HANDBOOK FOR DEPARTMENT CHAIRS
JANUARY 2026

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1. What is the role of a Chair?

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

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

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

> *The job of Chair requires sensitivity to individuals, support for university and disciplinary standards of excellence, and adherence to institutional procedures.*

1b. The Routine Practices of Effective Department Chairs

The Harvard Graduate School of Education's Collaboration on Academic Careers in Higher Education (COACHE; https://coache.gse.harvard.edu/) publishes "white papers" on survey-related topics including the Routine Practices of Effective Department Chairs. This section adapts those suggestions to the John Jay environment.

To cultivate faculty success, good Chairs:

Create a welcoming and nurturing departmental climate

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

Provide mentors/foster networks

- o Ensure all faculty have at least one mentor, check in to see how it's working out
- o Match pre-tenure faculty with tenured faculty who share research interests or who can provide teaching guidance
- o Help junior colleagues make connections that foster cross-department and interdisciplinary collaborations, including lecturers whose focus is teaching and have a shorter CCE timeline (5 years)
- o Invite a tenured faculty member from outside the institution (in the same field as a pre-tenure faculty member) to campus to spend a day or two discussing his/her research and giving feedback

Be clear regarding the interpretation of policies and practices

- o Communicate frequently – in person, in writing – to pre-tenure and tenured faculty
- o Review the contract regularly to ensure you remain in compliance
- o Provide sample Forms C of successful tenure and promotion bids in your department. You could create a department Brightspace account or use CUNY Dropbox to store and share materials.

Provide consistent support

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

Provide teaching support

- o Hold discussions with all faculty in the department around how teaching assignments are made, keeping it transparent and equitable (load/level)
- o Share notes on core courses with new faculty and review exams for appropriate level of difficulty
- o Pair senior with junior faculty to discuss how they teach courses
- o Familiarize faculty with resources available through the Office of Digital Learning (ODL; formerly DOES) and the Teaching and Learning Center (TLC) and encourage them to apply to available programs

Provide research support

- o Encourage new faculty to apply for awards, RFPs, grant announcements
- o Familiarize them with PSC-CUNY Awards, the Office of Sponsored Programs, and the Office for the Advancement of Research

- o Help junior faculty decide how to use their contractual release time in a way that maximizes their research productivity
- o Organize discussions of faculty work in the department and ensure faculty members understand the workload system and/or encourage faculty to attend information sessions at the College on workload

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

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

2. Departmental and College Governance

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

The roles of the Chairs outlined by either CUNY or John Jay's Charter follow.

2a. Chairs' Term of Office and Election Procedures

Term of office: The term of office is three years, beginning on July 1 and ending on June 30. Elections are held in the first full week in May in designated years. If a department Chair resigns before completing his or her term of office or takes a leave of absence during the term, a special election is held for an Acting Chair for the portion of the term in which the Chair will be absent.

Election procedures: Election is by secret ballot by a majority of *eligible voters* (NOT a majority of those present). Eligible voters (as defined in Article I, Section 3.a.i in the Charter) include full-time faculty of a department, excluding any member who is on leave and has waived voting eligibility during their leave. It includes those serving full-time in the titles of: Distinguished Professor, Professor, Associate Professor, Assistant Professor, Instructor and Lecturer, except those serving in visiting or substitute titles, who submitted a resignation, who received notice of non-reappointment, or who are in the Executive Compensation Plan. Faculty who have filed for retirement may vote during their last year of service, but not while on Travia leave. Faculty typically must be present at the meeting to vote, which can include being present virtually (via Zoom) during voting. See the CUNY Bylaws, section 9.1 (below) for details on qualifications, terms, and election procedures for department Chairs. See Appendix E for tips and information on creating ballots for electronic voting through *SimplyVoting*.

2b. Section 9.1 of CUNY Bylaws on Department Organization

a. Each department, subject to the approval of the faculty or faculty council, where existent, and subject to the provisions of other sections of these bylaws, shall have control of the educational policies of the

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

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

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

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

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

opportunity to respond. If a member of the personnel and budget committee is removed by the President, an election shall be held to fill the vacancy.

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

f. (Not included here because only relevant to Hunter College Elementary and High Schools)
g. Each department may name such other committees as it chooses and shall have the fullest measure of autonomy consistent with the maintenance of general educational policy.

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

The Chair serves as Chair of the department Personnel and Budget Committee (P&B). All members of the P&B committee must be full-time members of the faculty (as defined in Article I, Section 3.a.i in the Charter) and at least four P&B members shall be tenured. Only Associate and Full professors can vote on applications for promotion to Full professor. If a department has fewer than 4 eligible P&B members for a particular case, the Chair will work with the Provost to build an appropriate committee. The actions of the committee concerned with instructional staff appointments, reappointments, reappointments with tenure, and promotion shall be by secret ballot, and the result of the balloting shall be duly recorded in its minutes. All records of the proceedings with respect to a candidate shall be filed in the candidate's administration file, available only to the committees and individuals responsible for the review and recommendation of appointments, promotion, and tenure. Affirmative recommendations require a that a *majority* of eligible voters vote in favor – ties are not affirmative votes. It is the duty and responsibility of the department Chairperson to communicate to the candidate the action of the committee, but no reason shall be assigned for the action taken and no vote counts given. Recommendations of the P&B committee shall be submitted by the department Chairperson to the president [via Faculty Services] and appropriate college committee on personnel and budget [FPC] in accordance with procedures set forth in the bylaws of the board and as per Faculty Services instructions (FPPG). See CUNY Bylaws 9.2. According to section 9.5 of the CUNY Bylaws, a minority of any departmental P&B committee shall have power to submit a minority recommendation to the college committee on faculty personnel and budget [FPC].

All committee meetings at which personnel actions are discussed are confidential. CUNY has, since 1958, adhered to the principles laid out in the Max-Kahn Memorandum, which states:

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

2d. Role of Chairs in College Governance

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

Council of Chairs: The Council of Chairs includes Chairpersons of all academic departments, whether elected or appointed, and the President of the Faculty Senate (ex officio without vote). The Council provides a formal

means to represent department faculty concerns to the administration of the College and provides a democratic forum for deliberation and interdepartmental coordination concerning such matters. The Council shall invite the Provost for regular periodic meetings and will meet at least once a semester with the President to discuss issues of mutual concern. The Council shall establish its own charter (see Appendix B).

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

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

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

3. Personnel Search

When faculty lines become available either through the allocation of new lines by the university or through retirements, resignations, or non-reappointments, the Provost will pool these lines and invite departments to submit requests for lines based on the department faculty's shared vision of program priorities. The Provost will allocate lines to departments (or programs) based on a combination of the program priorities articulated by the department, the Provost's line allocation model (includes ratios of FTEs to faculty in the department's majors, seat efficiency in the department's courses), and other college and university priorities.

When lines are allocated and searches authorized (typically once a year, in late spring or early summer), departments will follow the College protocol (see flow chart/overview of hiring process) laid out in detail that year's **Full Time Faculty Search and Hiring Process** document (see Appendix F) and their department policies to bring their searches to a successful conclusion. The Chairperson is the party ultimately responsible for conducting the search and hiring process within the department, though that responsibility can be shared with members of the department P&B and/or a departmental search committee, or other parties as the Provost deems appropriate. Please ensure the search chair is aware of search processes/documents/budgets.

Some department bylaws address search committee composition and processes, some have separate documents that describe and guide search processes. As described in the hiring process guide (see Appendix F), all search committee members must participate in a charging meeting and training on best practices for hiring a diverse faculty). All department faculty members should have the opportunity to engage with finalists (e.g., during an on-campus interview). The hiring process guide details how to get reimbursements/payments for campus visits for candidates and participating faculty (e.g., reimbursement for lunch).

PLEASE NOTE: An updated, detailed version of the Full Time Faculty Search and Hiring Process guide will be furnished annually and posted online. If there are changes that are not reflected in Appendix F, the updated details supersede those in the Appendix.

3a. Immigration Considerations for New Hires

John Jay College sponsors new hires on the tenure track who are in the U.S. for a nonimmigrant, temporary work visa, such as an H-1B, as well as the process toward lawful permanent residence. However, this situation is evolving as immigration policy has shifted. The Provost has a restricted budget in any given hiring year, so it is important to discuss the hiring of non-citizens in advance with the Provost.

