial and budgetary matters, and providing guidance on comprehensive and strategic planning. |
| CSP | **Course Scheduling Process**  
(https://doitapps2.jjay.cuny.edu/csp/index.php)  
An online system (created by JJ DoIT) for departments to make edits/changes/corrections/revisions to course schedules in an upcoming semester – before the schedule is final and published online for students. It is used early in the scheduling process. Sign on with JJ email address and password. |
| DOES | **Department of Online Education and Support**  
http://www.jjay.cuny.edu/onlineeducation |
| eHRAF | **Electronic Human Resources Action Form**  
(https://doitapps2.jjay.cuny.edu/ehraf/index.php)  
Online system (created by JJ DoIT) for hiring **part-time** employees (e.g., adjunct instructors, college assistants). The system initiates the hiring/payroll process once hiring decision is made. (This system does NOT complete the initial hiring paperwork, like I-9.) Sign on with JJ email address and password. |
| eWorkload | **Electronic Workload App**  
(https://doitapps2.jjay.cuny.edu/workload/index.php)  
An online system (created by JJ DoIT) for faculty and Chairs to monitor and manage workload hours each semester (typical workload is 18 hours/year to be managed on 3-year cycles). Sign on with JJ email address and password. |
| FPC | **Faculty Personnel Committee**  
College committee responsible for faculty personnel decisions at College level |
| FPS of BPC (or FPS/SPS) | **Financial Planning Subcommittee of the Budget & Planning Committee**  
(see BPC)  
Meets periodically to develop the College’s annual financial plan. Includes Chair and Vice Chair of the Council of Chairs (CoC), plus one representative chosen by the CoC. Meetings are often combined with the Strategic Planning Subcommittee (SPS) of the BPC. |
| FIDO | **Faculty Internet Document Organizer**  
(https://fido4.jjay.cuny.edu/)  
An online system (created by JJ DoIT) for uploading personnel file materials for faculty up for action (reappointment, tenure, promotion). Faculty candidates upload their Form Cs, CVs, scholarly works, and various other supporting materials. Chairs upload annual evaluation letters and each semester’s peer teaching observations. Sign on with JJ email address and password. |
| OAR | **Office for the Advancement of Research**  
http://www.jjay.cuny.edu/research |
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>OSP</td>
<td>Office of Sponsored Programs (<a href="http://www.jjay.cuny.edu/office-sponsored-programs">http://www.jjay.cuny.edu/office-sponsored-programs</a>) - JJ grant support office.</td>
</tr>
<tr>
<td>OSRC</td>
<td>Office for Student Research and Creativity – has some funds for student research <a href="http://www.jjay.cuny.edu/osrc-researchcreativity-scholarship-programs">http://www.jjay.cuny.edu/osrc-researchcreativity-scholarship-programs</a></td>
</tr>
<tr>
<td>OTPS</td>
<td>Other than Personnel Services. These are funds in the budget for NON-personnel expenses. Most of our budget is salaries, but OTPS covers things like computers, supplies and other expenses.</td>
</tr>
<tr>
<td>P &amp; B</td>
<td>Personnel and Budget Committee Department committee, led by department chair, responsible for faculty personnel process and budget decision-making in departments.</td>
</tr>
<tr>
<td>PSC-CUNY</td>
<td>Professional Staff Congress – CUNY (<a href="https://www.psc-cuny.org/">https://www.psc-cuny.org/</a>) Useful website for contract-related questions. Also, PSC-CUNY runs an annual, internal grant-funding program geared toward junior faculty in particular (<a href="https://www.rfcuny.org/gp/welcome.aspx">https://www.rfcuny.org/gp/welcome.aspx</a>). OAR support for these grants: <a href="http://www.jjay.cuny.edu/psc-cuny-research-award-program">http://www.jjay.cuny.edu/psc-cuny-research-award-program</a></td>
</tr>
<tr>
<td>RF (RF-CUNY)</td>
<td>Research Foundation of CUNY (<a href="https://www.rfcuny.org/RFWebsite/">https://www.rfcuny.org/RFWebsite/</a>) This is the CUNY entity that manages funds from federal and other grants that come to the College. It is the account from which OAR-allocated travel funds come and where PSC-CUNY grant funds are “stored” for individual faculty. Reimbursements are generally processed through the RFCuny site (except travel which goes through OAR).</td>
</tr>
<tr>
<td>SPS of BPC (or FPS/SPS)</td>
<td>Strategic Planning Subcommittee of the Budget &amp; Planning Committee (see BPC) Provides guidance to the President on comprehensive and strategic planning, including major planning documents and accreditation studies, related process and outcome assessment (i.e., Middle States) and space planning. Includes Chair of Council of Chairs (CoC) and two representatives chosen by the CoC. Meetings are often combined with the Financial Planning Subcommittee (FPS) of the BPC.</td>
</tr>
<tr>
<td>TLC</td>
<td>Teaching and Learning Center (<a href="http://www.jjay.cuny.edu/teaching-and-learning-center-tlc">http://www.jjay.cuny.edu/teaching-and-learning-center-tlc</a>)</td>
</tr>
</tbody>
</table>
Appendix B: Best Practices for Hiring a Diverse Faculty

Hiring Committee Composition
- A diverse hiring committee is a critical factor in identifying and attracting a wide range of talented applicants.
- Strategic efforts should be made to recruit people of color to serve on hiring committees at different stages in their identity development and racial consciousness, and reflective of the student population.
- It is essential that hiring committees engage in professional development and training together in order to be ready to undertake a search. Training should include reducing unconscious bias (and other mind sciences such as racial anxiety and stereotype threat), reducing stereotypes, reducing micro and macro aggressions, and increasing racial awareness.

