

# **FACULTY PERSONNEL PROCESS GUIDELINES**

**effective March 1, 2017**

***Guidelines Approved by the College Council, December 1, 2009***

***Procedural Changes Approved by the Committee on Faculty Personnel during Academic Years 2013-2014, 2014-2015 and 2016-2017***

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

The procedures and assessment criteria involved in making academic personnel recommendations and decisions are governed by the Bylaws and Policies of the Board of Trustees of the City University of New York, including the Statement on Academic Personnel Practice of the City University of New York and the Max-Kahn Memorandum. Nothing in these guidelines should be interpreted as contradicting CUNY Bylaws, policies, and procedures. The College Charter further defines the structure, composition, and responsibilities of the college governance bodies involved in the faculty personnel process and the responsibilities of the college officials involved at each step in the process.

This document applies to members of the instructional staff in the following ranks: Distinguished Professor, Professor, Associate Professor, Assistant Professor, Instructor, Distinguished Lecturer, Lecturer, and faculty Emeritus/Emerita.

***All votes by the Committee on Faculty Personnel (hereafter FPC) and the Faculty Personnel Appeals Committee on personnel actions are advisory to the President of the college.***

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## **I. THE CANDIDATE'S FILE AND THE FORM C**

### **I.A. The File**

I.A.1. Before consideration for any personnel action, a candidate must submit to the Provost's Office an updated Form C that summarizes professional activity. See Section I.B below for more information about the Form C.

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

I.A.3. Candidates should also submit any other documentation that they consider relevant (e.g. copies of publications) or that is requested by the personnel committees. For particularly voluminous files, candidates may wish to include a table of contents.

I.A.4. It is ultimately the responsibility of the candidate to put together his/her file so that it most accurately and positively reflects the case for affirmative personnel action(s.)

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

I.A.6. Candidate files should be completed by the second week of September, at which point the file is closed as defined in I.A.7 below. Candidates who wish to add additional information to their files after that date must contact the chair who shall bring the information to the attention of the FPC. Candidates shall not introduce new materials into the file, but may, through their chairs, provide updates regarding the status of material already in the file. See Paragraph II.A.3 for procedures to follow in the event that information potentially adverse to the candidate is raised by someone other than the candidate.

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

I.A.8. The general organization of candidate files is determined by the Provost, and may change from time to time based on evolving policies, procedures, operations, and technologies. However, there shall always be a confidential section or sections of the file as described in I.A.5 above, and the student evaluations shall always be filed in such a way as to permit separate review by student reviewers as provided in Section IID.13 of this document.

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

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

I.B.2. For candidates for reappointment or tenure, the Form C shall first list those contributions since the initial John Jay appointment. Candidates for reappointment or tenure and/or promotion to Associate Professor shall list works released before their tenure track employment at John Jay, but these must be listed separately in a section following works which were released while at John Jay. Candidates for promotion to full Professor shall clearly identify and first list materials released since attaining their current rank. Materials released prior to their last promotion (or appointment to current rank) shall be listed separately.

I.B.3. The *Publication* category should be divided and clearly labeled as follows. The list below is not intended to convey a hierarchy of importance of types of publications, and the list is not exhaustive.

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

Non-print works: Documentation in the form of audio or video recordings or visual presentations, etc., should be made available in appropriate format to the Provost's Office. The Provost's Office will make these accessible by providing the necessary equipment to the members of the FPC.

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

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

I.B.4. Candidates are strongly encouraged to review the Form C with their department chair before submitting it to the Provost's Office for inclusion in the personnel file.

I.B.5. The self-evaluation section of the Form C should be complete but concise, normally about 5 pages, single-spaced. The candidate's self-evaluation may address, but is not limited to, the following topics as appropriate to his or her case:

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

### **I.C. Outside Letters of Evaluation**

#### **I.C.1. General**

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

I.C.1.b. Before April 15, the chair of the candidate's department will contact the four to six potential evaluators to determine if they are willing to write a letter of evaluation. By April 15, the chair will forward the names of all who respond positively to Provost's Office. The Provost's Office will send the candidate's packet of supporting material to each evaluator. See Section I.C.2.f.

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

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

I.C.1.f. The evaluators will be requested to provide their evaluation letters by July 1. When a candidate is coming up for two actions, e.g., tenure and promotion, the evaluators will be asked to comment on both actions in the same letter.

#### **I.C.2. Selection of Outside Evaluators**

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

I.C.2.b. If the candidate is a department chair, then the Provost, in consultation with the department Personnel and Budget Committee (hereafter, P&B), will supply the list of names which would otherwise have been submitted by the chair.

I.C.2.c. Candidates and chairs should not propose members of the John Jay College faculty as potential evaluators. In addition, names of evaluators should not include relatives. Only in exceptional circumstances should co-authors of the candidate serve as outside evaluators. It is the responsibility of the candidate to explain such exceptional circumstances in the self-evaluation section of the Form C. The evaluation letters are not to be letters of personal recommendation, but assessments of the scholarly quality and quantity of the candidate's work as it bears on the action for which the candidate is being considered. Candidates should know that letters of evaluation written by former professors of the candidate are usually given less weight than letters of evaluation from others.

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

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

I.C.2.e. The candidate and the chair should be notified immediately if the proposed evaluator declines to write an evaluation or the letter of evaluation has not reached the Provost by August 1. In either case, a substitute evaluator will be solicited by the Provost from the chair in consultation with the candidate.

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

## **I.D. The Annual Conference and Annual Conference Memorandum**

I.D.1. Pursuant to Article 18.3 of the PSC Collective Bargaining Agreement, at least once each year, each employee other than tenured full professors shall have an evaluation conference with the department chairperson or a member of the departmental P&B committee to be assigned by the chairperson. Tenured full professors may be evaluated. At the conference, the employee's total academic performance and professional progress for that year and cumulatively to date shall be reviewed. Following this conference, the chairperson or the assigned member of the P&B shall prepare a record of the discussion in memorandum form for inclusion in the employee's personnel 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. In such a case, the employee shall have the right to endorse a request in writing on the memorandum itself to appear in person before the department P&B in order to respond to the unsatisfactory evaluation.

I.D.2. In assessing the employee's total academic performance and professional progress, the chair or evaluator may include the following topics and issues:

- the candidate's activities and accomplishments during the previous year, and how those activities and accomplishments contribute to the success of the department and the college;
- the candidate's accomplishments in the three areas of evaluation presented in section III herein: teaching, 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.

### **I.E. Pre-Tenure Review**

I.E.1. 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.

I.E.2. At John Jay College 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.

I.E.3. 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.

## **II. THE PERSONNEL PROCESS**

### **II.A. General Guidance about the Personnel Process**

II.A.1. All committee meetings at which personnel actions are discussed are confidential. Discussion of candidates outside Department P&B and FPC meetings is not permitted and is considered by the college and the university to constitute misconduct. The Max-Kahn Memorandum states with respect to confidentiality:

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

II.A.2. Only information contained in a candidate's personnel file ("the File," as defined in section I.A.) shall be considered in committee discussions or used in the evaluation of a candidate at any level of review.

II.A.3. Once the File is closed, with the exception of information introduced by the chairperson pursuant to Section I.A.6, the personnel committees shall not consider any materials outside the File. (See Section I.A.4.) If any member of a personnel committee becomes aware of any potentially seriously adverse information or materials, such as a complaint about an employee not contained in the File, he or she shall immediately bring the matter to the attention of the department chairperson, who shall contact the college's legal designee for guidance as to a) whether the information should be placed in the File and b) what procedure if any should be followed.

II.A.4. Members of any personnel committee must recuse themselves from any deliberation or vote where their participation might reasonably create an impression that the candidate would improperly influence them or unduly enjoy their favor, or that the committee member is affected by the kinship, rank, position or influence of the candidate or any party or person.

II.A.5. The specific votes taken in a candidate's case shall not be discussed with or disclosed to the candidate or any other person not having official access to the record of the case.