4. Annual Evaluations

At least once per year, each employee other than tenured full professors (including Distinguished Professors, see below) shall have an evaluation conference with the department Chairperson or a member of the department P&B committee to be assigned by the Chairperson. Tenured full professors may be evaluated. If the Chairperson is not a full professor, the Provost (or Provost designee) may complete the annual evaluation of the Chair (particularly if the Chair will soon apply for promotion). At the conference, the employee's total academic performance and professional progress for that year and cumulatively to date shall be reviewed. Following this conference, the Chair or assigned member of the P&B shall prepare a record of the discussion in memorandum form for inclusion in the employee's personal file. Within ten (10) working days after the conference, a copy of the memorandum shall be given to the employee. If the overall evaluation is unsatisfactory, the memorandum shall so state. The employee in such case shall have the right to endorse on the memorandum a request to appear in person before the department P&B. See the PSC-CUNY Contract article 18.3 and Article 18 generally, which addresses "Professional Evaluation" more broadly.

The purpose of the annual evaluation shall be to provide clear, constructive feedback to encourage and support faculty members' growth and improvement of their individual professional performance, as well as to provide a basis for decisions on reappointment, tenure, and promotion. At this point in the process, the Chair and candidate have a discussion. The Chair should not hand the candidate a prepared evaluation form at the evaluation conference, nor should the Chair ask the candidate to prepare one for the meeting.

In assessing the employee's total academic performance and professional progress, the Chair or evaluator may include the following topics and issues:

- the candidate's goals, passions, projects, barriers to progress and how the Chair or College can support progress toward their goals, particularly for associate professors;
- the candidate's activities and accomplishments during the previous year, and how those activities and accomplishments contribute to the success of the department and the college;
- the candidate's accomplishments in the three areas of evaluation presented in section III of the Faculty Personnel Process Guidelines (FPPG) – most updated version is posted under **"Helpful Links"** on the Faculty Services website: teaching/mentorship, scholarship, and service (note: scholarship is not required for those on (doctoral) lecturer lines);
- how the candidate's scholarship satisfies departmental or disciplinary criteria explained in FPPG II.B. Department Personnel Committees (P&B) and II.C Review Committees of the FPC;
- extraordinary circumstances and/or any areas for concern;
- observations related to the guidance in FPPG 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 their plan or vision for the remaining years before tenure consideration. When the candidate is being considered for tenure/promotion, an assessment of the suitability of tenure/promotion for that candidate.

5. Fourth Year Pre-Tenure Review [& Third Year Pre-CCE Review]

The Pre-Tenure Review Policy of the City University of New York stipulates that all CUNY colleges shall conduct a pre-tenure administrative review of the personnel files of all full-time faculty members on tenure-bearing lines based on the record submitted at the end of their third year of service. The same process is applied to (Doctoral) Lecturers after the end of their second year of service. The purpose of the reviews is to ensure that these faculty members receive proper guidance and support as they work toward tenure/CCE (certificate of continuous employment). The individual assigned to complete the review provides a thorough, objective review of a candidate's progress toward tenure/CCE.

At John Jay these reviews are conducted by the academic Deans who are members of the FPC, in the beginning of the fourth year of service for tenure-track faculty (during their third year for lecturers), 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 (fourth year for lecturers) will be the body of information that informs the Dean's review. No Dean shall review members assigned to their review committee.

The Dean's Memorandum of Review, which is added to the faculty member's personnel file, will give faculty members an understanding of their progress in meeting the college's expectations for tenure/CCE. Faculty members have the same rights and protections with regard to this review as they do with the Chairperson's annual evaluation. That is, they have the opportunity to read the Memorandum of Review and initial it for the file, to discuss the memorandum with the Chairperson and Dean, and to include in their personnel file any comments they have concerning the memorandum.

6. Distinguished Professor Reviews and Evaluations

The Distinguished Professor (DP) title is not tenurable; therefore, faculty in this title are subject to annual review by the Chair, as well as periodic review every five years (including self-evaluation by the DP and Provost assessment), to establish continued productivity and appropriateness of the DP title. Guidelines for evaluation and review of DPs are available in section II.K of the JJ Faculty Personnel Process Guidelines (see under **"Helpful Links"** on the faculty services website for the most up-to-date FPPG).

7. Teaching Observations

The PSC CUNY contract requires professional evaluation of the teaching staff of the college. In particular section 18.2(b) notes, "Teaching observation, as described below, is one factor in the total evaluation of academic performance of the teaching staff." Regardless of the mode of instruction, at least once during each academic semester, non-tenured and non-certificated members of the teaching staff *shall* be observed for a full classroom period. One observation shall take place during any scheduled class during the first ten weeks of a semester. The [faculty member] shall be given no less than 24 hours of prior notice of observation. Tenured and certificated members of the teaching staff *may* be observed once each semester. It is generally a good idea to complete a recent teaching observation for a tenured faculty member seeking promotion. After ten

semesters of service, teaching observations for adjunct instructors shall be held at the request of the Chair or the adjunct. For wholly or partly **online classes** (see Article 18.2(b) 3), the faculty member must receive 7 days prior notice of the 48-hour observation period during which the observer will have 'observer' access to the online course. (Brightspace access for an observation is requested with a manual Brightspace enrollment request form sent to apfaculty@jjay.cuny.edu, indicating the start date of the observation.) For contractual reasons, observation of teaching must be performed by the tenth week of the Academic Semester. Article 18, Sections 2a through 2e give additional guidance for required Post Observation conferences by the department Chair (or P&B designee) and the timeline for completion. When the process is complete, forward the teaching observations and post observations with relevant signatures to Faculty Services. These documents must go into each faculty member's personnel file (FIDO for full-time faculty; Faculty Services files for adjunct faculty). Forms to document observations will be found online here: https://new.jjay.cuny.edu/forms-faculty-chairs.

8. Working with Candidates for Tenure, Promotion & CCE

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

The tenure/CCE process is long and at times difficult for many candidates. The Chair can help candidates by:
 • talking with them regularly and listening to their concerns
 • advocating for them when necessary to clear barriers to their success
 • ensuring that weaknesses in any area are ***communicated directly and clearly*** to the candidate and addressed well in advance of CCE (certificate of continuous employment) or tenure deadlines
 • referring them to college/CUNY resources that can help them achieve their full potential as a teacher-scholar, such as the Teaching and Learning Center, Sponsored Programs, the Office for the Advancement of Research, Dean of Faculty; and opportunities (e.g., Faculty Fellowship Publication Program; PSC-CUNY grants; junior faculty mentoring program; Faculty Opportunity Fund; NCFDD Faculty Success Program)
 • helping them set realistic goals and deadlines for completion of work
 • presenting models of how others in the department have made their way along the tenure track including, where possible, sample Form Cs of successful candidates

9. Adjunct Hiring and Reappointment

9a. Adjunct Engagement

Adjunct selection is at the discretion of the department. Chairs should make every effort to include adjunct faculty in the life of the department and support their needs. Adjuncts at John Jay represent 65% of the faculty and typically remain for more than three years. Engaging and recognizing adjuncts contributes to their happiness at John Jay, which is reflected in their efforts in the classroom. See Appendix D for an adjunct hiring flow chart, mainly relevant for new hires in your department (vs. reappointments that only require an eHRAF).

9b. Hiring New Adjuncts

Once a Chair or program director has decided to hire a new adjunct, the hiring steps to follow are shown in Appendix D. Some of those steps are listed below, along with some additional information.

1. Welcome the adjunct and share several syllabus examples with your program's learning objectives for that course and the most updated College ***Model Syllabus Template*** and ***Guidelines for Creating Your Syllabus***.

(If links broken/gone, current versions are available HERE under "Teaching & Learning Center," along with useful resources for teaching around accessibility.) They can also be directed to the PSC Teaching Adjunct Handbook and the Faculty Handbook, which have useful information for adjunct teaching faculty.

2. Send an email with the new adjunct's name and updated resume/CV to the Academic Operations Office (AOO) at newparttimehires@jjay.cuny.edu. The AOO will send the adjunct a conditional offer letter that will include the pay rate according to adjunct rank. Once the adjunct returns it, AOO connects them to HR.

3. HR will email the adjunct the packet of documents required for hiring and to verify their eligibility for employment (some must be submitted in person – I9). HR will notify when the adjunct is cleared for employment. Email questions about the status of the HR process to AskHR@jjay.cuny.edu. HR will request an EMPL ID and JJC email address for the adjunct (if they don't have them already), both of which the adjunct will need to claim. HR will send a welcome packet notifying them how to claim both.

4. The Chair or program director should submit the PT Instructional Staff Background Verification Inquiry Form to AskHR@jjay.cuny.edu.