Advertising
- Define a hiring search as broadly as possible to increase the chances of greater diversity in the applicant pool.
- Use Diverse Networks.
- Add language signaling a special interest in applicants who contribute to the college’s diversity priorities (and mission statement). For example, one might say: “The hiring committee is especially interested in applicants who through their leadership, community service, lived experience and/or research will contribute to the diversity mission of the college.”

Pool Development
- Expanded recruitment efforts produce diverse applicant pools. Hiring committees, for example, might directly contact graduate programs with high numbers of diverse candidates and utilize databases, fellowship directories, professional organizations that identify outstanding and diverse applicants.
- Small Numbers: Research has shown that women and people of color are judged more fairly when they are at least 30% of the applicant pool. It’s critical to work on creating a large pool of diverse candidates.
- When asking colleagues at other organizations about potential applicants, always specifically ask: “Do you know outstanding applicants reflective of the population we serve at John Jay?”
- Be alert for potential future graduates from schools where students are exposed to advanced diversity content and analysis as part of the curriculum as “people to watch.”
- Create a database of potential applicants reflective of the population we serve.

The Interview Process
- Use a standardized set of interview questions
- Have the whole committee participate in creating those questions
- Include questions that reveal a candidate’s capacity for and interest in enhancing the college’s diversity mission.

The Hiring Process
- Use a standardized applicant evaluation form. Make sure the form includes an assessment of the candidate’s ability to support the college’s diversity mission.
• **Discuss** these forms in hiring committee meetings. Rater accountability has been shown to increase the accuracy and objectivity of ratings—but we must make sure these items are a part of what gets rated.

• Encourage a discussion format that requires **contributions from all members**. Asking each member of the committee to comment on an applicant ensures that a vocal minority does not dominate the discussion. Open the meeting to all voices. This format also provides an incentive for everyone to “do their homework.”

• Do not eliminate a name from the list for personal reasons. Often, qualified potential applicants are struck from the list based on assumptions about their personal life. Work with the college to **remove both formal and informal obstacles** that would eliminate important applicants.

**Beware of Bias**

• **Letters of Recommendation**: A study of over 300 recommendation letters for successful applicants for a healthcare organization found that letters for females were shorter, contained more “grindstone adjectives” such as “hardworking” and “diligent,” contained twice as many “doubt raisers,” and were less likely to include “stand-out” adjectives such as “brilliant” and “superb”.

• Be on the lookout for similarly disparaging ways of framing the qualifications of applicants of color.

• **Performance Evaluation**: Social psychology research found that both men and women are more likely to hire a male applicant than a female applicant with an identical record; found that success is more frequently attributed to “skill” for males and “luck” for females, even when the evaluators are presented with evidence of equal success for both genders.

• Be alert to similar biases in evaluating candidates of color.

• Beginning in the 1970s symphony orchestras started requiring musicians to **audition behind screens**; since that time, the number of women hired has increased fivefold and the probability that a woman will advance from preliminary rounds has increased by 50%.

• For positions that require publications: A study of postdoctoral fellowships awarded by the Medical Research Council in Sweden found that women candidates needed **substantially more publications** to achieve the same rating as men, unless they personally knew someone on the panel.
Appendix C: Sample Faculty Personnel Vacancy Notices

SAMPLE #1 (2020)

POSITION OVERVIEW:

The SEEK Department at John Jay College of Criminal Justice (CUNY) is searching for a Tenure Track Assistant Professor to work collaboratively as part of team of academic and administrative colleagues. The candidate’s main responsibilities would be teaching and advising for students enrolled in the SEEK Program (https://www.jjay.cuny.edu/seek-department). Other responsibilities include service through cohort specific programming, participating in Department and College wide faculty committees, curriculum development, and the production of scholarship. The SEEK Department has been recognized by the College and by CUNY as a model program for scholar-practitioners who focus on student success. As such, the campus community supports the unique contributions of service and scholarship made by faculty in our department.

We seek a justice-centered scholar, who implements anti-oppressive and anti-racist pedagogy via critical methodologies such as contemplative, restorative, and Freirean approaches. As a New York State Equal Opportunity Program, our mission in SEEK is to provide and build practices and systems of access, inclusion and opportunity in CUNY. In addition, we work to foster spaces for belonging and liberation in learning within and beyond academia. Especially encouraged to apply are candidates whose research and publications center on questions of justice, pedagogy, activism, and the restructuring of educational spaces. Candidates are expected to maintain an active research/scholarship and publication agenda, and bring enthusiasm and demonstrated commitment to teaching at a Hispanic- and Minority-Serving Institution with over 13,000 undergraduates.

The successful candidate will have primary teaching responsibility for our required courses in the Justice Core curriculum of General Education at John Jay (Education and Justice 100 and 300).

Additional responsibilities of the position include advising students and serving on program, department, and college committees. The successful candidate will also contribute to the growth of the SEEK program (https://www.jjay.cuny.edu/seek-department); and provide inclusive access and opportunity through curricular and programmatic development and mentoring.