II.A.6. Positive action defined. Throughout these guidelines, a positive action is defined as one where the candidate receives positive votes from an absolute majority of the eligible voting members of the relevant committee. In the case of the Department P&B vote, this will ordinarily mean three positive votes. This rule highlights the importance of attendance by members at all P&B and FPC meetings. "No" votes, abstentions, and absences have the same practical effect.

II.A.7. Negative action defined. Throughout these guidelines, a negative action is defined as one where the candidate fails to receive positive votes from an absolute majority of the eligible members of the relevant committee.

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

II.A.9. Every candidate is reviewed and voted upon for every year until tenure is decided. A faculty member comes up for tenure review during the seventh year of service. The following table summarizes the schedule of consideration. In the table, the following terms are used:

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

**Sample Timetable for a Candidate Initially Appointed in Spring or Fall 2015**

<b>Year of Service</b>	<b>Action Date</b>	<b>Colloquial Name for Actions</b>	<b>Appointment Year</b>
<b>Initial Appt.</b>	Spring 15/Fall 15	Initial Appointment	1
<b>1st Year</b>	Spring 16	1st Reappointment	2
<b>2nd Year</b>	Fall 16	2nd Reappointment	3
<b>3rd Year</b>	Fall 17	3rd Reappointment.	4
<b>4th Year</b>	Fall 18	4th Reappointment	5
<b>5th Year</b>	Fall 19	5th Reappointment	6
<b>6th Year</b>	Fall 20	6th Reappointment	7
<b>7th Year</b>	Fall 21	7th Reappointment w/Tenure, effective Fall 15	8/T

II.A.10. Candidates for their first reappointment shall be considered on the basis of their CV and first semester teaching evaluations and observations. These candidates need not complete a Form C.

II.A.11. Early tenure may be granted subject to the CUNY Bylaws, which provide in relevant part:

*Appointments on or after September 1, 2006 – A person appointed to the title of professor, associate professor, or assistant professor may be granted early tenure by the board in its discretion, under these bylaws, after not less than one nor more than seven years of continuous satisfactory service on an annual salary basis, when such service is interrupted by the period of a fellowship deemed by the college valuable to it, when for a very substantial reason the college would be well served by such early grant of tenure or when the person has had tenure in another accredited institution of higher learning.(CUNY Bylaws, Article VI: Instructional Staff > Section 6.2 Permanent Instructional Staff–Tenure)*

II.A.12. When considering candidates for early tenure, the department P&B and the appropriate review committee of the FPC will vote on worthiness for reappointment and worthiness for tenure at the same time, taking two separate votes, the first for reappointment and the second for tenure. Similarly, when a candidate for early tenure comes before the FPC, the FPC will vote first on reappointment and then on tenure.

II.A.13. Candidates recommended for early tenure are subject to another level of review at the University by the University Provost and Executive Vice Chancellor for Academic Affairs. Only

early tenure candidates approved by the University Provost shall be forwarded to the Board of Trustees.

II.A.14. Promotion and/or early tenure candidates may withdraw at any point in the personnel process. When a candidate withdraws, votes taken up to that point remain part of the file.

## **II.B. Department Personnel Committees (Department P&B)**

II.B.1. Department P&Bs make the initial determinations regarding all candidate actions including reappointment, certification, tenure, promotion and fellowship leave. These determinations are based on a review of the candidate's personnel file and discussion at a meeting or meetings, which ordinarily will occur in September. Each member of the department P&B is obligated to review the file, which is maintained by the Provost's Office.

II.B.2. Quorum defined. At least 80% of a Department P&B must be present to conduct business. Ordinarily this will establish a quorum of four.

II.B.3. Department P&Bs shall not meet with a candidate as part of the consideration of his or her case. (Note: section I.D.1 restates a contractual right for a candidate to meet with the Department P&B with regard to an unsatisfactory annual evaluation.)

II.B.4. As soon as possible after voting on any personnel action, the department chairperson will inform the candidate as to whether the department P&B action was negative or positive. Actual vote counts shall not be communicated to the candidate. No other member of the committee is to discuss the committee's action with the candidate, and it is not appropriate for candidates to request such discussion with any members of the committee. The chairperson shall be available to the candidate for guidance about the process.

II.B.5. The department vote shall be incorporated into the candidate's File.

## **II.C. Faculty Personnel Committee (FPC)**

II.C.1. The FPC membership is defined in Section I.2.e of the College Council Bylaws, which reads as follows:

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

II.C.2. Section I.2.e of the College Council Bylaws provides for alternate members of the FPC: *"The three (3) members of the faculty who receive the next highest number of votes in a general faculty election will be alternate faculty representatives on the committee. An alternate may vote, make motions and be counted as part of the quorum only when a chairperson and/or an at-large faculty representative is absent."* The alternate faculty members serve as full voting members on the FPC review committees and attend and participate in all discussions at the

meetings of the FPC. Upon the absence of any member of the FPC, an alternate member votes at such meetings in place of the absent member. Accordingly, alternates members are expected to attend all meetings of the FPC.

II.C.3. The FPC functions in two capacities: (i) as a policy-making body that establishes the procedures governing the personnel process and that makes recommendations to the College Council regarding the substantive standards for appointment, reappointment, promotion and tenure, and (ii) to consider personnel actions, most commonly in the context of appeals. When the FPC is functioning in its capacity as a policy-making body, the presumption is that the body will be functioning in open session. All considerations of personnel actions are confidential and thus conducted in closed session.

II.C.4. All meetings of the FPC for the upcoming academic year should be scheduled well in advance, no later than the third Monday in June so that they do not conflict with other college business, so that people can make their academic year plans accordingly, and so that there is maximum attendance at these meetings. A sufficient number of meetings shall be scheduled to handle all regular business. Meetings of the FPC should not be cancelled or rescheduled except in emergencies.

II.C.5. The Provost's Office shall send notices of all meeting dates and the list of candidates to all members of the FPC. All FPC members are obligated to stay for the entirety of all meetings, and should be informed of this obligation by the President.

II.C.6. Quorum. At least 80% of the members of the FPC must be present to conduct business. Note that the "members" of the FPC will be different depending whether the FPC is acting in its policy-making capacity or reviewing personnel actions, most commonly in the context of appeals. For example, when considering an appeal, the chairperson of the candidate's department and the members of the Review Committee will be replaced by members of the Appeals Committee, as provided in section II.E. For purpose of determining quorum, membership means the eligible voting members of the FPC—for appeals this would be the non-recused members of the FPC plus the members of the Appeals Panel designated by the President, as provided in II.E.6.

II.C.7. Robert's Revised Rules of Order will govern the proceedings of the FPC except that any motion to call the question when a committee is considering a personnel action shall be ruled out of order, as full and unimpeded discussion and debate are imperative.

II.C.8. When the President is unavailable for a scheduled meeting of the FPC, the Provost shall preside in her/his place.

## **II.D. FPC Review of Personnel Actions (FPC Review Committees)**

II.D.1. The Faculty Personnel Committee (FPC) shall be divided into four review committees: A, B, C and D.

II.D.2. Chairpersons shall be assigned to review committees according to the following disciplinary divisions:

Review Committee A: AMU, CTA, DIS, ENG, HIS, MLL, PHI

Review Committee B: AFR, ANT, ECO, LLS, LPS, POL, SOC

Review Committee C: CRJ, MTH, PSY, SCI

Review Committee D: PAD, SFEM, LIB, CSL, HPE, SEEK

II.D.3. All members of the FPC shall be assigned to review committees before June 30 of the year preceding their service on the FPC. Department chairpersons have standing review committee assignments as per II.D.2.. The Provost shall attempt to assign administrative, at-large, and alternate members of the FPC to the review committee most closely associated with the members' academic disciplines. In cases of significant imbalance in committee workloads, at-large and alternate members of the FPC will be assigned to review committees in a manner so that the imbalance is minimized to the extent feasible.