5. AOO will notify the department/program to generate an eHRAF. This initiates the payroll process.

6. AOO will also request that Kate Gribbin (kgribbin@jjay.cuny.edu) add the adjunct's name to the instructor table to teach for your program and create a digital personnel folder for the adjunct.

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

8. Approximately 24-48 hours after added to the schedule, they should gain Brightspace access to the course.

Additionally, use the following usernames and passwords for guests who may need to use the John Jay Wireless Network. They will still need to connect to the network as per the Wireless Instructions, but they can use one of the following instead of a John Jay e-mail username and password:

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

9c. Reappointments

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

Semester appointments. Adjuncts hired on a semester basis must receive reappointment (or non-reappointment) notice for the following semester on or before December 1 in the fall semester or May 31 in the spring semester, per the PSC-CUNY contract. Such notification of appointment (or non-reappointment) shall be subject to sufficiency of registration, changes in curriculum and financial ability as well as teaching effectiveness, which shall be communicated to the employee as soon as they are known to the appropriate college authorities.

One-year appointments. An employee who has served as an adjunct in the same department of the college for not fewer than six (6) consecutive semesters (exclusive of summer sessions) during the three (3) year period immediately preceding the appointment, to whom the college intends to offer another appointment, shall be notified on or about May 31 of appointment for both the following Fall and Spring semesters (i.e., a one-year appointment) – or notice of non-reappointment if they will not be reappointed. Such notification of appointment shall be subject to sufficiency of registration and changes in curriculum in each semester and financial ability, as well as teaching effectiveness, which shall be communicated to the employee as soon as they are known to the appropriate college authorities. Such notification shall also be

subject to all other conditions of employment including, but not limited to, workload provisions of [Article 15.2 of the contract](#).

Two-year appointments. The most recent PSC-CUNY contract includes two-year appointments. Candidates eligible for these appointments must have the recommendation of the department P&B and department Chair, based on a professional evaluation (including at least one peer observation from the most recent two academic years) and review of fiscal and programmatic needs, and approval of College President or their designee. Please refer to the contract language ([full contract language pending](#)) for additional details, including what to do if a candidate declines the two-year appointment or if a department does not anticipate being able to offer a minimum of six (6) classroom contact hours to an eligible adjunct in the coming two years. For adjuncts who rely on 6 credit hours of teaching each semester to maintain insurance, it is important to bear this in mind if there if there is any uncertainty about programmatic needs.

9d. Workload Limits for Adjunct Faculty

The Office of the Provost tracks and reports adjunct faculty workloads to CUNY. From [Article 15 of the PSC-CUNY contract](#):

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

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

9e. Adjunct Promotional Reclassification

[Adjunct faculty promotional reclassification](#) adheres to similar guidelines as faculty on tenure-track lines:

(a) *Assistant Professor:* The candidate must possess the Ph.D. degree and submit evidence of qualification to meet, in due time, the standards required for the first reappointment.

(b) *Associate Professor:* The candidate shall present evidence of scholarly achievement following the most recent promotion, in addition to evidence of continued effectiveness in teaching—the candidate should thus meet the qualifications required for the rank of Associate Professor, with some flexibility in the scholarship eligible for consideration in making such a reclassification. (See links below.)

(c) *Professor:* The candidate must meet all the qualifications for Associate Professor, in addition to having an established reputation for excellence in teaching and scholarship in his/her discipline. The judgment

on promotion shall consider primarily evidence of achievement in teaching and scholarship following the most recent promotion, consistent with standards for full-time faculty promotion to Full Professor.

Adjuncts who wish to be considered for promotional reclassification submit a cover letter and updated CV along with supporting materials to their department Chair for feedback from the Chair and, if qualified, consideration by the department P&B and, if supported, by the College Faculty Personnel Committee. Specific, current guidelines and timelines can be found under **"For Your Reference"** on the Adjunct Faculty Page of the [Faculty Services website](#) – in the updated Faculty Personnel Process Guidelines (FPPG) and adjunct promotional reclassification guidance. Department Chairs are asked to confirm the adjunct candidate's qualifications for promotion. Candidates should submit a Dossier as evidence of their standing and progress in their field as per the FPPG.

9f. Adjunct Personnel Files

For each adjunct they hire, academic departments should retain copies of the signed initial conditional offer letter, initial CV and all peer observations of teaching. The Provost's office will also retain these files, as well as reappointment letters, if any, workload reporting and any reclassification documentation.

10. Hiring and Evaluation of Non-Instructional Staff

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

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

The Professional Evaluation must take the following form:

1. The Chairperson is to schedule an evaluation conference with the employee. Please provide employees with advance notification (2-3 days) of the evaluation conference.
2. At the conference, the employee's total performance and professional progress shall be reviewed. The purpose of the professional evaluation shall be to encourage the improvement of individual professional performance, to discuss areas of strength, to work with the employee on professional goal-setting for the coming year, and to provide a basis for decisions on reappointment and other personnel actions. At this point in the process, you are conducting a discussion. Do not hand the employee a prepared evaluation form at the evaluation conference (this action is commonly grieved by the union).
3. Following the evaluation conference, the Chairperson shall prepare a record of the evaluation discussion, using the evaluation memorandum form. Blank copies of the EVALUATION MEMORANDUM FORM can be found by visiting the Human Resources website, under [HR Forms](#), under Employment Services, or click [here for the form](#).

4. A copy of the completed evaluation memorandum form shall be given to the employee within ten (10) working days following the conference. The employee should sign the evaluation memorandum form, make a copy for their own use and return the original copy to the Chairperson or supervisor for inclusion in the employee's personnel file. NOTE: If the overall evaluation is unsatisfactory, the evaluation memorandum form shall so state. The employee in such case may indicate their disagreement on the form and may provide a written rebuttal that is to be attached to the evaluation memorandum form and included in the personnel file of the employee.

11. Chair's Annual Evaluation (as Chair)

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

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

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

12. Faculty Leave and Workload

12a. Fellowship Leave Eligibility

Tenured members of the instructional staff, as well as those in the title (Doctoral) Lecturer with a certificate of continuous employment (CCE), and Lecturers with CCE on leave from that title and serving without tenure in professorial titles (Assistant Professor, Associate Professor, Professor), who have completed six (6) years of continuous paid full-time service with the University, exclusive of non-sabbatical or fellowship leaves, are eligible to apply for a fellowship leave (commonly referred to as sabbatical leave). An application for a fellowship leave may be made for research (including study and related travel), improvement of teaching, and/or creative work in literature or the arts. Applications are due one year prior to the requested leave (Oct 1 & Mar 1 are annual deadlines). Leave can be postponed for up to one year without a new application and vote. Leaves can be shortened in duration, but a leave cannot be changed once it begins. Any change must be communicated immediately because of payroll implications.

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

Faculty are eligible for military leave with partial pay. Faculty are also eligible for FMLA leave of up to 12 weeks to care for themselves, a parent, child or spouse; paid parental leave for the birth or adoption of a child 5 years or younger (see 12c); paid family leave (PFL) for the care of a newborn child or immediate family member; unpaid child care leave (special leave for the care of a newborn child); or non-FMLA medical leave, to care for oneself when not eligible for FMLA. CUNY also has a catastrophic sick leave bank program for individuals who need additional sick leave (up to 90 days in one year), donated by other full-time employees. Faculty are eligible for a Leave of Absence of up to two years (three in special circumstances) without pay. The HR Benefits office can help identify the appropriate leave, depending on circumstances (https://www.jjay.cuny.edu/about/governance-senior-leadership/finance-administration/human-resources/hr-staffservices-directory). Forms for leaves are on the HR website, on the HR Forms page, under "Benefits and Wellness". See Section 21 for protocols for illness or death.

12c. Paid Parental Leave

Members of the full-time instructional staff who have at least one year of full-time service may request paid parental leave of up to eight consecutive weeks, not counting annual leave, immediately following the birth of a child or the adoption of a child up to five years of age. For a birth mother, this leave begins immediately after the expiration of temporary disability leave. Untenured faculty must declare whether time on parental leave will be used to 'pause' the tenure clock or to continue its count during the leave – *a pause cannot be reversed later to revert to the original tenure clock* (it would be considered 'early tenure'). See the letter of agreement on the PSC-CUNY website for details. Department Chairs work with faculty members and, as needed, the Provost's office, to resolve class scheduling issues in a way that minimizes the disruptive effect of parental leave on the continuity of teaching. In consultation with the department Chair and Human Resources, a faculty member may request release time instead of the prescribed eight-week paid leave. This option is provided for on the Application for Paid Parental Leave form. Faculty should be clear about tenure/CCE timeline implications and discuss them with HR.