ABOUT JOHN JAY COLLEGE

John Jay College of Criminal Justice is a senior college of the City University of New York (CUNY). Led by President Karol V. Mason, it is an internationally recognized leader in educating for justice, committed to the advancement of justice and just societies. John Jay is a federally designated Hispanic- and Minority-serving institution, it is ranked third in the nation in Black student success, and it is a top ten institution for promoting student social mobility. John Jay is proud to serve a diverse and dynamic student body of 15,000 students that includes nearly fifty percent students who are first in their family to attend college as well as students who are immigrants, from low-income families, or from other historically underrepresented groups.

The College participates in the doctoral programs of the Graduate Center of the City University of New York and offers bachelor’s and master’s degrees in traditional criminal justice-related fields of study as well as in a robust portfolio of liberal arts and sciences programs that highlight themes of justice across the arts, sciences, humanities, and social sciences. John Jay College seeks staff and faculty members who thrive in multicultural academic environments and are committed to access and excellence in higher education.

GENERAL DUTIES:

The Assistant Professor reports directly to the Chair/Director of the Percy Sutton SEEK Department. The Assistant Professor reports directly to the Chair/Director of the Percy Sutton SEEK Department. Faculty will perform teaching, research and advising duties; share responsibility for committee and department assignments including administrative, supervisory, and other functions.

Note: This is not a mental health counselor/practitioner position and the candidate is not responsible for providing psychological counseling.

QUALIFICATIONS

PhD, or equivalent in area(s) of expertise and two years’ related experience or equivalent. Social work, psychology or education background preferred. Other related doctoral degrees can be considered as well. In addition, the successful candidate will be able to teach effectively, has a demonstrated record of scholarship or achievement, and will be able to cooperate with others for
the good of the institution. Forty-seven percent of John Jay students are first-generation college students. The college seeks a faculty member who thrives in a multi-cultural, collaborative academic environment and is committed to both access and excellence in higher education. The successful candidate must be eager and qualified to work with our diverse student body and have a demonstrated commitment to diversity and inclusion.

COMPENSATION
CUNY offers faculty a competitive compensation and benefits package covering health insurance, pension and retirement benefits, paid parental leave, and savings programs. We also provide mentoring and support for research, scholarship, and publication as part of our commitment to ongoing faculty professional development.

HOW TO APPLY
If you are viewing the job posting on John Jay College website or in CUNYfirst, please select the "Apply Now" button. If you are viewing the job posting on any other website, please follow the instructions below:

- Go to www.cuny.edu and click on "Employment"
- Click "Search job listing"
- Click on "More options to search for CUNY jobs"
- Search by Job Opening ID number 19663
- Click on the "Apply Now" and follow the instructions

Once you have registered or logged in with your user name and password, please upload:

- A cover letter
- Your curriculum vitae
- 2 letters of recommendation
- Statement of teaching philosophy
- Statement of research/scholarly interests

Teaching philosophy and statement of research/scholarly interests and letters of recommendation can be emailed directly to seek@jjay.cuny.edu with Assistant Professor search in the subject line. Recommendation letters should be emailed directly by evaluators to seek@jjay.cuny.edu with the candidate’s name and Assistant Professor search in the subject line.

CLOSING DATE
The closing date will be 30 days from the date of CUNY’s approval.

JOB SEARCH CATEGORY
CUNY Job Posting: Faculty

EQUAL EMPLOYMENT OPPORTUNITY
CUNY encourages people with disabilities, minorities, veterans and women to apply. At CUNY, Italian Americans are also included among our protected groups. Applicants and employees will not be discriminated against on the basis of any legally protected category, including sexual orientation or gender identity. EEO/AA/Vet/Disability Employer.

SAMPLE #2 (2019): POSTING ON PSYCHOLOGY DEPARTMENT WEBSITE @ JJ

ASSISTANT PROFESSOR, TENURE TRACK PSYCHOLOGY PHD or JD/PHD (sub-discipline open; research interests related to intersection between Psychology and Law, broadly defined).

The Department of Psychology at John Jay College invites applications for a Tenure Track Faculty Position at the ASSISTANT PROFESSOR rank, to begin Fall 2020. The successful candidate will bring enthusiasm and demonstrated commitment to effectively teaching and mentoring diverse populations of students, develop and maintain an active research and publication agenda, have the potential to obtain external funding, and participate actively in service. The hiring committee is especially interested in applicants who, through their leadership, service, lived experience and/or research, will contribute to the
diversity mission of the college. The Psychology Department has significant strength in forensically related and social justice areas and seeks applicants with complimentary interests (Ph.D. required).

Faculty will perform teaching, research and advising duties in area(s) of expertise; share responsibility for committee and department assignments including administrative, supervisory, and other functions.

John Jay College of Criminal Justice is a senior college of the City University of New York (CUNY). Led by President Karol V. Mason, it is an internationally recognized leader in educating for justice. John Jay is a federally-designated Hispanic-serving institution, it is ranked third in the nation in Black student success, and it is a top ten institution for promoting student social mobility. John Jay is proud to serve a diverse and dynamic student body of 15,000 students that includes nearly fifty percent students who are first in their family to attend college as well as students who are immigrants, from low-income families, or from other historically underrepresented groups.

The College participates in the doctoral programs of the Graduate Center of the City University of New York and offers bachelor's and master's degrees in traditional criminal justice-related fields of study as well as in a robust portfolio of liberal arts and sciences programs that highlight themes of justice across the arts, sciences, humanities, and social sciences. John Jay College seeks staff and faculty members who thrive in multicultural academic environments and are committed to access and excellence in higher education.