II.D.4. Following action by departmental P&B committees, candidates' files are subject to review by the FPC through its review committees. All members of the review committees are obligated to read the files of all candidates who come before the committee.

II.D.5. Candidates shall be considered by the review committee of which their chairperson is a member, with the exception that the candidate may petition through his or her chairperson to the Provost for assignment to a review committee more reflective of the discipline of his or her academic work.

II.D.6. Quorum. At least 80% of the eligible voting members of a review committee must be present to consider a personnel action.

II.D.7. When candidates for initial through third reappointment receive unanimously positive votes at the departmental level, their cases will not be considered individually unless a member of the review committee offers a successful motion to consider the candidate's case individually. Absent such a motion, the review committee will vote on these candidates as a slate.

II.D.8. When a candidate's case is being considered individually, the candidate's File shall be assigned to at least two faculty members on the review committee for presentation before the review committee (the Primary Reporter and the Secondary Reporter). Neither the Primary Reporter nor the Secondary Reporter shall come from the candidate's department.

II.D.9. The Primary Reporter and Secondary Reporter will present independent evaluations of the candidate to the review committee. These presentations shall be based solely on the candidate's file and without consultation or discussion with anyone else on or off the committee.

II.D.10. The chairperson of a candidate's department will not make a presentation to the committee except in tenure cases, when the chairperson shall introduce the candidate's File to the Review Committee. The chairperson will then be excused from the committee since the chairperson of the candidate's department shall not be present for discussion of the candidate. In the case of candidates with dual departmental affiliations, this will apply to both chairpersons. If any member of the review committee needs questions answered or points clarified, however, the chairperson of the candidate's department will be invited to appear before the committee. When the candidate him/herself is the chairperson, the department P&B shall elect one of its members to appear in lieu of the chairperson.

Any FPC member who is affiliated with the same department as the candidate will be asked to leave the room during the discussion of the candidate, and he or she will not vote on the candidate. This includes, as indicated above, the candidate's department chairperson and the following:

- All members of the candidate's departmental Personnel and Budget Committee (inclusive of externally appointed members).

- Any at-large and alternate members who are affiliated with the candidate's department.

II.D.11. Any discussion of the action or the candidate outside the FPC constitutes a breach of confidentiality. If any problems or questions arise from a study of the material in the File, these should be presented only at the review committee and not discussed outside of the committee's deliberations.

II.D.12. Cases will be considered in the following order: (1) reappointment, proceeding from most junior to senior, (2) tenure, (3) promotion to associate professor, (4) promotion to full professor. When a candidate is being considered for reappointment or tenure and promotion during the same year, both actions will be taken up when reappointment or tenure is considered. Separate votes shall be taken on each action in the following order: reappointment, tenure, promotion. The appropriate standards of review shall be applied for each action.

II.D.13. In accordance with the Bylaws of the Charter of Governance of the College, up to two students, who have earned at least 30 credits at John Jay College, are designated by the Student Council and ratified by the College Council to serve as liaisons to the review committees of the FPC. After being certified by the Provost's Office as having completed training by that office, the student liaisons review student evaluations of faculty members being considered by the review committees for reappointment, promotion, and tenure and summarize the content of those evaluations to the review committees at a time designated by the review committees. Like all documents in a candidate's personnel file and all information relating to a personnel action, student evaluations of the faculty shall be held in the strictest confidence by the student liaisons and by all members of the FPC. Student liaisons are not members of the FPC or of the review committees and shall be present solely to provide their summary report. This provision shall not preclude the right of the review committees to conduct an independent study and assessment of the student evaluations of candidates.

II.D.14. The chairperson of the review committee shall inform the department chairperson of the review committee's action on a candidate from his or her department as soon as possible after the conclusion of the review committee's meeting at which the action is taken. As soon as possible thereafter, the department chairperson will inform the candidate as to whether the review committee action was positive or negative. Actual vote counts shall not be communicated to the candidate. No member of the committee is to discuss the review committee action with the candidate, and it is not appropriate for candidates to request such discussion with any members of the committee. The departmental chairperson shall be available to the candidate for guidance about the process. The candidate shall be informed that all votes are advisory to the President. A candidate who has received a negative action shall be notified in writing by the Provost by December 1st.

## **II.E. Appeals Process**

II.E.1. All candidates for reappointment, tenure, certificate of continuous employment and/or promotion who receive a negative action from the review committee have the right to appeal to the FPC.

II.E.2. Any candidate wishing to appeal a negative decision of the review committee shall notify the Provost of his or her intention to appeal within 14 calendar days of receipt of the Provost's written notice of the negative action.

II.E.3. Within 14 days following notice of the intention to appeal, the candidate may submit a written statement in support of his or her appeal. The written statement shall be restricted to information contained within the File, but may include any updates to the status of scholarly contributions referenced in the File with supporting documentation. For example, a candidate may offer evidence that a paper already referenced in the File as in progress has been accepted for publication, but a candidate may not include a newly published paper that was not referenced in the File as in progress.

II.E.4. The appeal shall be considered by the entire membership of the FPC with the exceptions noted below in II.E.5 and II.E.6. The appeal shall be chaired by the President or, in his or her absence, the Provost.

II.E.5. The chairperson of the appealing candidate's department and the candidate shall each individually appear before the committee to answer questions.

II.E.6. The chairperson of a candidate's department will neither make a presentation to the committee, nor be present for discussion of the candidate, nor be eligible to vote on the appeal. A candidate's chairperson will be asked to leave the room during the discussion of his or her department's candidate, and shall not vote on the candidate. In the case of candidates with dual departmental affiliations, this will apply to both chairpersons.

Any FPC member who is affiliated with the same department as the candidate will be asked to leave the room during the discussion of the candidate, and he or she will not vote on the candidate. This includes:

- The candidate's department chairperson
- All members of the candidate's Departmental Personnel and Budget Committee (inclusive of externally appointed members).
- Any at-large and alternate members who are affiliated with the candidate's department.

II.E.7. The members of the review committee that decided a candidate's action shall not participate in the appeal, except for a presentation by the Primary Reporter, as provided in II.E.8 below. These members shall be replaced by an equivalent number of members of the Appeals Panel selected by the President. The Appeals Panel shall be comprised of twelve faculty members who are not current members of the FPC. The Appeals Panel members shall be elected by the faculty to staggered three-year terms. (One-third of the panel shall be up for re-election each year.) Appeals Panel members selected for a given appeal will not include those from the appealing candidate's department.

II.E.8. The Provost shall appoint a Primary Reporter and Secondary Reporter from among the FPC and Appeals Panel members participating in the appeal. The Primary and Secondary Reporters will present independent evaluations of the candidate to the Faculty Personnel Appeals Committee at the outset of the consideration of an appeal. These presentations shall be based solely on the File and without consultation or discussion with anyone else on or off the committee. Neither the Primary Reporter nor Secondary Reporter shall come from the candidate's department. Everyone on the Faculty Personnel Appeals Committee is required to read the entire File of the appellant.

II.E.9. Following the presentations by the Primary and Secondary Reporters, the Primary Reporter from the Review Committee shall be invited to appear before the Faculty Personnel Appeals Committee and summarize the Review Committee's deliberations on the appellant's case. This summary shall include both the majority and minority views from the Review

Committee. After this presentation, the Primary Reporter from the Review Committee shall be excused and shall not participate further in the appeal.

II.E.10. The candidate shall be available during the time of the appeal and may be invited to answer questions or clarify points that will be helpful to the committee. The President shall not allow a question that invites the candidate to make a general presentation or that would lead to the admission of information not contained within the File.

II.E.11. The decision of the Faculty Personnel Appeals Committee on a candidate's appeal is advisory to the President.

II.E.12. The Provost will notify the chairperson of the candidate's department of the result of the appeal. The chairperson will inform the candidate of the result and that the result is advisory to the President and is not the final decision regarding their personnel action.

II.E.13. All candidates shall have a further right of direct appeal to the President, in accordance with CUNY Bylaws. At John Jay this direct appeal takes a written form.