12d. Temporary Disability

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

12e. Retirement ("Travia") Leave of Absence

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

12f. Workload and Multiple Positions

The Collective Bargaining Agreement between CUNY and the Professional Staff Congress (PSC) has articulated expectations regarding the amount of teaching that a faculty member is required to do in a given year and how that teaching may be managed over time (Article 15). The contractual teaching load for full-time, tenure-track Assistant Professors, Associate Professors, and Full Professors is 18 hours in CUNY senior colleges. The contractual teaching load for Instructors and Lecturers is 24 hours. The

contractual teaching load of substitute lecturers/instructors is 27 hours, and that of professorial faculty substitute lines is 21 hours. A complete explanation of John Jay's workload policies and practices, including information on the University policy on *Multiple Positions* (see below), can be found in the Compendium inside John Jay under [Faculty Workload Policies and Guidelines](#). Note the new [minimum teaching load policy](#) from August 2025 and additional workload information on the [Academic Operations website](#).

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

Workload Averaging and Overloads: Individual faculty members must report on their workloads each semester and Chairs must review and approve each faculty member's workload each semester. Once workload reporting is complete for an academic year, no further changes can be made. Any workload excess or deficiency in a given year triggers a 3-year cycle in which the faculty member must address the excess or deficiency within the next two years so that, at the end of the 3-year period, their workload averages out to the total number of annual hours required of their rank, as specified above. For example, if a full-time professor has a workload excess or deficiency in year 1, the department Chair and faculty member must collaborate to ensure that the faculty member's teaching load across years 1-3 totals 54 hours (18/year x 3 = 54). Any subsequent excess or deficiency that occurs during the 3-year period that was triggered must also be addressed within the 3-year timeframe. In other words, any subsequent excess or deficiency that occurs within that 3-year window does not trigger another three years; however, a new 3-year window will be triggered after the expiration of the old one as soon as a new excess or deficiency occurs. Department Chairs and faculty members will receive workload status reports to assist both parties in tracking and addressing excesses and deficiencies in accordance with the PSC Contract.

Full-time faculty who must report workload include Distinguished Professors, Professors, Associate Professors, Assistant Professors, Instructors, and Distinguished Lecturers and Lecturers, as well as Substitute faculty. The regular workload reporting requirement does not currently include Librarians and Counselors or visiting faculty. Only fall and spring terms constitute the annual workload. Instruction performed in the winter session will be credited toward spring semester workload. A maximum of two winter courses can be taught, but only one can count toward spring workload. Teaching for adjunct pay is considered an 'overload'. Overloads for full-time faculty require Provost approval and are subject to fiscal concerns and other constraints and may be denied as a result. Faculty workload is recorded and managed through the eWorkload application available at https://doitapps2.jjay.cuny.edu/workload/index.php.

Multiple Positions: As detailed in the [Faculty Workload Policies and Guidelines](#), CUNY established a policy limiting additional employment of full-time faculty. This is known as the [Multiple Positions Policy](#). All full-time faculty are required to submit a CUNY Multiple Positions Report each semester (fall, spring), reporting any compensated employment or new assignments over and above their full-time employment at the college (signed by the department Chair) or attesting to having no such employment

or assignments. Only full-time faculty members on long-term disability leave are exempt from submitting the form. You can find the Multiple Positions Policy and Reporting Form at this link: CUNY Multiple Positions Report Form. For summer work/compensation (including Chair summer salary), faculty submit the Summer Assignments Reporting Form prior to engaging in the summer activity. Collection of Multiple Positions and Summer Assignment Reports is handled by Faculty Workload Managers in Academic Operations (facultyworkload@jjay.cuny.edu), who send regular reminders about policies, workload and multiple position reporting, and forms. Please direct reports and questions or comments regarding the Multiple Positions Policy to multiplepositions@jjay.cuny.edu.

13. Curriculum, Class Scheduling, Student Requests

13a. Curriculum

Changes to the curriculum (creation, modification, and deletion of courses and changes of major, minor, and program or degree requirements) must be approved by the Chair before being sent to UCASC or CGS for review. Curriculum undergoes multiple stages of review and approval: by the departmental curriculum committee, by the department Chair, by the appropriate UCASC subcommittee or CGS curriculum subcommittee, by UCASC or CGS, and by the College Council. Curricular changes are then forwarded to the Board of Trustees for approval. Curriculum changes are official only after they appear in the Chancellor's University Report and, in the case of new programs, once approved by the New York State Education Department. 'Experimental' courses may be offered twice before needing formal approval, though most departments have "special topics" course numbers that can be used as well.

13b. Scheduling of Classes

Department Chairs and/or their delegates are responsible for scheduling the classes offered by their departments and assigning faculty to teach them. For all campuses, CUNY *typically* publishes Summer and Fall schedules February 1 and Winter and Spring schedules October 1. Working backwards from these deadlines, preliminary course schedules are typically requested by the John Jay Registrar in November for the following year's fall schedule; January, for the upcoming summer schedule; April, for the following year's spring schedule, and July, for the upcoming winter schedule. Most important for these preliminary schedules are the classes to be offered, teaching modality, and day/time schedule for the classes. Once this information is published, it is difficult and disruptive to revise – only emergency changes once students have registered because students are forced to re-register. Adding/changing instructors is much easier (email updates to schedule@jjay.cuny.edu). Deadlines for submitting class requests for the fall, spring, winter, and summer terms are announced by the Registrar. Schedule demand models and requests as well as course cancellations are issued, often after consultation with the Chairs, by the Associate Dean and/or Dean of Academic Programs. Departments often "roll over" a prior year's classes to the next year (e.g., Fall 2024 → Fall 2025), which is an efficient means of building a schedule. However, in doing so, it is a good idea to examine class enrollments from the prior year in case a revised schedule might better meet student needs and ensure sections have strong enrollments.

13c. Common Student Requests

Chairs are often asked to give students permission in CUNYfirst to enroll in or to drop a course offered by the department. For example, a student might request an overtally to enroll in an otherwise full course (assuming instructor agreement). Or a student might need a prerequisite waiver to enroll in a

course (e.g., they are taking the prerequisite course at the time of registration). Steps for providing these permissions are shown in Appendix C. If it is past an enrollment deadline, the Chair might need to email the registrar to request the permission for the student. If you have questions about course permissions, contact Kathy Killoran at kkilloran@jjay.cuny.edu. Chairs can provide approvals but cannot register students for classes.

Some students take courses at other Colleges that do not have an automatic equivalent at JJ (they may get generic "blanket" credit, such as "PSY 1"). CUNY is working on making such transfers more seamless, at least across CUNY. However, a Chair (or designee) can evaluate a syllabus, course description and/or other materials from a transferred course to determine if it is equivalent to a JJ course – or can be applied to the major/minor in place of a JJ course. Or a student might wish to substitute a non-major course taken at JJ for a course in their major. If the Chair agrees, after making an evaluation, complete a course substitution form and submit it to the Registrar for the student.

For changes of grade, faculty can request grade changes in CUNYfirst in the Faculty Center → Grade Change Forms; they would be approved by Chair and/or Dean. However, it is only possible to change for up to one year. NO changes can be made after a student graduates. For grades beyond one year, but still before graduation, this guide gives instructions for how to use the online grade change application: Change of Grade Faculty Training Guide. Students wishing to appeal a grade should follow the grade appeal procedure (http://www.jjay.cuny.edu/change-grades). Grade appeal forms are available from Jay Express (here under "Registrar Documents": https://www.jjay.cuny.edu/student-life/jay-express.

14. Supporting Faculty Research and Travel

14a. Supporting Faculty Research

John Jay offers a number of internal funding opportunities, monthly and annually, through the Office for the Advancement of Research (OAR). Also, the PSC-CUNY Research Award Program (administered by RF CUNY) is a reliable grantor of course releases and modest research grants. Both RF CUNY and OAR offer resources to assist faculty reach their scholarly goals, to secure external and private funding for research, and maintain a database on funding sources. The library has grant-related information as well.