QUALIFICATIONS

PhD, JD/PhD or equivalent in area(s) of expertise. In addition, the successful candidate will be able to teach successfully, has a demonstrated record of scholarship or achievement, and will be able to cooperate with others for the good of the institution. Forty-seven percent of John Jay students are first-generation college students. The college seeks a faculty member who thrives in a multi-cultural, collaborative academic environment and is committed to both access and excellence in higher education. The successful candidate must be eager and qualified to work with our diverse student body, and have a demonstrated commitment to diversity and inclusion.

COMPENSATION

Salary commensurate with experience. CUNY offers faculty a competitive compensation and benefits package covering health insurance, pension and retirement benefits, paid parental leave, and savings programs. We also provide mentoring and support for research, scholarship, and publication as part of our commitment to ongoing faculty professional development.

HOW TO APPLY

All candidates must submit an application through CUNYfirst. To view the full position announcement, or to apply:
- Go to www.cuny.edu and click on "Employment"
- Click "Search job listings"
- Click on "More Options To Search For CUNY Jobs"
- Search by Job Opening ID number (21340)
- Click on the "Apply Now" button and follow the instructions

Once registered or logged in, candidates should submit a cover letter, curriculum vitae, statements of teaching and research interests, and teaching evaluations if available.

Three (3) reference letters should be emailed to: PsychologySearch@jjay.cuny.edu, with the candidate’s name in the subject line. Inquiries about the positions can be directed to the same email address.


EQUAL EMPLOYMENT OPPORTUNITY

CUNY encourages people with disabilities, minorities, veterans and women to apply. At CUNY, Italian Americans are also included among our protected groups. Applicants and employees will not be discriminated against on the basis of any legally protected category, including sexual orientation or gender identity. EEO/AA/Vet/Disability Employer.
ABOUT JOHN JAY'S PSYCHOLOGY DEPARTMENT

The Psychology Department at John Jay College currently has 40 full-time faculty members committed to strong teaching and mentoring of our diverse student body and dedicated to seeking social justice through science. The Department offers an undergraduate degree in Forensic Psychology, with roughly 2000 majors. Our well-established Master’s programs in Forensic Psychology and Forensic Mental Health Counseling enroll approximately 400 students from around the country and the world. The CUNY Graduate Center doctoral programs in Psychology & Law and Clinical Psychology @ John Jay are housed at John Jay as well. The Psychology & Law program trains research-focused scholars. The APA Accredited Clinical Doctoral Program endorses a scientist-practitioner model, maintaining a balance between research training and strong clinical preparation.

For more information about our department, programs and faculty, please explore the Psychology Department website further: http://www.jjay.cuny.edu/department-psychology
Appendix D: Arranging and Paying for the Campus Visit

Arranging the Campus Visit and Interview
The goals of the campus visit are to observe the candidate in a variety of settings and activities, to have the candidate meet as many members of the department as possible, and to promote the college and the department as desirable places to be.

Typically, the campus visit last for one day and include at least lunch and dinner, but may also include breakfast in addition to a set list of meetings and talks. Final arrangements for candidate interviews should be made as soon as the short list of candidates has been prepared by the search committee. This involves:

- establishing an interview schedule and itinerary for the visit;
- distributing the interview schedule and itinerary to participants in the interview; and
- making arrangements for the candidates’ travel and accommodations.

In Advance of the Visit
- Communicate with Associate Dean Kim Chandler about how many candidates you will invite to campus, and whether the college will need to pay for hotel and/or flights.
- Communicate with the candidates about travel and accommodations and reimbursement procedures. Search chair must complete TAFs for each candidate (see appendix B for procedures)
- Send an itinerary of the visit to each candidate at least five days in advance, listing hour-to-hour locations, people whom they will meet, and all expected activities.
- Ensure your faculty is apprised and prepared to host each candidate, with people assigned to each part of a candidate’s day.
- Prior to the day of the interview, the department will send or email the CUNY employment application to the candidate so that he or she can bring it in completed the day of the interview.

Day or Days of the Visit (possible elements to be arranged as makes sense for hire)
- Candidate meets with Department Chair (emphasis, job structure)
- Candidate meets with Major/Program Coordinator (emphasis, teaching opportunities)
- Candidate meets with P&B and/or search committee (emphasis, how to be successful in tenure track; research support and opportunities)
- Candidate meets with junior faculty (emphasis, meeting people who share interests, will be peers)
- Candidate makes a teaching presentation to a class or faculty (emphasis – teaching fit for John Jay)
- Candidate gets a campus tour (emphasis, they will be curious what the college looks and feels like)
- Candidate has lunch, dinner, and/or informal coffee with select individuals or groups of faculty (emphasis, a mutual exchange)
- Candidate gives Research Talk (emphasis, is candidate’s research viable and of interest to field, dept., college)
For Research Talks it is highly recommended that candidate is sent an “assignment sheet” laying out clear expectations for talk and its goals

- An audience is important; the department should coordinate attendance at talks to ensure a strong showing
  - Candidate observes or teaches a class (emphasis, candidate should know what our classes are like)
  - Candidate meets with students, undergrad or grad (emphasis, candidate should have a sense of our student body and want to be here)
  - Breaks (2 or 3 15-minute breaks are recommended so candidate can use bathroom, check email and have a moment of not being “on”)
  - REQUIRED: candidate meets with Provost or assigned designee for 45 minutes
    - For each position searched, email the short-list of candidates whom the department is planning to interview to the administrator assigned to the department, with a copy to Maribel Perez, attaching the letter of application, the C.V., and the statement of teaching philosophy for each candidate.
    - The department will be responsible for scheduling the candidates with the administrator assigned. The administrator will send a short evaluation of the candidate to the department chairperson and the Provost.
    - The President may interview candidates when they are on campus if the Provost or the chair believes that a meeting with the President will help us to hire a top candidate and if his schedule permits.