II.E.14. Ultimately, the recommendations of the FPC for reappointment, tenure, certification, and promotion are approved or disapproved by the President, who decides which candidates to forward to the CUNY Board of Trustees for approval. The final decision is that of the Board of Trustees.

## **II.F. Other Actions by FPC**

II.F.1. The FPC formally votes on all initial appointments during the first meeting of the subsequent fall semester.

II.F.2. In any case where tenure reciprocity (based on tenure earned at another academic institution) is to be granted with the initial appointment, the candidate's CV will be circulated to the relevant review committee and voted on by the review committee. On request by any member, the appointment will be placed on the agenda for consideration and vote by the full membership of the FPC. In any case where an initial appointment at the Associate Professor level is being sought, the Provost may place the case on the agenda of the relevant review committee for consideration and vote. Any member may call for consideration of the action by the full membership of the FPC.

II.F.3. Distinguished Professor cases shall be the jurisdiction of the full membership of the FPC.

## **II.G. Sabbatical Leave (Also Known As Fellowship Leave)**

II.G.1. The policy of the college is to support timely sabbatical leaves for eligible members of the faculty. The standard of review is that the application must define a general plan for scholarship and research, which may include study and related travel, instructional enhancement, and/or creative work in literature and the arts. The application must explain how the sabbatical leave will advance this plan. The sabbatical does not have to result in an immediate work product, but should advance the prospects for a work product, such as a new course design or a publication, in the future.

II.G.2. The faculty member shall file an application for a sabbatical of one semester at full pay or one year at 80% pay, using the leave application form maintained on the Provost's Faculty Services website.

II.G.3. Applications must first be voted on by the department P&B. A department P&B may vote to deny an application on the basis of insufficient merit and/or on the basis that the number of leaves being applied for at one time is impractical for the department. However, if the only reason for denial is the impracticality of the number of leaves, not the merit of the leave, absent extenuating conditions, the department P&B shall give priority to the application for the following year.

II.G.4. Before consideration and vote by the FPC, sabbatical proposals shall be reviewed by an FPC review committee, as assigned by the Provost. The review committee will forward its recommendations to the FPC for vote.

II.G.5. The recommendations of the FPC are forwarded to the President who makes an independent determination that is forwarded to the Board of Trustees.

II.G.6. Within 30 days following the completion of the leave, the faculty member shall submit a report to the chair and the Provost documenting how activities during the leave advanced the plan as proposed in the application.

## **II.H. Special Leave Without Pay**

II. H.1. Faculty may request and be awarded a special leave without pay/leave for special purposes, hereafter referred to as "special leave."

II.H.2. The President or his designee approves or disapproves the request for special leave. Generally, special leaves are approved for a semester or an academic year. If a special leave is approved, the faculty member goes on leave at his/her current appointment status.

II.H.3. Prior to beginning the special leave, untenured faculty must apply for reappointment and submit a Form C and supporting documentation that reflects their prior year's teaching, scholarship, and service. Reappointment will be considered and voted on at the usual time in the fall semester; if the candidate's application for reappointment is successful, the reappointment will be effective upon the faculty member's return to the college. For example, if an approved special leave is for one year to begin in fall 2015, the faculty member will apply for reappointment along with others in his or her service cohort and will submit a Form C and documentation of the work done in fall 2014 and spring 2015. The faculty member's case will be considered and voted on along with all other reappointments considered in fall 2015. The faculty member's reappointment will be effective upon his/her return to the college in fall 2016. Should the faculty member be granted an additional year of leave (see Section II.H.3.b.), his/her reappointment will be effective fall 2017.

II.H.3.a. During the course of an approved one-year special leave, the faculty member will submit a one-page status report. In that report, he/she will update the Provost and department chairperson on how his/her time on leave is being spent and will reaffirm intent to return to the college at the end of the approved special leave. This status report will be placed in the personnel file, and in the case of untenured faculty, will be appended to the Form C that was submitted prior to the special leave.

II.H.3.b. On rare occasions, faculty who are on special leave for a year may request and be granted an additional semester/year of special leave. Such a request must be accompanied by a

one page statement about how the first year of the leave has been used and why an additional semester/year is warranted. This statement will be placed in the personnel file. For untenured faculty, it will be appended to the Form C that was submitted for reappointment prior to the beginning of the special leave.

## **II.I. Assignment of Faculty to Secondary Program or Department**

II.I.1. With the consent and participation of a faculty member, his or her department chair in consultation with the department P&B, and another department or non-departmental program, the Provost may assign a faculty member to non-departmental programs or to secondary departments, while retaining the faculty member's formal relationship to a single academic department as required under CUNY Bylaws. The college has developed and the College Council has adopted guidelines that provide a formal process to define responsibilities and expectations with respect to teaching, service, and participation in program and departmental administration and activities. The process protects the faculty member and also provides stability and predictability to the home department and to the secondary department or the interdisciplinary or non-departmental academic program to which the faculty member is assigned.

II.I.2. When a faculty member agrees to be assigned to a program or to a secondary department, the relationship shall be defined in a Faculty Assignment Letter (FAL), addressed by the Provost to the faculty member, signed by the faculty member, copied to the chair of the home department and the director of the program or the chair of the secondary department. The FAL shall describe the nature and duration of the assignment and the responsibilities and expectations with respect to teaching, service, and participation in program/department committees and activities.

II.I.3. The chair or a member of the department P&B designated by the chair of the department to which a faculty member is appointed (the home department) must conduct the annual personnel review in accordance with the PSC-CUNY Contract. In gathering information to arrive at his or her assessment of the candidate, the chair of the home department or his/her designee shall confer with the program director or secondary department chair and shall reflect the information provided by the director or secondary department chair in the annual evaluation of the faculty member. The program director or secondary department chair may not be present at the annual evaluation conference or at the deliberations of the P&B of the home department unless he or she is a duly elected or appointed member of that committee. As a statutory member of the FPC, the secondary department chair may contribute to the FPC's discussion of the faculty member. If a program coordinator is an at-large member of the FPC, he or she may contribute to the FPC's discussion of the faculty member.

In addition, the program director or secondary department chair shall meet periodically throughout the appointment period with the faculty member for the purpose of mentoring and guiding him or her.

II.I.4. For members jointly assigned to the SEEK Department, the Board of trustees has provided the following:

*Faculty designated to teach developmental courses and employed in the SEEK Department shall be evaluated by the SEEK Department, but also reviewed separately by the pertinent academic department with the academic department report being submitted both to the SEEK Department and to the Dean of Faculty [Provost]. Faculty who are so designated or appointed and employed in an academic department shall be evaluated by the appropriate*

*academic department, but also reviewed, separately, by the SEEK Department, with the SEEK Department report being submitted both to the appropriate academic department and to the dean of faculty [Provost]. . . . The reviews by both the SEEK Department and the academic department shall include reference to teaching effectiveness and sensitivity to the learning patterns of disadvantaged students and reference to the academic content and substance taught.” (Board of Trustees Minutes, 1994, 06-27, 007, D)*

## **II.J. Nomination of Distinguished Professors**

II.J.1. Nominations for the position of Distinguished Professor may be proposed by members of the faculty or members of the administration. Nominees may either be external candidates or current members of the John Jay College faculty. Regardless of how nominations originate, they must be vetted and approved by the P&B of the department to which the Distinguished Professor is to be appointed or in which the nominee currently has an appointment. In reviewing the nomination, the P&B must apply the rigorous scholarly criteria required by CUNY Bylaws. Nominators, chairs, and candidates are encouraged to review the CUNY Bylaws and related documents posted on the CUNY website.

II.J.2. In the case of an external candidate, the nominee must have all of the qualifications necessary for appointment to the position of full Professor. The Board of Trustees may act to confirm the appointment as a full Professor concurrently with the approval of the designation as a Distinguished Professor.