14b. Faculty Travel

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

Allocation

Funds to support faculty travel to conferences (Academic Travel) are allocated once a year, typically in early summer, from Indirect Funds in the Office for the Advancement of Research directly to academic departments through the Research Foundation. Allocations to individual faculty members are then made by the department (the Chair and/or Personnel & Budget Committee). Academic Travel funds,

coming as they do from indirect funds generated by grants of our full-time faculty, are available only to full-time faculty as a way to support and encourage their scholarly productivity in preparation for tenure or promotion. Funds support travel to conferences at which the faculty member is presenting or playing a key role in the conference as an organizer/moderator of a panel or by virtue of the office s/he holds in the organization sponsoring the conference, though the range of eligible expenses broadened due to COVID. In making individual allocations, the department should bear in mind that the amount allocated to the department is finite. The department must stay within its allocation.

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

Authorization

Before a faculty member travels (at least 3 weeks prior), they must complete the Travel Approval Form (TAF) available from the OAR website: https://new.jjay.cuny.edu/research/faculty-staff-research/resources-researchers/faculty-travel-guidelines/faculty-travel-forms-checklists or here.

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

Reimbursement

Faculty travel reimbursement guidelines are available at: https://new.jjay.cuny.edu/research/faculty-staff-research/resources-researchers/faculty-travel-guidelines/faculty-travel-forms-checklists and here. Note the Research Foundation's policy that all spending must comply with New York State travel guidelines (http://www.osc.state.ny.us/agencies/travel/travel.htm). Maximum hotel and meal reimbursement costs are limited by GSA (U.S.) / Dept. of State (International) and reference websites. For reimbursement after travel, the faculty member must complete the Research Foundation (RF) Travel Expense Voucher and Request for Payment form: https://www.jjay.cuny.edu/sites/default/files/2023-12/2.%20E-travel%20Voucher.pdf. The voucher requires only the faculty traveler's signature, but most departments require that the voucher first be submitted to the department for internal record keeping (i.e., keep track of available funds). Faculty should check with their department. The completed RF Travel Voucher and accompanying documentation should be submitted directly to OAR within two weeks after travel is complete. See here for Travel forms and checklist of necessary documentation.

Reporting

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

14c. Department Chair Research Accounts

Each academic year, $3,000 is provided for each department Chair for their own research expenditures. Funds are deposited each September to Research Foundation (RF) accounts. Funds are for use on research expenses allowable under RF guidelines for PSC-CUNY Award budget requests. If one does not spend the entire $3000 in an academic year, unused funds may accrue up to a maximum of $6,000 and be rolled over through December 1 of the fourth academic year following a department Chair's return to their faculty title. Remaining funds will be returned to the RF for use in the PSC-CUNY Research Awards program. Individuals filling in for a Chair for a full year will have access to the research funds, but ONLY in that academic year. If the interim Chair substitutes for one semester, the *elected* Chair is entitled to the funds. Chief Librarians are not eligible.

For more information about this PSC-CUNY contract provision, see: https://www.psc-cuny.org/issues/department-chairs-guide-contract-implementation, https://www.psc-cuny.org/contract/memorandum-agreement-2019, and most recently https://psc-cuny.org/wp-content/uploads/2024/12/PSC-CUNY-Memorandum-of-Agreement-2023-2027.pdf

Additional information can be found on the RF CUNY website: https://www.rfcuny.org/RFWebsite/principal-investigators/manage-an-award/department-chair-research-accounts/. For help accessing the funds through RF, you can contact RF directly or you can contact the JJ Office for the Advancement of Research (OAR; oar@jjay.cuny.edu).

15. Supporting Struggling Faculty

At times, faculty members may be struggling in a variety of ways and the role of the Chair is to engage as appropriate to support them in a manner appropriate to the challenges being faced. The Chair is most helpful when they are clear and straightforward in communicating any concerns that arise. Ongoing concerns should be documented clearly in annual evaluations and/or other communications as appropriate (confer with the Labor Designee as needed). If a faculty member is struggling with their teaching, a Chair can refer them to the Teaching and Learning Center for additional resources and supports, request that they participate in Faculty Development Day and/or other pedagogical training, suggest they apply for funding to engage in professional development, or perhaps assign a mentor to work with the faculty member on their approach to teaching. Faculty struggling with scholarly production can be assigned a mentor, encouraged to apply for PSC-CUNY funding to support their work, referred to the Office for the Advancement of Research for support, and encouraged to participate in programming by NCFDD (e.g., writing challenge; Faculty Success Program) to support their success. Faculty not providing sufficient or appropriate service can be encouraged to engage in domains that reflect their interests and passions, as observed or discussed with the Chair, perhaps during annual evaluation conferences.

Faculty struggling with mental health, interpersonal or work-life balance issues can and should be referred to the Employee Assistance Program (EAP). Faculty members (and our families) can access a robust range of free services through CCA@YourService. For details, call 800-833-8707, go to www.myccaonline.com, or download the CCA@YourService App. Code: CUNY. For mental health, access 3 free counseling sessions for *each issue* of concern (referrals for more as needed). Access support and/or resources around: child, adult and elder care; legal and financial challenges; health, wellness and emotional wellbeing; and daily living tasks. Their website has information and webinars on a wide range of work and life topics.

16. Research Misconduct

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

17. Grievance Procedures

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

18. Best Practices for Conflict and Complaints

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

18a. Listen actively and carefully

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

18b. In cases of conflict, be sure to hear both sides first

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

18c. Depersonalize the issue

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

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

19. Student Complaints

Students will often come to Chairs to discuss matters of concern regarding their professors and classes. The first and most important action is to listen empathetically to student concerns. Being heard by a supervisor can often alleviate anger and concern on the student's part. If the complaint involves sexual harassment or discrimination, the Chair ***must report*** this to the college's Title IX office

(CDO@jjay.cuny.edu) as a mandated reporter. It may be worthwhile to inform the student at the outset of the meeting that Chairs are mandated reporters.

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

In some instances, when a student complains about faculty conduct in the classroom or other formal academic settings, informal resolution may not be possible. If the concern relates to a grade, students should be informed of the grade appeal process. However, in some cases, professorial conduct might rise to the level of incompetent or inefficient service, neglect of duty, physical or mental incapacity or conduct unbecoming a member of the staff. In such instances, the student should be informed that they can file a formal, written complaint with the Chairperson, the academic Dean or a senior faculty member designated by the college president. Formal complaints should be filed within 30 days of the alleged conduct unless there is good cause shown for the delay. The Chairperson (or recipient of the formal complaint, as when the Chair is the subject of the complaint), as Fact Finder, should follow the procedure for student complaints about faculty conduct (see https://www.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/legal-affairs/policies-resources/Student-Complaints-About-Faculty-Conduct-in-Academic-Settings.pdf). In these instances, there is John Jay and CUNY protocol that must be followed (see [CUNY Manual of General Policy](#)). Official complaints must be filed with the Provost, VP for Student Affairs and Office of Legal Counsel, along with the Fact Finder's written report of their findings and recommendations (generally within 30 days of receipt of the complaint) sent to the student and faculty member as well.

20. Academic Integrity

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

20a. Reporting

A faculty member who suspects that a student has committed a violation of the CUNY Academic Integrity Policy shall review with the student the facts and circumstances of the suspected violation whenever feasible. For example, an instructor can/should ask the student about their process for completing the work and perhaps review policies around academic integrity to ensure the student understands whether they have complied. Thereafter, a faculty member who concludes that there has

been an incident of academic dishonesty sufficient to affect the student's final course grade shall report such incident on a Faculty Report Form and submit the form to the college's Academic Integrity Officer (AIO).

The Academic Integrity Officer shall review the report and supporting documentation for completeness. If the report indicates that the matter has been resolved, the AIO will, by email, confirm receipt with the faculty member, copying the student. The report and supporting documentation will be placed in the student's confidential academic integrity file. If the report indicates that the student admits to the charge, but the matter is not resolved, the AIO shall encourage the faculty member to resolve the matter directly with the student. The faculty member may informally consult with the AIO on an appropriate resolution. If the matter is not resolved and the report does not indicate student admission, the AIO will refer the matter to the College Academic Integrity Committee, copying the faculty member and the accused student on that communication. Per John Jay's updated process, the JJ Academic Integrity Committee will serve as the fact-finding body in cases for which a student denies an accusation of academic dishonesty Faculty members may consult with the current AIO, Jennifer Dobbins (jedobbins@jjay.cuny.edu), as needed with questions or concerns or read more about and review the Academic Integrity process here.

See CUNY's Academic Integrity Policy (updated 2024) and John Jay's Academic Integrity Policy and process, to be implemented beginning Spring 2026 in compliance with CUNY policy.