After Visit
- Gather feedback from department and others who met candidates
- Search committee ranks candidates in order of choice
- Discuss the top choice with the Provost and come to agreement about whom will receive offer
- Chair calls top choice and lets them know Provost will be calling to make an offer
  - The Provost will make the formal offer, subject to the approval of the President, and will negotiate the salary.
  - The Provost will invite the candidate to submit a start-up proposal via email. In determining the start-up package, the Provost will consult with the department as necessary.
- Chair keeps channels of communication open with all finalists until an offer is accepted and an agreement signed
- Chair calls all those who visited campus and lets them know we will not make them an offer
- Chair follows up on reimbursements for travel of all finalists

Paying for the Visit: Travel Authorization and Arrangements
The department representative must prepare a college Travel Approval Form (TAF) for each candidate and in the section labeled “Purpose of Travel” clearly indicate, “Candidate”. By doing so, the recruiting department ensures that the candidate’s travel is approved in advance of the visit and thus reimbursable. Please reference Policy Bus.003- Travel Procedures in the college’s Policies and
Procedures Compendium available through our intranet. This policy provides more specific information regarding faculty recruitment travel. We must budget for searches in order to ensure that we are able to cover all of the associated costs. Each recruiting department will be provided a budget based upon the number of positions for which it has been approved. The budget must support the cost of local hotel accommodations as well as any candidate and/or faculty reimbursements for the campus visit. Please keep this in mind as you select the number of finalists to bring on campus. We encourage the use of phone interviews and technology such as Skype and Zoom to help contain the costs and allow maximum reimbursements to your selected finalists.

**Discuss Reimbursement Arrangements with the Candidate**

In most cases, the local accommodations for the candidate related to the interview will be covered directly by the college. Please be sure to explain that college policy requires the candidates to pay their own travel expenses and be reimbursed after the visit.

*Please be reminded that:*

- All hotel payments and reimbursements will be processed through the Research Foundation (RF).
- Candidates should be reminded to keep their boarding passes and receipts for incidental expenses.
- Candidates will be reimbursed for air travel only at the coach rate on a US carrier.
- Mileage for a private automobile trip will only be reimbursed at the rate of .58 cents per mile (effective as of 1/1/19) up to the cost of coach airfare for the same trip (see [https://www.irs.gov/tax-professionals/standard-mileage-rates](https://www.irs.gov/tax-professionals/standard-mileage-rates)).
- Room and tax charges will be billed to the College. Any additional expenses must be paid by the candidate upon checkout and, if appropriate, reimbursed through normal procedures.
- Taxi receipts are required whereas receipts for meals are not.
- If any expenses are paid using a credit card, the RF will require a copy of the statement reflecting those charges.
- Depending on the cost of the entire visit, candidates may not be eligible for full reimbursement of their out-of-pocket costs. We may only reimburse up to the amount of the per diem rates as posted at [https://www.gsa.gov/travel/plan-book/per-diem-rates](https://www.gsa.gov/travel/plan-book/per-diem-rates).
- During the campus visit, the candidate's signature should be obtained on the Research Foundation Travel Expense Voucher and Request for Payment so that expenses may be reimbursed in a timely manner.

**Local Accommodations**

The college has established accounts with the two local hotels. Once you have confirmed the travel dates, you will need to contact the Office of Academic Operations so that we may secure rooms where required.

Please complete and return the Room Request Form to Kinya Chandler as early as possible. We will need at least five business days’ notice to guarantee accommodations, but of course the earlier the information is provided, the better.

Once the reservation is confirmed, we will send you an email with the confirmation information, which should be shared with the candidate.
**Reimbursement of Travel Expenses**

The Provost's Office will authorize reimbursement on the basis of a properly completed Research Foundation Travel Expense Voucher and Request for Payment with required receipts and a copy of the Travel Approval Form.

The recruiting department will have each candidate sign a Research Foundation Travel Expense Voucher and Request for Payment during the interview, which includes the address to which the reimbursement is to be sent. Upon completion of the travel, the candidate should forward his/her return-flight boarding pass with an itemized list of expenses and required receipts back to the recruiting department.

The recruiting department will submit the completed form with all necessary receipts and a copy of the letter/email of invitation to Kinya Chandler in the Provost's Office. If the invitation was verbal, a memo stating this must be included instead. The voucher and all documentation will be reviewed and submitted to the Research Foundation for processing within five (5) business days and the reimbursement check will be mailed directly to the candidate by the Research Foundation.

No guarantees can be made as to how long this complete process will take, but the Office of Operations will follow up on each submission regularly until payment is disbursed. If you or a candidate has not received payment within 15 business days of submitting a complete reimbursement request, please contact Kinya Chandler directly at kchandler@jjay.cuny.edu.

**Reimbursement of Faculty Members for Purchase of Meals for Candidates and Faculty Entertainment Expenses**

In order to reimburse a faculty member for purchase of meals for a candidate, the recruiting department must prepare a Research Foundation Payment Request made payable to the faculty member, attach receipt(s) for meal(s), and submit it to Kinya Chandler in the Provost’s Office. The payment must identify the faculty candidate by name and specify the date and type (breakfast, lunch, dinner) of meal and other attendees.