II.J.3. If the departmental P&B votes in favor, the nomination is forwarded to the Provost who independently makes a judgment about the merit of the nomination and determines whether CUNY will make a Distinguished Professor position available. (The number of Distinguished Professorships across the university is capped at 175.) If the Provost’s assessment is positive and if CUNY advises the Provost that an additional distinguished professorship can be assigned to the college, the Provost will forward a recommendation to the President who will decide whether to bring the nomination to the FPC for its review and vote.

II.J.4. If the President supports the nomination; the department chair shall solicit at least ten letters of evaluation from widely recognized authorities in the nominee’s field, as required by CUNY procedures. The FPC shall review the nomination letter and the candidate’s external letters of evaluation, and vote on the nomination.

II.J.5. Should the FPC vote in favor of the nomination, the next stage of the CUNY review process is put into effect. The application is sent to the Office of the Executive Vice-Chancellor and University Provost, including the candidate’s current curriculum vitae, external letters of evaluation, letters of recommendation from the John Jay College President and Provost, and documentation of the college’s review processes, to enable the university to make an independent determination of the merits of the appointment.

## **II.K. Evaluation and Review of Distinguished Professors**

II.K.1. The Distinguished Professor title is not tenurable; therefore, faculty awarded this title are subject to annual review. The annual review of a Distinguished Professor consists of an annual evaluation by the department chairperson of the faculty member’s continued worthiness of the Distinguished Professor title. This evaluation shall be documented in a report of no more than two pages to be submitted to the Office of the Provost for inclusion in the personnel file of the Distinguished Professor.

II.K.2. Distinguished Professors are also subject to periodic review. At John Jay College, this review will take place every five years after initial appointment to the title of Distinguished Professor. The Distinguished Professor will submit to the department P&B a self-evaluation of no more than four single-spaced pages covering their teaching, scholarship, and service contributions over the previous five years.

II.K.3. The Department P&B will review the self-evaluation and the annual chair evaluations and will submit a recommendation to the Provost for continuation or termination of status. The Distinguished Professor's periodic review requires an independent assessment by the Provost, based on the written record. The Provost presents her assessment of the Distinguished Professor to the FPC. The FPC votes on the candidate's continuation as a Distinguished Professor at one of its spring meetings.

## **II.L. Policy on Professor Emeritus/Emerita Status**

II.L.1. At all CUNY colleges, the title of Professor Emeritus/Emerita is automatically conferred on full professors who honorably retire after more than 10 years of service. Retired full professors who have served 10 or more years and who wish to formalize their Emeritus/Emerita rank should apply in writing to the President, who is responsible for confirming their Emeritus/Emerita status.

II.L.2. In exceptional cases the title of Emeritus/Emerita may be conferred on associate or assistant professors who retire or on full professors who retire with fewer than 10 years of service.

II.L.3. Criteria for Awarding Emeritus/Emerita Rank in Exceptional Cases include

- Evidence of outstanding teaching or service to the college community over a period of at least 10 years, or
- Record of meritorious research and publication.

II.L.4. Process for Awarding Emeritus/Emerita Rank in Exceptional Cases:

- Candidates apply to their department P&Bs for Emeritus/Emerita rank.
- Chairpersons refer departmental votes on these applications to the FPC for review.
- The FPC reviews each case and makes a recommendation to the President for final approval.

II.L.5. Privileges for Emeritus/Emerita faculty may include:

- Access to space for research and writing, if available
- Inclusion of name on list of faculty in the college catalogue and other relevant publications
- Inclusion in campus events open to college employees (e.g. lectures, receptions)
- Invitations to participate in college ceremonies, commencement processions, and convocations
- College email account and intranet access
- College library access
- College mailbox, if space is available
- Opportunity to serve in a volunteer capacity (e.g. as tutor, events facilitator, consultant to grant-writers or report-writers, research mentor to junior faculty)

- Opportunity to teach independent study courses in a volunteer capacity
- Use of college recreational and social facilities on the same basis as other faculty
- Listing as faculty on college website
- John Jay ID card

### **III. GUIDANCE FOR CANDIDATES AND PERSONNEL COMMITTEES**

#### **III.A. General Guidance for Candidates**

The criteria used in making personnel recommendations and decisions are governed by the Bylaws and policies of the Board of Trustees of the City University of New York, including the Statement on Academic Personnel Practice of the City University of New York and the Max-Kahn Memorandum. Nothing in these guidelines should be interpreted as contradicting CUNY Bylaws, policies, and procedures. The purpose of this section is to provide guidance to the faculty - both those on personnel committees and those considering or coming up for personnel actions - on the factors they should take into account in demonstrating and assessing whether the criteria have been met.

Demonstrating professional and collegial behavior is a material factor in the assessment of a candidate's case. The CUNY Code of Practice Regarding Instructional Staff Titles (Section 1.2) states: "*...the candidate must have demonstrated satisfactory qualities of personality and character, ability to teach successfully, interest in productive scholarship or creative achievement and willingness to cooperate with others for the good of the institution.*"

With respect to longevity and seniority as a factor in promotion, it is not the length of time in rank, but rather the quality of work since the last promotion that is germane. The CUNY Code of Practice Regarding Instructional Staff Titles (Section 1.2) states: "*Longevity and seniority alone shall not be sufficient for promotion.*"

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

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

#### **III.B. Teaching**

III.B.1. Reappointment, tenure, and promotion depend upon the candidate having achieved clearly discernible effectiveness as a teacher. The two external criteria most frequently used in evaluating teaching effectiveness are student evaluations (written comments as well as numerical evaluations) and departmental peer observations. In addition, the candidate may present evidence of professional recognition for teaching in the form of awards and other professional honors. The candidate is also expected to demonstrate teaching effectiveness in the form C by providing evidence of achievement across a range of teaching-related activities.

III.B.2. Evidence that may be presented in making the case for the candidate's effectiveness as a teacher includes but is not limited to those activities listed below.

Evidence of Originality and Creativity in Teaching Practice:

- Development of new and well-received courses and innovative pedagogy (relevant syllabi should be included in the file);
- Development of effective techniques for teaching and academic support;
- Use of outcomes assessment strategies to measure student learning and enhance teaching;
- Effective use and incorporation of technology when appropriate.

Evidence of Mentoring:

- Sponsoring of students for awards, scholarships, student competitions; inclusion of students' writings in John Jay's *Finest* and other publications;
- Mentoring McNair or other undergraduate research scholars;
- Supervising senior theses, advising CUNY BA students, and directing independent studies;
- Seeking grants to promote research opportunities for students and to address students' academic needs (grant application/narrative must be in the file);
- Advising students (beyond major advisors who get released time for this activity);
- Mentoring and supervision of adjuncts and Graduate Teaching Fellows;
- Mentoring undergraduate and graduate students (including both master's and doctoral students) in scholarly and professional activities.

Evidence of Professional Development:

- Organizing and/or attending and participating in faculty development programs;
- Participating in the programs offered by the Center for the Advancement of Teaching and integrating the best practices learned into the courses taught; and
- Participation in and presentation at conferences on teaching and learning

Evidence of Teaching Breadth:

- Variety of courses taught;
- Engagement of students at differing levels of ability and preparation;
- Variety of teaching formats (e.g. hybrid, large lecture sections, small capstone seminar)

III.B.3. For faculty members in the Library Department, "teaching" is to be interpreted as "librarianship" to reflect the overall goals of the library including developing, organizing, preserving, maintaining, making accessible, and interpreting informational resources for teaching, learning, and research. This section addresses information literacy, collection development, reference and instruction, user services, information technology and application, library administration and management, special collections, and print and digital archives.

III.B.4. Department chairs are encouraged to incorporate discussion of the above factors when applicable into annual evaluations that can then be included in the candidate's personnel file. Candidates are urged to discuss their teaching philosophy and effectiveness in the Form C self-evaluation narrative.