21. When a Faculty Member Becomes Ill or Dies

If a faculty member becomes ill or passes away during the semester and needs to be replaced, please be aware of the following protocols.

21a. When a Faculty Member Becomes Ill

When a faculty member becomes ill, if it is short-term (two weeks or less; e.g., broken leg), short-term solutions can be used. For instance, guest lecturers and/or asynchronous work could temporarily substitute for in-class time.

When a faculty member experiences longer-term illness, is unable to teach and cannot complete teaching during a semester, the Chair (or Program Director) should immediately notify the Provost, the Associate Provost for Strategy & Operations and the Dean of Faculty. They will assist with replacement processes. Begin to consider potential replacement faculty. Important considerations will be the number of courses that need a replacement, the course modality and how much time remains in the semester. Replacement faculty could receive workload or adjunct pay for teaching the remainder of the course(s). However, note that an adjunct already at their contractual maximum teaching load may not be able to serve as a replacement. The Academic Affairs Operations Office can help determine if an adjunct is eligible. With Provost approval, the Operations office and the Dean of Faculty can help facilitate workload credit or payment for the replacement(s), Brightspace access, and the instructor change with the registrar (schedule@jjay.cuny.edu) to ensure access to enter final grades.

Refer also to Section 12b on faculty leaves in the event of illness.

21b. Protocol in the Event of a Death

When a faculty member dies, if they were actively teaching and need to be replaced, follow the steps in 20a above. Otherwise, follow the steps below. This applies to active and retired faculty.

The faculty or staff member who first learns of a death should inform the department Chair or Program Director to whom the faculty member reported. The Chair/Program Director should inform the Provost and Human Resources Director Keisha Pottinger-Moore (kpottingermoore@jjay.cuny.edu). Forward any information received from the family and HR will send an email to the community about the passing. HR writes the obituary notices with assistance from the department and family member(s).

In addition, HR will:
1. Determine benefits and, as appropriate, advise the next of kin, beneficiaries.
2. If the faculty is an active employee HR will initiate an EHRAF of termination. HR will also pay out any available leave balance and any final wages.
3. Notify other appropriate College offices: IT, Public Safety, etc.
4. HR maintains an 'In Memoriam' page on their website.

The Chair, Associate Provost of Strategy & Operations or Provost:
1. An appropriate person should be designated by the Chair, AP of Strategy & Operations or Provost to check the deceased's office and research space for anything that should be secured or removed (chemicals, valuables, etc.). The designated person should perform a preliminary check of the deceased's space for personal papers/property that may need to be turned over to the deceased's family. The department Chair and administrator should coordinate efforts to pack and label the remaining belongings and turn them over to the family.
2. Note that some records may count as CUNY records and should be retained by the College (e.g., records generated as part of CUNY business, like meeting minutes; in some instances, records from sponsored research through CUNY/RF). See clarifying memo on records here.
3. If the department chooses and is able to retain the faculty member's department webpage, an indication of their passing should be noted on the page.
4. If Emeritus status is desired but was not yet conferred, consult with Faculty Services.

22. Where to Find Policies and Procedures

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

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

22. Key People and Offices

Issue	Office	Key People
Personnel procedures related to dept P&B, FPC procedures, and adjunct personnel processes (post-hiring)	Faculty Services, 601HH	Kyeanna Bailey, *Director of Faculty Services* kbailey@jjay.cuny.edu; 212.237.8808 Jennifer Dobbins, *Academic Integrity Officer & Faculty Services Specialist* jedobbins@jjay.cuny.edu; 646.557.4576 Natalie Plaza, *Faculty Services Specialist* nplaza@jjay.cuny.edu; 212.237.8806 Maria Jeremy, *Adjunct Faculty Services Specialist* mjeremy@jjay.cuny.edu; 212.887.6198
Faculty hiring – diversity compliance All search committees must be "charged" by this office before embarking on search	Office of Compliance & Diversity, 623HH	Myrna Forney, *Chief Legal Counsel* CDO@jjay.cuny.edu Alisa Cupid, *Compliance & Diversity/Title IX Officer*, CDO@jjay.cuny.edu Henry Cruz, *Compliance Paralegal* hecruz@jjay.cuny.edu; 212.887.6220 Carla Bianco Biagini, *Confidential Assistant Coordinator*, Office of Legal Counsel cbiancobiagini@jjay.cuny.edu; 212.393.6310
Faculty hiring – posting Personnel Vacancy Notice (PVN) and interface with CUNYfirst for job search, onboarding of full-time and part-time employees	Human Resources (general contact: AskHR@jjay.cuny.edu) If in doubt, or if something changes, see the Human Resources staff/services directory	***Faculty*** Faina Fradkin, *HR Manager* ffradkin@jjay.cuny.edu; 212-237-8315 ***Faculty & HEOs*** Keisha Pottinger Moore, *HR Dir of Operations* kpottingermoore@jjay.cuny.edu; 212.484.1152 ***Adjuncts, CAs, NTAs:*** AskHR@jjay.cuny.edu

		Tamari Tevdoradze, *Strategy & Operations-AA,* ttevdoradze@jjay.cuny.edu; 212.621.3781 ***FT/PT Classified Employees:*** Faina Fradkin, *Associate Director* ffradkin@jjay.cuny.edu; 212.237.8315 **Payroll, Time & Leave: Full-time, HEOs** Toni Mason-Clarke, *Associate Director* AskHR@jjay.cuny.edu or tmason-clarke@jjay.cuny.edu; 212.621.3788 Terencia Martin, *HR Specialist* temartin@jjay.cuny.edu; 212.237.8560 **- Adjunct - Payroll and Time & Leave** Juanita John-Phillip, *Payroll Coordinator* AskHR@jjay.cuny.edu; or Jjohn-phillip@jjay.cuny.edu; 212.237.8662
Faculty hiring – setting up Provost interviews with finalists	Office of the Provost, 621HH	Kimberly Charles, *Administrative Coordinator of Special Projects* Kcharles@jjay.cuny.edu; 212.484.1368 Maribel Perez, *Executive Associate to the Provost,* mperez@jjay.cuny.edu; 212.237.8802
Faculty hiring – immigration issues	Faculty Services, 601HH	Kyeanna Bailey, *Director of Faculty Services* kbailey@jjay.cuny.edu; 212.237.8808
Faculty mental health issues	Human Resources – ***CUNY Work/Life Program***: accessible to CUNY faculty, staff and their family members	To reach CCA, call 800-833-8707 or log in using code "CUNY" at www.myccaonline.com http://www.jjay.cuny.edu/cuny-employee-assistance-program
Evaluation of non-instructional staff	Office of the Provost, 621HH	Maribel Perez, *Executive Associate to the Provost* mperez@jjay.cuny.edu; 212.237.8802
Teaching Observations – submission of forms	Faculty Services, 601HH	**Full-time:** Natalie Plaza, *Faculty Services Specialist* nplaza@jjay.cuny.edu; 212.237.8806 **Part-time:** Maria Jeremy, *Adjunct Faculty Svcs Specialist* mjeremy@jjay.cuny.edu; 212.887.6198

Adjuncts – hiring, eHRAFs, promotions, reappointments	Office of the Provost Academic Operations Team & Contact Info	Tamari Tevdoradze, *Strategy & Operations-AA,* ttevdoradze@jjay.cuny.edu; 212.621.3781 General: AcademicOperations@jjay.cuny.edu
Faculty leaves (some leaves require HR)	Faculty Services & HR (Human Resources – staff/services directory)	Kyeanna Bailey, *Director of Faculty Services* kbailey@jjay.cuny.edu; 212.237.8808 Keisha Pottinger Moore, *HR Dir of Operations* kpottingermoore@jjay.cuny.edu; 212.484.1152
Faculty Workload	Office of the Provost Academic Operations Team & Contact Info	Christina Czechowicz, *Manager of Faculty Workload,* cczechowicz@jjay.cuny.edu; 212.237.8419 Kate Gribbin, *Manager of Faculty Workload* kgribbin@jjay.cuny.edu; 212.393.6318
OTPS, Startup, Auxiliary Corp payments, Payroll, Multiple Positions and other CUNY policy	Office of the Provost – Academic Operations Team & Contact Info	Kinya Chandler, *Associate Provost for Strategy & Operations* kchandler@jjay.cuny.edu; 212.237.8498
Employee benefits – health insurance, retirement plans, Wageworks, disability, worker's compensation, FMLA, Paid Parental Leave, Travia, Sick leave	Human Resources – staff/services directory	Keisha Pottinger-Moore, *HR Dir of Operations* Benefits@jjay.cuny.edu or kpottingermoore@jjay.cuny.edu; 212.484.1152 Heather Grant, *Associate Director of Benefits and HRIS* hegrant@jjay.cuny.edu or benefits@jjay.cuny.edu Christina Lee, *Benefits Specialist* clee@jjay.cuny.edu or Benefits@jjay.cuny.edu; 212.237.8504
Employee Information – CUNYFirst accounts, (re)appointments, leaves, separations	Human Resources – staff/services directory	Aneesa Lesley, *HRIS Manager* alesley@jjay.cuny.edu; 212.237.8479
Payroll	Human Resources – staff/services directory	Toni Mason-Clarke, *Associate Director*, Time and Leave/Payroll tmason-clarke@jjay.cuny.edu; 212-621-3788 Alexandria White, *Payroll Coordinator* alwhite@jjay.cuny.edu; 212.237.8965