**Contact Us**

If you have further questions about paying for these visits or the status of reimbursements once submitted, please contact Kinya Chandler (kchandler@jjay.cuny x8498).
Appendix E: Technical Tips

TIMESHEETS:
It is possible to delegate approval of FT faculty hours to an administrator. But you as Chair would still approve the hours for administrators you supervise.
- Sign into the website – click link in email sent to you, or go to: https://e-time.jjay.cuny.edu/login
- Enter your username (JJ email address) and password (JJ email password)

To submit your own timesheets:
- There is a “Timesheet Tutorial” at the top of the page, FYI.
- In upper right corner (where there is a “glasses” icon), click the drop-down menu and choose “Employee”
- Beneath where it says, “Your current timesheet is now available for submission.” Click “Go to Timesheet”
- For most FT faculty, it is typically 0 hours used. If that’s the case, no edits needed.
- However, if applicable: to record hours “used” on a given day, record the “Pay Type” in the drop-down menu – which is how/why the hours were used (sick leave; bereavement leave; jury duty) and the number of hours missed/used that day.
- Once edits made (IF ANY), scroll to the bottom and click “Submit”.
- For other timesheets listed as “Available”, under Action click “Start” to complete that timesheet.
- Faculty are on annual leave in summer and do not complete timesheets then.

To approve timesheets for others:
- For FT faculty, hours per month are typically 0.
- To approve for others, in upper right corner (where there is a “glasses” icon), click the drop-down menu and choose “Supervisor”
- For each employee whose timesheets requires approval, under action click “Review”. (Each person’s timesheet must be approved individually, each month.)
- If the activity for that month looks correct, scroll to the bottom and click “Approve”.
- If there are errors, you can click “Reject” and notify the employee so that they can correct or update that month’s timesheet.

FIDO (Faculty Internet Document Organizer (version 4.0); https://fido4.jjay.cuny.edu/)
This is an online system (created by JJ DoIT) for uploading personnel file materials for faculty up for action (reappointment, tenure, promotion). Faculty candidates can upload their Form Cs, CVs, scholarly works, and various other supporting materials. Chairs upload annual evaluation letters of faculty up for action and each semester’s peer teaching observations. Sign in with JJ email address and JJ email password. As a security feature, when off campus, FIDO 4.0 can only be accessed through your VPN (Virtual Private Network). If you do not have VPN installed and enabled, please contact the DoIT Help Desk (helpdesk@jjay.cuny.edu) for assistance. Refer to the “Mini Quick Guide” for Department Chairs supplied by Faculty Services for additional information as needed. (Faculty will receive a faculty guide.)

CSP (Course Scheduling Process)
- This is a JJ system created to help departments make edits/changes/corrections/revisions to course schedules in an upcoming semester – before the schedule is final and published online for students. It is used early in the scheduling process
- Go to website: https://doitapps2.jjay.cuny.edu/csp/index.php
- Enter your username (JJ email address) and password (JJ email password)
- Select semester/term (e.g., Fall 2021) you are working on in drop-down menu
- Classes in blue have generally not been edited. Classes in green have been edited. Classes in pink/red have been cancelled.
- When making revisions, the save button is at the bottom. Sometimes, if you don’t see your changes, try “refreshing” the page. New classes often show up toward the bottom of the list of classes (in ID order).
- You can add classes, revise classes and cancel classes. The fields of information are:
  - ID: automatically generated – the number of the course in your list of classes.
  - Subject: this is the subject, such as ENG, SOC, HIS
  - Cat: the course number (if an intro course, might be 101)
  - Sec: section number. You can change this if you know the section number for a new class; or you can leave it blank.
  - Sess: for regular semester classes (15 week) – typically will be “1”. Or WIN for winter.
  - Description: Enter the NAME of the course (e.g., Introduction to Psychology)
  - Type: for the most part, this will be E (for enrollment section) – exception, for example, is for a lab section that is linked to a larger lecture section – the lab is N for non-enrollment, but the lecture is the “E” section.
  - Status: this is Active, for active classes, or Cancelled. If you “Cancel” a class by accident (or change your mind) – you can uncancel it by editing the cancelled class and changing this field to say “Active”.
  - Cap: course cap. 36 = regular classes; 28 = fully online
  - Comp: this is LEC for nearly all classes (lecture)
  - Time: indicate what days class will be taught and at what times. NaN for fully online classes.
  - WI: Y if course designated writing intensive; N if not
  - Instructor: choose instructor, if known
  - Assoc: don’t need to fill this out
  - Comment: you can note here for fully online classes that technology will be required; maybe indicate topic, if this is a special topic course. Provide any notes for students.
  - There is also a comment box to leave comments for registrar – like if you couldn’t put in the day/time combination you wanted, you could note it there.

**CUNYfirst QUERIES**

Link to CURRENT Major-Minor handbook - it has a little bit of CUNYfirst info for student advising purposes (pp. 21-23):

**Department Grade & Class Rosters:**
- Main menu --> CUNY --> Campus Solutions --> CS Extensions -->
- From there, you can choose Dept Class Rosters or Dept Grade Rosters; and you can save either as a favorite for easy access (top right to save).
- This will list all the classes in your department (e.g., PSY) for a given session. You can click on each individual section to see their student roster or their grade roster.
- Advantage of the Department Grade Roster list is you can see current status in one list of who has/has not posted their semester grades.
- Advantage of the Department Class Roster list is you can see all the current enrollments for each section at a glance (caveat: cross-listed classes). See sample below. You can click on the word “Instructor” to have them listed alphabetically by instructor last name (red circle).