III.B.5. Factors which might negatively affect a personnel action and suggest that a candidate needs to pay more attention to his/her teaching are:

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

### **III.C. Research and Scholarship**

#### III.C.1. General Criteria

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

III.C.1.b. Publications submitted in support of an application are to be in published form (with the exceptions for creative artists noted above) or in galley or page proofs. Works not at that stage should not be listed as publications, but as Works in Progress. (For a journal article, if galley or page proofs are not available an acceptance letter from the editor of the journal would be acceptable.) In the Works in Progress section, candidates are encouraged to give as much specific information as possible as to the work's status (for example, "under contract with manuscript delivery date of August 20xx" for a book, or "forthcoming in spring 20xx issue" or "invited to revise and resubmit" for a journal article). Please refer to section III.D, *Glossary for Reporting Status of Publications and Works in Progress*.

III.C.1.c. It is recognized that different disciplines have different criteria by which to assess excellence, such as the role of multiple authorship and the length of articles, or the value and nature of the candidate's artistic or journalistic works. It is the responsibility of the candidate's chair, in developing the annual evaluation, to assess how the candidate's scholarship satisfies criteria of the candidate's department and discipline and how it demonstrates progress toward meeting the requirements for tenure relative to their time of service at the college. The candidate must also address these matters in the Form C.

#### III.C.2. Standards for Scholarship: Tenure

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

### III.C.3. Standards for Scholarship: Promotion to or Appointment as Associate Professor

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

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

Generally the best way for candidates for promotion to or tenure as an Associate Professor to demonstrate significant scholarly achievement is through publication of peer reviewed articles. As an alternative, a scholarly book published by a reputable academic publisher may by itself establish the necessary record of "significant achievement." In the absence of either a scholarly book or peer reviewed articles, other scholarly publications or creative works, or other significant academic contributions from among those listed below for full Professor may serve to demonstrate a record of scholarly achievement to be considered for promotion to Associate Professor. The burden is on the candidate to demonstrate the significance of her/ his contributions in the Form C self-evaluation section. Reputation in the field will be documented in part by the letters of external evaluation.

### III.C.4. Standards for Scholarship: Promotion to or Appointment as Full Professor

General criteria for promotion to full Professor are stated in the CUNY Code of Practice Regarding Instructional Staff Titles. The CUNY Code of Practice Regarding Instructional Staff Titles requires of a full Professor, a "record of exceptional intellectual, educational, or artistic achievement and an established reputation for excellence in teaching and scholarship in his/her discipline." The burden is on the candidate to demonstrate that excellence by a substantial and ongoing quantity and quality of research/publication.

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

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

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

reviews, either pre- or post-publication, these should be part of the candidate's file. Similarly, citations of one's work may be noted, both in the self-evaluation part of the Form C and, if desired, in an addendum to Form C called *Citations*.

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

III.C.4.c. For candidates for full Professor, an "established reputation for teaching and scholarship" can be demonstrated by publications other than a scholarly book. Guidelines regarding quality will be the same as those asked about a book. In terms of quantity, the equivalent of several substantial scholarly pieces since the last promotion is a general guideline. Work considered appropriate in this category might include but are not limited to:

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

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

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

### **III.D. Glossary for Reporting Status of Publications and Works in Progress**

The candidate is responsible for describing the status of publications and work in progress as explained in Section III.C.1.b. The following categories will be useful in characterizing the various stages of a work.

- **Published:** Indicate venue/press, date, page numbers
- **In Press:** Currently being physically or digitally produced for publication
- **Forthcoming:** This category is reserved for work that does not require any content revision by the author and does not require any further evaluation. It describes a state before the work is in press and includes fully accepted, fully complete works right before they go to press and works for which the author is reviewing proofs or preparing an index.
- **Revise and Resubmit:** The work has been evaluated and not yet accepted; the author has been asked to revise it and resubmit it to the journal or publisher that recommended revisions. The author should indicate whether he/she is in the process of revising or has already revised and resubmitted. This category excludes work that has been rejected, which the author is now revising with a view to submitting elsewhere. Work being revised for resubmission elsewhere should be indicated as “in progress.”
- **Submitted:** The manuscript has been sent to a journal/publisher; the author is awaiting response.
- **Under Contract:** The author has a signed contract from a press with a manuscript delivery date.
- **Proposed:** A book project in very early stage, manuscript not yet drafted, but publisher is evaluating the proposal.
- **In Progress:** The project is underway, but has not yet been submitted to or evaluated by a journal or press.

### **III.E. Service**

III.E. 1. Department, college, and university service is recognized as important in considering a candidate for promotion to either Associate or full Professor, as well as in reappointment and the granting of tenure. The expectation for service increases as one moves up the ranks. While candidates for tenure are expected to demonstrate a commitment to service, candidates for Associate Professor should have an established record of service to the college community and/or university. Candidates for full Professor should have established records of continuing and increasingly significant service to the college and to the outside community.

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

- participation on the Faculty Senate and College Council (as department representative or at-large)
- at-large member of the FPC;
- participation on the College Curriculum and Academic Standards Committee (UCASC) and its subcommittees;
- advising of student clubs;
- Chairing of, and participation in, various ad hoc committees (such as Middle States)
- college representation on the PSC-CUNY Research Foundation;

- service as chair or college administrator;
- leadership and participation in conferences, colloquia, and symposia held at the college or the university; and
- participation on the University Faculty Senate

III.E.3. Candidates should clearly document the nature of their service on the Form C, and include it also in the self-evaluation narrative. Any published materials resulting from such service, for which the candidate is responsible, may be included in the file.

III.E.4. The name of the chairperson of the committees on which the candidate has served should be noted next to the name of the committee on the Form C. The department chair will be responsible for contacting the chairs of those committees for comments on the candidate's contribution. It is appropriate that this information be shared with the personnel committees at each level of the process. Candidates are also encouraged to document their file with letters that describe their service when extraordinary, such as letters of thanks from committee chairs or program managers.

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

III.E.6. A candidate may offer evidence of pertinent and significant community and public service in support of reappointment. Evidence of such service may include, but not be limited to:

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

### **III.F. Lecturers and Instructors**

#### III.F.1. Lecturers

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

III.F.1.b. The guidance for reappointment of Lecturers is the same as for Assistant Professors, in all areas, except for scholarship, which is not required.

III.F.1.c. Lecturers are eligible for a Certificate of Continuous Employment (CCE) after five years of continuous service.

III.F.1.d. The College has the option to convert a Lecturer line to an Assistant Professor line, and, if the Lecturer holds a Ph.D. or equivalent terminal degree, to appoint the Lecturer to the

Assistant Professor line. The action is initiated by the department and is subject to approval by the Provost and President, consistent with other standards and procedures for the appointment of Assistant Professors. However, the College does not have an obligation to move a Lecturer who has obtained a Ph.D. or equivalent terminal degree to an Assistant Professor title.

III.F.1.e. A Lecturer with CCE may apply for appointment to the title of Assistant Professor. A Lecturer with CCE receives no service credit toward tenure. While working toward tenure in the Assistant Professor title, the lecturer with CCE is on leave from the Lecturer title and retains the right to return to the title with CCE.

III.F.1.f. The Distinguished Lecturer title is a full-time, non-tenure-bearing, faculty title. Distinguished Lecturers are eligible for annual reappointment but may not serve in the title for more than a total of seven years. The guidance for reappointment for Distinguished Lecturers is the same as for Lecturers as explained in III.F.1.b above.

### III.F.2. Instructors

III.F.2.a. The title of Instructor is used for full-time members of the faculty who are hired to teach and perform related faculty functions.

III.F.2.b. Full-time members of the faculty initially offered appointment as Assistant Professors must have completed the Ph.D. or equivalent terminal degree by September 1 of the year of their first appointment. If they have not completed the Ph.D. or equivalent terminal degree by that date, they will be appointed instead to the title of Instructor and if they do receive the Ph.D. during the ensuing year, their appointment will be upgraded to Assistant Professor. If this upgrade occurs after September 30 of the year of their first appointment, that year will not count toward tenure.