Time and Leave	Human Resources – [staff/services directory](#)	Toni Mason-Clarke, *Associate Director* tmason-clarke@jjay.cuny.edu; 212.621.3788 Terencia Martin, *Time & Leave Coordinator* temartin@jjay.cuny.edu; 212.237.8560
Curriculum/Scheduling – Course and program proposals or revisions ; Course scheduling; non-standard course credit/substitution issues for students; 400-level independent study approval	Undergraduate & Graduate Programs	Kathy Killoran, *Associate Dean of Academic Programs* kkilloran@jjay.cuny.edu; 212.237.8263 Andrew Sidman, *Dean of Academic Programs* asidman@jjay.cuny.edu; 212.237.8179
Course scheduling – days, times, classrooms, CUNYfirst	[Office of the Registrar](#), 600BMW	Melissa Dolan, *Associate Registrar* schedule@jjay.cuny.edu; 212.237.8945
Grades – CUNYfirst, late, changes of, appeals	[Office of the Registrar](#), 600BMW	Shavonne McKiever, *Registrar* smckiever@jjay.cuny.edu; 212.237.8881 Nadine Young-Mizrachi, *Deputy Registrar* nadyoung@jjay.cuny.edu; 212.237.8880 Grade appeal: gradeappeal@jjay.cuny.edu Grade change: gradechange@jjay.cuny.edu
Student academic records, transfer credit, waiver requirements	Office of Testing and Evaluation (see: [transfer & advanced standing credits](#))	Karen Rambharose, *Director Testing and Evaluation* krambharose@jjay.cuny.edu; 212.237.8125 testing@jjay.cuny.edu
Grievance and Labor Issues - College	[Office of Legal Counsel](#), 623HH	General: legalcounsel@jjay.cuny.edu Myrna Forney, *Chief Legal Council* mforney@jjay.cuny.edu; 212.237.8911 Donald Gray, *Labor Designee & College Ethics Officer,* dgray@jjay.cuny.edu; 212.237.8614 Carla Bianco Biagini, *Confidential Assistant Coordinator*, Office of Legal Counsel cbiancobiagini@jjay.cuny.edu; 212.393.6310

Grievance and Labor Issues - PSC	PSC Grievance Officer at John Jay	Simon Baatz, *JJ Grievance Counselor*, sbaatz6@gmail.com Victoria Chevalier, *PSC Chapter Grievance Counselor,* Chevaliervictoria05@gmail.com Carol Rial, *Adjunct Grievance Counselor* crial@pscmail.org; 212.354.1252-messages only
Financial Aid & Admissions	Financial Aid	Vincent Pizzuti, *Director of Financial Aid* vpizzuti@jjay.cuny.edu; 212.237.8115 Vincent Papandrea, *Director of Admissions & Int'l Student and Scholar Services* vpapandrea@jjay.cuny.edu; 212.237.8864 Elaine Thompson, *Graduate Admissions & International Services Director* elthompson@jjay.cuny.edu; 212.393.6440
NY State TAP	Financial Aid	Rose O'Neill, *Financial Aid Officer* roneill@jjay.cuny.edu; 212.237.8476
Faculty Travel	Office for the Advancement of Research Team members	Tahir Fazal, *Travel Coordinator* tfazal@jjay.cuny.edu or Travel@jjay.cuny.edu 646.557.4426
Student behavioral/non-academic concerns	Student Affairs	Rachel Brown, *Student Relations Manager* rabrown@jjay.cuny.edu; 212.621.4143 Can email deanofstudents@jjay.cuny.edu Gerard Bryant, *Director of Counseling* gwbryant@jjay.cuny.edu; 646.557.4552
Students show signs of distress, disruption, or behavioral dysregulation	Behavioral Interventional Team	Dominic Stellini, *Asst VP and Dean of Students* dstellini@jjay.cuny.edu; deanofstudents@jjay.cuny.edu; 212.237.8211 Gerard Bryant, *Director of Counseling* gwbryant@jjay.cuny.edu; 646.557.4552 Behavioral Intervention Team BIT@jjay.cuny.edu Website:

| | | http://www.jjay.cuny.edu/behavioral-intervention-team

Public Safety Department at 212.237.8888 and/or 911 (as appropriate) if an individual displays an imminent threat to self or others, serious disruptive or threatening behavior, damages property, or breaks the law. |
|---|---|---|
| Student Academic Engagement and Retention | Numerous offices and programs, including Academic Advising, Career Center, for undergraduate and graduate students | Academic Advisement

Career Learning Lab

Sumaya Villanueva, *Assistant Provost of Student Academic Engagement and Retention* svillanueva@jjay.cuny.edu |
| Plagiarism or cheating (for consultation and/or reporting) | Academic Integrity, 601.05HH | Jennifer Dobbins, *Academic Integrity Officer* jedobbins@jjay.cuny.edu; 646.557.4576 – pending update; faculty Academic Integrity Committee operating spring 2026 |

23. Annualized Calendar for Department Chairs – Approximate Timing

The Office of Academic Operations provides an Administrative Calendar with current semester deadlines salient to Chairs/departments.

MONTH	PERSONNEL	REGISTRARIAL	OTHER ADMINISTRATIVE
AUGUST	New Faculty Orientation (full-time & adjunct): day-long, in person, run by Faculty Services (often ~ a day before FDD, depending on timing) + a brief online version a few days after focused mainly on teaching (adjuncts)	Classes for Fall semester begin	Full-time staff and faculty submit monthly timesheets that require Chair (or designee) approval.
	Faculty Development Day (FDD; approx. day before classes start)		
	External Letters of evaluation of candidates for tenure and/or promotion must have been received		
SEPTEMBER	Ensure all relevant faculty files are uploaded to FIDO for candidates up for action. Chairs are responsible for uploading Chair evaluation and teaching observations. Check files of all candidates to ensure complete.	Course withdrawal period begins. A grade of "WD" is assigned to students who officially drop a class	
	Personnel Files Close second Friday of September	Last day to change or declare a major to be effective in this semester	
	Department P&B meets, perhaps more than once, to vote on all faculty up for action – AFTER FIDO has been made available to P&B	Last day for students to submit signed and approved independent study or internship form to Registrar's Office	
	Schedule teaching observations	Last day for undergraduate students to submit incomplete work to faculty for	

		resolution of INC grades taken in previous spring or summer sessions.	
	Fall: Chair check-in meeting with Provost or Dean to see how things are going	Verification of Enrollment due (Attendance Rosters)	
		Student appeals of grades must be submitted by third week of semester	
		Winter/Spring schedule open, coursedog	
OCTOBER	Deadline for Fall Fellowship Leave applications due to Chair (Oct 1), P&B must vote on them	Winter and Spring schedule edits due and coursedog closes.	Winter eHRAFs due
	FPC review committees meet and vote	CUNY publishes (makes "live") winter/spring term schedules system-wide	Faculty review/approve/submit their workload for current semester in eWorkload
	All teaching observations due by 10th week of semester	Winter and Spring shopping carts open	Fall multiple position forms due
		Last day to apply for fall graduation	
NOVEMBER	Student Evaluation of Faculty begins	Winter and Spring registration opens.	Spring adjunct reappointment recommendations and eHRAFs for Spring & Summer due
	Faculty appeals submitted to FPC	Approx deadline: Faculty winter and spring book adoptions via Vitalsource.	Faculty access to eWorkload system for current fall semester will close. Chair access to review, edit and approve faculty workload will open for the current fall semester ("Chair review").
		Course withdrawal period ends.	
DECEMBER		Final Exam period	Full-time staff evaluations due.