### Departmental Class Rosters

<table>
<thead>
<tr>
<th>Institution:</th>
<th>JJC01 John Jay College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career:</td>
<td>UGRD Undergraduate</td>
</tr>
<tr>
<td>Term:</td>
<td>1212 2021 Spring Term</td>
</tr>
<tr>
<td>Session:</td>
<td>1 Regular Academic Session</td>
</tr>
<tr>
<td>Acad Org:</td>
<td>PSYCH-JJC Psychology</td>
</tr>
</tbody>
</table>

#### View Rosters By Subject

| PSY | PSY - Psychology |

#### Departmental Class Rosters

<table>
<thead>
<tr>
<th>Class Data</th>
<th>Title</th>
<th>Instructor</th>
<th>Enrolled</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSY 101 (9143.01)</td>
<td>Introduction to Psychology (Lecture)</td>
<td>Baege, Christine An</td>
<td>27</td>
</tr>
<tr>
<td>PSY 101 (9144.02)</td>
<td>Introduction to Psychology (Lecture)</td>
<td>Close, Melanie J.</td>
<td>30</td>
</tr>
<tr>
<td>PSY 101 (9145.03)</td>
<td>Introduction to Psychology (Lecture)</td>
<td>Soland, Krystle Marie Topacio</td>
<td>201</td>
</tr>
<tr>
<td>PSY 101 (9146.04)</td>
<td>Introduction to Psychology (Lecture)</td>
<td>Meyer, Shanique Yanique</td>
<td>30</td>
</tr>
<tr>
<td>PSY 101 (9147.07)</td>
<td>Introduction to Psychology (Lecture)</td>
<td>Gonzalez, Kenny Junior</td>
<td>29</td>
</tr>
<tr>
<td>PSY 101 (9148.08)</td>
<td>Introduction to Psychology (Lecture)</td>
<td>Muradwji, Nawal Saleh Mustafa</td>
<td>26</td>
</tr>
<tr>
<td>PSY 101 (9149.301)</td>
<td>Introduction to Psychology (Lecture)</td>
<td>Amone, Erika Michele</td>
<td>28</td>
</tr>
</tbody>
</table>

- Once you get to the Departmental Class Roster menu (see below) – you can use the little magnifying glass icons (red circle) to help you identify your department codes to specify the “academic career” (i.e., level of classes undergraduate, graduate, both), term (1212; the first digit is 1; then 21 for 2021; then the last digit is semester: 2 for spring; 9 for fall; 6 for summer)
- Session – you can choose regular semester, or winter, or five week first, etc.
- Academic organization refers to your department abbreviation at JJ. So as a result, it will catch any cross-listed classes in your department, but ONLY tell you enrollments for your part (so PSY/LAW 370 – this will only list PSY 370 enrollment, not students in LAW 370 – even though it’s the same section). So when I need complete PSY/LAW 370 enrollment, I go to “Class search” for that class alone.
Other Useful CUNYFirst Queries:

There is a lot of useful information on CUNYfirst that you can access and download from CUNYfirst. Below are a few useful queries you can use to get useful information to download into excel.

- Main menu --> Reporting Tools --> Query --> Query Viewer -->
- My most frequently used queries are listed below.
- When you get to this Query Viewer page, you can type a “Query Name” from below (see my list of favorites) into the search box (red circle).

Query Viewer

Enter any information you have and click Search. Leave fields blank for a list of all values.

- You can “Add to Favorites” from the box on the right once the query is found (see red circle below)
- Under “Run to HTML”, click HTML (see yellow circle below).
- Then complete this menu below: I input the data I would use to get Fall 2020 data for PSY undergraduate and MA classes during the regular academic session (1). You would use your own department’s “Subject” and “Acad Org”.
- Click “View Results”

**CU_SR_CLASS_SCHED_DATA - Schd data for schedulers**

- It will provide LOTS of data, only some of which you probably want (like the total enrollment). You can “Download results in:” and choose Excel (red circle below).

- The first query in my favorites below, “Schd data for schedulers”, will download all of your scheduling/class data from a prior semester with enrollments. Useful for revising next semester’s schedule.
The last “Students by Term & Plan” we usually used to identify sophomore majors for advising and to identify new transfers to invite them for advising.