III.F.2.c. Those faculty initially offered appointment as Instructors may subsequently apply to become Assistant Professors if they complete the Ph.D. or equivalent terminal degree, provided that an assistant professor line in the discipline and/or department is available. The college does not have an obligation to move a faculty member offered appointment as an instructor who has obtained a Ph.D. or equivalent terminal degree to an Assistant Professor line.

III.F.2.d. The criteria for reappointment of Instructors are the same as for Assistant Professors, in all areas except for scholarship. With respect to scholarship, the following expectations apply:

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

III.F.2.e. The title of Instructor can be held for no more than five years.

III.F.2.f. An Instructor may be appointed in the title Lecturer immediately following five years of continuous full-time service as an Instructor in the same department, in which case, at that time, he or she shall receive a CCE as a Lecturer. The appointment to Lecturer is an option, not a right, and is initiated by the department and is subject to approval by the Provost and President, consistent with other standards and procedures for the appointment of Lecturer. The department/college has the right to non-reappoint an Instructor who has not made satisfactory progress toward the Ph.D. or equivalent terminal degree or who has not satisfied other requirements of the position.

III.F.2.g. The FPC will apply the following standard of review in evaluating cases of conversion from Instructor to Lecturer:

- The performance of the candidate in the position of Instructor
- The departmental need for a faculty member serving as a Lecturer

The prospect of attainment of the Ph.D. or equivalent terminal degree shall not be a consideration, since the candidate has not succeeded for five years.

III.F.3. Waiver of Service Credit by Instructors and Lecturers

III.F.3.a. An Instructor or Lecturer who has been appointed in the title Assistant Professor shall, by August 31st preceding the first full-year appointment to the title of Assistant Professor, state in writing his/her preference regarding whether or not he/she wishes to waive the contractually-authorized two (2) years of service credit toward tenure.

III.F.3.b. If the employee wishes the service credit waived and the President or the President's designee approves, the service credit shall be waived irrevocably. If the employee wishes to have the service credit applied or does not state a preference, the service credit shall apply. Approval or denial of this request (to waive the service credit) is not grievable.

### **III.G. College Laboratory Technicians**

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

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

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

III.G.4. Guidance for reappointment of a College Laboratory Technician is as follows:

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

III.G.5. Guidance for reappointment of a Senior College Laboratory Technician is as follows:

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

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

#### **IV. DOCUMENT SUBMISSION IN SUPPORT OF PERSONNEL ACTION**

First reappointment faculty candidates must submit a CV directly to their department chairperson by mid-February in their first year of service and must verify that the signed Teaching Observation(s) is already on file with the department. First reappointment faculty candidates are not required to provide supporting materials for their Faculty Internet Document Organizer (FIDO) digital file or their hard copy personnel files. First reappointment faculty should not submit a Form C.

All second through sixth reappointment, tenure/CCE, and promotion faculty candidates must submit a Form C and all relevant evidence for inclusion in the personnel file to the Office of the Provost via the Faculty Internet Document Organizer (FIDO) by the second week of September.

CLTs follow the same timeline as second through sixth reappointments, but are only required to submit their supervisor's Annual Performance Evaluation. In a year of tenure or promotion, CLTs also submit a cumulative statement on their work performance to date.

##### **IV.A. Exceptions to the Tenure Clock**

IV.A.1. A candidate for reappointment may seek a tenure vote in a year prior to the year that a mandatory tenure vote is to take place; such a petition for early tenure is subject to all the processes of reappointment and tenure and, in addition, is subject to a waiver of the 7-year tenure clock that must be requested by the college President and approved by the CUNY Board of Trustees. Such waivers are granted only in exceptional circumstances.

When considering a petition for early tenure, the Department P&B, the FPC, and the President must comply with the CUNY Bylaws, which stipulate the conditions under which such a petition for early tenure may be granted. Those conditions are laid out in Section 6.2, Permanent Instructional Staff Tenure notes in sub section C (2):

*Appointments on or after September 1, 2006 – A person appointed to the title of professor, associate professor, or assistant professor may be granted early tenure by the board in its discretion, under these bylaws, after not less than one nor more than seven years of continuous satisfactory service on an annual salary basis, when such service is interrupted by the period of a fellowship deemed by the college valuable to it, when for a very substantial reason the college would be well served by such early grant of tenure or when the person has had tenure in another accredited institution of higher learning.*

IV.A.2. Other exceptions to the tenure clock are breaks in service. A break in service, such as a duly granted leave of absence or service stoppage, for other than a duly granted maternity leave, may require that the tenure clock be reset to the beginning of a new tenure clock when full-time service resumes. This means that all service prior to the leave or break in service could be lost and might not count toward tenure. In the case of a parental leave, the tenure clock resumes upon the resumption of full-time service, with the time spent on a maternity leave not being counted as time served or earned toward tenure.

##### **IV.B. General Timetable for Preparation of the Record for Fulltime Faculty**

IV.B.1. Full-time tenure-track faculty must be reviewed and voted on for annual reappointment and for reappointment with tenure prior to December 1 during the fall of each year. These annual reappointments and the reappointment with tenure votes are mandatory. An

unsuccessful candidate for reappointment or reappointment with tenure will complete service for the current year of appointment, but may not return to full-time service the subsequent year.

IV.B.2. Consideration and vote on promotion to a higher professorial rank may take place in any year. A candidate must express the intent to be a candidate for promotion in a written communication to the Provost’s Office, by the date specified in the timetable that appears in Section IV.B.4 of this document. A promotion personnel action may take place before a candidate is tenured, during the same year as a candidate is being considered for reappointment with tenure, or in any year subsequent to a candidate having been awarded tenure. A candidate for promotion may withdraw her or his candidacy for promotion at any time during the promotion process so long as this written request is received by the Office of the Provost prior to the vote by the FPC.

IV.B.3. For full-time faculty members in professorial titles and for full-time lecturers and instructors, reappointment, early tenure, tenure, appointment with a Certificate of Continuous Employment, and promotion are considered by a series of committees. Since the committees – beginning with department P&B – meet in early September, candidates should begin organizing and augmenting their personnel files during the previous spring. Promotion, reappointment, and tenure candidates are required to complete all updates to their personnel file in the Provost's Office by the second week of September. The procedures for obtaining outside letters of evaluation for inclusion in the personnel file have a separate timetable. (See Section I.C of this document.)

IV.B.4. The following tables summarize the generic timeline for the preparation and review of the record.

***Timeline: First Reappointment to Second Year of Service***

<b>Action Steps</b>	<b>Date</b>
<b>Candidates provide Department Chairs with updated CV; Candidate verifies that current Teaching Observations and Post Observations are on file with Department.</b>	<b>Mid-February</b>
<b>Department Personnel &amp; Budget votes on 1<sup>st</sup> reappointment actions are due to Provost's Office</b>	<b>Early March</b>
<b>FPC Review Committee votes on 1st reappointments actions are due to the Provost Office</b>	<b>Mid-March</b>
<b>Faculty candidates notified of outcome by letter</b>	<b>by April 1<sup>st</sup></b>

**Timeline: Second - Sixth Reappointment & Lecturer Certificate of Continuous Employment**

<b>Action Steps: Preparation and Submission of Materials to the Personnel</b>	
<b>Spring Peer Teaching Observations conducted.</b>	<b>by Early April</b>
<b>FIDO access opened to faculty candidates.</b>  Candidates can begin uploading their relevant materials to FIDO as of this date until the file closes (second week of September).	<b>Mid-April</b>
<b>Peer Teaching Observations and Post Observations should be completed, reviewed, signed and submitted to Provost's Office.</b>	<b>by Late May</b>
<b>Work on Form C.</b>  Candidate shares progress with Chair throughout the summer until the formal file closing date.	<b>Late May through 1<sup>st</sup> week of September</b>
<b>Candidate reviews hard copy personnel file (held by Provost's Office) for additional materials to be extracted and uploaded to FIDO.</b>  To make an appointment to review your personnel file, e-mail <a href="mailto:academicaffairs@jjay.cuny.edu">academicaffairs@jjay.cuny.edu</a> .	<b>Early June through 2<sup>nd</sup> week of September</b>
<b>Candidate's chair provides Chair's Annual Evaluation Memorandum to Provost's Office for inclusion in Provost Office file.</b> Written by Chair, signed by both Candidate and Chair.  <i>See FPPG, I.D: Annual Conference Memorandum</i>	<b>Early July (recommended)</b> ----- <b>1<sup>st</sup> week of September (required)</b>
<b>Candidate's chair uploads specific documents to FIDO.</b> <ul style="list-style-type: none"> <li>• Chair's Annual Evaluation Memorandum</li> <li>• Fall &amp; Spring Peer Teaching Observations</li> </ul>	<b>by 1<sup>st</sup> week of September</b>
<b>Candidates check FIDO to ensure that all relevant documents have been uploaded (recommended).</b>	<b>Mid-August through 1<sup>st</sup> week of September</b>