**My Favorite Queries**

<table>
<thead>
<tr>
<th>Query</th>
<th>Description</th>
<th>Owner</th>
<th>Folder</th>
<th>Run to HTML</th>
<th>Run to Excel</th>
<th>Run to XML</th>
<th>Schedule</th>
<th>Lookup References</th>
</tr>
</thead>
<tbody>
<tr>
<td>CU_SR_CLASS_SCHED_DATA</td>
<td>Schd data for schedulers</td>
<td>Public</td>
<td>STUDENT RECORDS</td>
<td>HTML</td>
<td>Excel</td>
<td>XML</td>
<td>Schedule</td>
<td>Lookup References</td>
</tr>
<tr>
<td>CU_SR_GRADE_ROSTER_BY_TERMS</td>
<td>Grades in Term Range</td>
<td>Public</td>
<td>STUDENT RECORDS</td>
<td>HTML</td>
<td>Excel</td>
<td>XML</td>
<td>Schedule</td>
<td>Lookup References</td>
</tr>
<tr>
<td>CU_SR_PLAN_COUNT_TERM</td>
<td># of Students by Term &amp; Plan</td>
<td>Public</td>
<td>STUDENT RECORDS</td>
<td>HTML</td>
<td>Excel</td>
<td>XML</td>
<td>Schedule</td>
<td>Lookup References</td>
</tr>
<tr>
<td>CU_SR_PLAN_GRADES</td>
<td>Grade Rosters w/ Plans</td>
<td>Public</td>
<td>STUDENT RECORDS</td>
<td>HTML</td>
<td>Excel</td>
<td>XML</td>
<td>Schedule</td>
<td>Lookup References</td>
</tr>
<tr>
<td>CU_SR_STDNT_BY_TERM_PLAN</td>
<td>Students by Term &amp; Plan</td>
<td>Public</td>
<td>STUDENT RECORDS</td>
<td>HTML</td>
<td>Excel</td>
<td>XML</td>
<td>Schedule</td>
<td>Lookup References</td>
</tr>
</tbody>
</table>

**CUNYFIRST PERMISSIONS**

Chairs are often asked to give students permission in CUNYfirst to enroll in or to drop a course offered by the department. For example, a student might be granted an overtally to enroll in an otherwise full course (assuming instructor agreement). Or a student might need a prerequisite waiver to enroll in a course (e.g., they are taking the prerequisite course at the time of registration). Here is what to do:

With a student’s EMPL ID number in hand, navigate to the “Class Permissions” section of CUNYfirst, which can be found in the menu under Records and Enrollment > Term Processing > Class Permissions > Class Permissions.¹

1. Here, first search for the class. You’ll need to provide at least the following:
   - **Academic Institution** for John Jay
   - **Term** (e.g., 1159 for the Fall 2015 semester). Decoded, 1159 =
     - 1 = 21st century;
     - 15 = 2015;
     - 9 = September/Fall;
   - Similarly, 1156 = June/Summer 2015; and 1212 = Feb/Spring 2021
   - The course prefix (CRJ, ICJ, PAD, etc.) in “Subject Area”
   - The course number in “Catalog Nbr”
   - You can select “Undergraduate” under “Academic Career,” but the info to this point should suffice to identify the course.’

¹ NOTE: Once on the Class Permissions page, you can add it to your favorites by clicking “Add to Favorites” in the upper-right-hand corner.
2. Once you see the desired course, navigate to the proper SECTION by using side arrows at top or clicking “View All”.

The “Defaults” box shows the five permissions you can grant. These are:

- **Closed Class** – if checked, gives permission for that student to be “overtallied” into the course.
- **Requisites Not Met** – if checked, gives permission to waive that student’s pre-requisites for the course.
- **Consent Required** – if checked, gives general permission for a student to take course (e.g., for those requiring permission of instructor).
- **Career Restriction** – if checked, gives permission for a graduate student to take an undergraduate course or for an undergraduate student to take a graduate course.
- **Permission Time Period** – a very technical issue related to Cf. We ask that you do not check this box as there are problems with this specific permission.

By default, all permissions are granted, and you will therefore need to uncheck the ones you do not want the student to have. The most common ones to leave checked are “Closed Class” to grant an overtally, “Requisites Not Met” to override a prerequisite or co-requisite, or “Consent Required” to give instructor or department approval.

Note: For BA/MA students, they may need “Career Restriction” permission to register for graduate classes. A graduate student might also need “Career Restriction” permission to allow them to take an undergraduate course (e.g., STA 250).

3. Once on the desired section and you have the permissions you want to grant, Add the student’s EMPL id in the row at bottom. (If you need an empty row, click the + sign to add a row). If you don’t have the student’s EMPL, click the magnifying glass to search by name.
4. Change the expiration date on the permission screen. It will default to the third week of the semester. If you don’t change it, then students will be able to add the class even after the official add/drop period has ended.

5. There are three TABS at top of the student area of screen, you can add a note if you click the COMMENTS Tab.

Below is a typical screen to grant someone permission to register despite not having met all course prerequisites. The highlighted portions are those you need to be sure are properly completed:

Before you hit “Save,” you can add additional students to this screen if you need to by clicking the plus button alongside the student’s name. Also note that if someone else has already given one or more students permission, those names will already be there. Just click the plus next to the last student in the list to add your new student(s). When finished, remember to click “Save.”

After you hit save, the system will ask you if you want to apply this permission to all sections of the course. Do NOT select this option.

**Some Things to Keep in Mind**
• Giving a student permission to register is not the same as registering the student for the class. Once permission is granted through the above procedure, the student must still register for the class on her own through CUNYfirst. Chairs cannot register students for classes.
• Once permissions are used by students to register, they are used up. That is, if a student uses permission to register for a class, for example, then drops that class (or is dropped from it because of non-payment), then wants to re-register, that student will need to be given permission as if registering for the first time.
• As part of best practices, we request that anyone who gives permissions to students leave his or her initials in the “Comments” box, available under the “Comments” tab or by clicking the “Show all columns” icon next to the “Comments” tab. NOTE: Permissions that do not have a comment in the comments box may be deleted.

If you have any questions contact Kathy Killoran at kkilloran@jjay.cuny.edu. If you have questions about undergraduate course permissions, contact Kathy Killoran at kkilloran@jjay.cuny.edu. Questions about graduate courses could be directed to the Program Director or Graduate Studies.