<p><b>Candidate provides 1 hard copy each of the following documents to the Provost's Office:</b></p> <ul style="list-style-type: none"> <li>• Candidate's completed and signed Form C. (1 copy)</li> <li>• Candidate's Curriculum Vitae (1 copy)</li> </ul>	<p><b>1<sup>st</sup> week of September</b></p>
<p><b>Contractual last day to add any materials to your Personnel File (hard copy file and FIDO).</b></p> <p>*The Provost expects submission of all relevant evidence for your reappointment, tenure/CCE/promotion as expressed in the Faculty Personnel Process Guidelines and the CUNY-PSC contract by <b>the second week of September.</b></p>	<p><b>2nd week of September</b></p>
<p><b>PERSONNEL ACTION COMMITTEE REVIEW PROCESS</b></p>	
<p><b>Department Personnel &amp; Budget Committees meet to review Fall personnel actions.</b></p> <p><b>FIDO access opened to Faculty Personnel Committee (FPC)</b></p>	<p><b>September through October</b></p>
<p><b>Department Personnel &amp; Budget votes on Reappointment/Tenure/CCE/Promotion due to Provost's Office</b></p>	<p><b>September through November</b></p>
<p><b>FPC Review Committees meet to review Fall personnel actions</b></p>	<p><b>October through November</b></p>
<p><b>FPC Review Committee votes on Reappointment/Tenure/CCE/Promotion due to Provost's Office</b></p>	<p><b>October through November</b></p>
<p><b>Faculty Candidates notified of outcome by letter.</b></p>	<p><b><u>prior to</u> December 1st</b></p>

**Timeline: Tenure, Early Tenure and/or Promotion**

Action Steps, Phase I: Evaluator Selection and Creation of Scholarship Packets	
<p><b>Faculty up for tenure/early tenure and/or considering promotion must formally notify the Provost of their intent to apply.</b> Intent to apply declared via email notification to the Provost CCing Manager of Faculty Services and the candidate’s chair. CV must be attached.</p> <p><i>FPPG, II.A.14: “Promotion and/or early tenure candidates may withdraw at any point in the personnel process. When a candidate withdraws, votes taken up to that point remain part of the File.”</i></p>	<p><b>by March 15</b></p>
<p><b>Candidates and their Chairs confer re potential evaluators; Chairs send out evaluation requests to 4-6 potential evaluators.</b></p> <p><i>See FPPG, I.C: Outside Letters of Evaluation for complete details on evaluator selection.</i></p>	<p><b>prior to April 15</b></p>
<p><b>Promotion/Tenure Candidate’s Department Chair electronically forwards the contact information for 4-6 External Evaluators to the Manager of Faculty Services CCing the Candidate.</b></p> <p>* The Provost’s Office staff is not responsible for finding addresses and contact information of evaluators.</p>	<p><b>by April 15th</b></p>
<p><b>Promotion/Tenure Candidate submits complete Evaluator Packets to the Provost’s Office, attention Interim Director of Faculty Services.</b></p> <p>These packets should include the following materials:</p> <ul style="list-style-type: none"> <li>• Copy of recent CV (not Form C)</li> <li>• Examples of Scholarship and Professional Practice.</li> </ul> <p>Candidates must provide enough completed packets for each external evaluator, plus one additional packet for the Provost’s Office. For example, if you have <b>5</b> evaluators, you will submit <b>6</b> complete packets.</p> <p>Submitting an electronic version of your materials to the Manager of Faculty Services is also recommended.</p> <p><i>See FPPG, I.C.2.f re Evaluation Packets. See FPPG III. C re Research &amp; Scholarship criteria.</i></p>	<p><b>by Mid-April</b></p>

**Timeline: Tenure, Early Tenure and/or Promotion, continued**

<b>Action Steps, Phase II: Preparation and Submission of Materials to the Personnel File</b>	
<b>Candidate's Spring Peer Teaching Observations conducted</b>	<b>by Early April</b>
<b>FIDO access opened to Faculty Candidates.</b> Candidates can begin uploading their relevant materials to FIDO as of this date until the file closes.	<b>Mid-April</b>
<b>Candidate's Peer Teaching Observations and Post Observations hard copies should be completed, reviewed, signed and submitted to Provost's Office for inclusion in hard copy file.</b>	<b>by Late May</b>
<b>Candidate works on Form C.</b> Candidate shares progress with Chair throughout the summer until the formal file closing date.	<b>Late May through 1st week of September</b>
<b>Candidate reviews hard copy personnel file (held by Provost's Office) for additional materials to be extracted and uploaded to FIDO.</b>  To make an appointment to review your personnel file, e-mail <a href="mailto:academicaffairs@jjay.cuny.edu">academicaffairs@jjay.cuny.edu</a>	<b>Early June through 2nd week of September</b>
<b>Candidate's chair provides Chair's Annual Evaluation Memorandum to Provost's Office for inclusion in Provost Office file.</b> Written by Chair, signed by both Candidate and Chair.  <i>See FPPG, I.D: Annual Conference Memorandum</i>	<b>Early July</b>

**Timeline: Tenure, Early Tenure and/or Promotion, continued**

<p><b>Candidate's chair uploads specific documents to FIDO:</b></p> <ul style="list-style-type: none"> <li>• Chair's Annual Evaluation Memorandum,</li> <li>• Fall &amp; Spring Peer Teaching Observations</li> </ul>	<p><b>by 1st week of September</b></p>
<p><b>Faculty candidates check FIDO to ensure that all relevant documents have been uploaded (recommended).</b></p>	<p><b>Mid-August through 2nd week of September</b></p>
<p><b>Candidate provides 1 hard copy each of the following documents to the Provost's Office:</b></p> <ul style="list-style-type: none"> <li>• Candidate's completed and signed Form C. (1 copy)</li> <li>• Candidate's Curriculum Vitae (1 copy)</li> </ul>	<p><b>1st week of September</b></p>
<p><b>Contractual last day to add any materials to candidate's personnel file (hard copy and FIDO).</b></p> <p>*The Provost expects submission of all relevant evidence for your reappointment, tenure/CCE/promotion as expressed in the Faculty Personnel Process Guidelines and the CUNY-PSC contract by <b>the second week of September.</b></p>	<p><b>2nd week of September</b></p>
<b>PERSONNEL ACTION COMMITTEE REVIEW PROCESS</b>	
<p><b>Department Personnel &amp; Budget Committees meet to review Fall personnel actions.</b></p> <p><b>FIDO access opened to Faculty Personnel Committee (FPC).</b></p>	<p><b>September through October</b></p>
<p><b>Department Personnel &amp; Budget Committee votes on Reappointment/Tenure/CCE/Promotion due to Provost's Office</b></p>	<p><b>September through November</b></p>
<p><b>FPC Review Committees meet to review Fall personnel actions</b></p>	<p><b>October through November</b></p>
<p><b>FPC Review Committee votes on Reappointment/Tenure/CCE/Promotion due to Provost's Office</b></p>	<p><b>October through November</b></p>
<p><b>Faculty Candidates notified of outcome by letter</b></p>	<p><b><u>prior to</u> December 1st</b></p>