		Final Grades due at very end of month or in first few days of January	Chair access to review, edit and approve faculty workload will end for the current fall semester, and change to "Provost Review".
JANUARY		Winter session	
		First day of classes spring semester	
FEBRUARY	Schedule teaching observations	Verification of Enrollment (Attendance Rosters)	Faculty review/approve/submit their workload for current semester in eWorkload
	Spring: Chair check-in meeting with Dean or Provost to see how things are going	Last day to change or declare a major to be effective in this semester	
		Last day for students to submit signed and approved independent study or internship to the Registrar's Office	
		Last day for undergraduate students to submit incomplete work to faculty for resolution of INC grades taken in previous spring or summer sessions.	
		Course withdrawal period begins. A grade of "W" is assigned to students who officially drop a class	
		Student grade appeals must be submitted by third week of semester	
		Summer & Fall scheduling opens in coursedog	

MARCH	Deadline for Fall Fellowship Leave applications due to Chair (March 1), P&B must vote on them	Summer & Fall schedule edits due and coursedog closes.	Remind faculty of OAR funding submission deadlines March 15
	Faculty members notify Provost, Kyeanna Bailey and Dept Chair of intention to apply for tenure and/or promotion (March 15 in writing)	CUNY publishes (makes "live") summer and fall term schedules system-wide.	Fiscal year nearing its end; encumber and/or spend remaining departmental funds allocated for the year (OTPS in particular)
	Tenure and/or Promotion candidates and Chair (or Provost/designee if candidate is Chair) confer on selection of potential external evaluators to ensure no real or apparent conflicts of interest. Chair contacts potential evaluators.	Shopping carts open for summer/fall.	Faculty access to eWorkload system for current spring semester will close. Chair access to review, edit and approve faculty workload will open for the current spring semester ("Chair review").
	Annual Evaluation conferences must be scheduled by end of month. They may take place later.		Spring multiple position forms due.
	All teaching observations due by 10th week of semester		

APRIL	Chairs (or Provost/designee for Chair candidates) submit names and addresses of 4-6 evaluators willing to serve as evaluator, for each candidate up for tenure and/or promotion.	Course withdrawal period ends. Last day to withdraw from a course with a grade of "W".	Chair access to review, edit and approve faculty workload will end for the current spring semester (and full academic year), and change to "Provost Review".
	Candidates for tenure and/or promotion must submit their evaluation materials to Provost's office. (Approx Apr 15-22)	Student registration for summer/fall.	Faculty asked to report productivity from prior year by OAR. It is important that *all FT faculty report*, because it impacts travel fund allocations.
			Adjunct reappointment recommendations due

MAY	Meet with faculty for annual reviews	Final Examinations	eHRAFs due for Fall
	Department elections	Approx deadline: faculty summer and fall book adoptions in Vitalsource	Summer multiple position forms due
JUNE	Meet with faculty for annual reviews		End of Fiscal Year. Complete final purchases and reimbursements, including travel
	Write annual evaluations	Final spring grades due	
JULY	Annual Chair evaluation with Provost and Dean of Academic Programs or other Provost designee		Annual assessment report due.

24. Suggested Reading

C.K. Gunsalus, *The College Administrator's Survival Guide* (Harvard UP, 2006)

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

Douglas Stone, Bruce Patton, Sheila Heen and Roger Fisher, *Difficult Conversations: How to Discuss What Matters Most* (Penguin, 2010)

We attempt or avoid difficult conversations every day-whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. From the Harvard Negotiation Project, the organization that brought you Getting to Yes, Difficult Conversations provides a step-by-step approach to having those tough conversations with less stress and more success. you'll learn how to:
  · Decipher the underlying structure of every difficult conversation
  · Start a conversation without defensiveness
  · Listen for the meaning of what is not said
  · Stay balanced in the face of attacks and accusations
  · Move from emotion to productive problem solving

Jeffrey L. Buller, *The Essential Department Chair: A Comprehensive Desk Reference,* 2nd Edition (Jossey-Bass, 2012). **Dean of Faculty typically provides a copy to new Chairs.**

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

COACHE Benchmark Best Practices series (https://coache.gse.harvard.edu/research/researchers-and-practitioners/benchmark-best-practices) explains programs and policies and high-scoring institutions that create widespread satisfaction. Includes "Departmental Leadership" and "Department Engagement, Quality, and Collegiality" amongst others.

Appendix A: List of Abbreviations and Key Terms

Aux Corp	*Auxiliary Services Corporation* (https://www.jjay.cuny.edu/about-us/leadership/finance-administration/finance-and-business-services/auxiliary-services-corporation) A non-profit corporation created to support College activities, with revenue derived mainly from vendor contracts for the bookstore, cafeteria, theater and other auxiliary services. They try to allocate funds to each department annually to support programming. AP Kinya Chandler typically sends out allocation amounts.
BPC	*Budget and Planning Committee* (College charter: https://www.jjay.cuny.edu/about-us/governance-leadership/college-council/charter-governance College Council bylaws: https://www.jjay.cuny.edu/about/governance-senior-leadership/college-council/college-council-bylaws) All department Chairs are members. BPC is responsible for reviewing budget information, making recommendations to the College on financial and budgetary matters, and providing guidance on comprehensive and strategic planning.
CGS	*Council on Graduate Studies*
CourseDog	Online system for departments to build and make edits/changes/corrections/ revisions to course schedules in an upcoming semester – before the schedule is final and published online for students. It is used for the scheduling process and has course demand projections to facilitate planning. Sign on is through CUNYFirst.
DOES (now ODL)	*Department of Online Education and Support – renamed Office of Digital Learning (ODL).* http://www.jjay.cuny.edu/onlineeducation
eHRAF	*Electronic Human Resources Action Form* (https://doitapps2.jjay.cuny.edu/ehraf/index.php) Online system (created by JJ DoIT) that Chairs/depts use mainly to hire *part-time* employees (e.g., adjunct instructors, college assistants). The system initiates the hiring/payroll process once a hiring decision is made. (This system does NOT complete the initial hiring paperwork, like I-9.) Sign on with JJ email address and password.
eWorkload	*Electronic Workload App* (https://doitapps2.jjay.cuny.edu/workload/index.php) Online system (created by JJ DoIT) for faculty and Chairs to monitor and manage workload hours **each semester** (typical workload is 18 hrs/yr for tenure-track faculty; managed on 3-year cycles). Sign on with JJ email address and password.
FPC	*Faculty Personnel Committee* College committee responsible for faculty personnel decisions at College level
FPS of BPC (or FPS/SPS)	*Financial Planning Subcommittee of the Budget & Planning Committee* (see BPC) Meets periodically to develop the College's annual financial plan. Includes Chair and Vice Chair of the Council of Chairs (CoC), plus one representative chosen by the CoC. Meetings are often combined with the Strategic Planning Subcommittee (SPS) of the BPC.
FIDO	*Faculty Internet Document Organizer* (https://fido4.jjay.cuny.edu/) An online system (created by JJ DoIT) for uploading personnel file materials for faculty up for action (reappointment, tenure, promotion). Faculty candidates

	upload their Form Cs, CVs, scholarly works, and various other supporting materials. Chairs upload annual evaluation letters and each semester's peer teaching observations. Sign on with JJ email address and password <u>on campus</u> or by VPN.
OAR	*Office for the Advancement of Research* http://www.jjay.cuny.edu/research
ODL	*Office of Digital Learning (was DOES)* http://www.jjay.cuny.edu/onlineeducation
OSP	*Office of Sponsored Programs* (http://www.jjay.cuny.edu/office-sponsored-programs) - JJ grant support office.
OSRC	*Office for Student Research and Creativity* – has some funds for student research with faculty; gives annual research mentor award(s) and manages research week: https://www.jjay.cuny.edu/research/student-research/office-student-research-creativity
OTPS	*Other than Personnel Services* These are funds in the budget for NON-personnel expenses. Most of our budget is salaries, but OTPS covers things like computers, supplies and other expenses.
P & B	*Personnel and Budget Committee* Department committee, led by department Chair, responsible for faculty personnel process and budget decision-making in departments
PSC-CUNY	*Professional Staff Congress – CUNY* (https://www.psc-cuny.org/) Useful website for contract-related questions. Also, PSC-CUNY runs an annual, internal grant-funding program with CUNY geared toward junior faculty in particular (https://www.rfcuny.org/gp/welcome.aspx). OAR support for these and other efforts: https://www.jjay.cuny.edu/research
RF (RF-CUNY)	*Research Foundation of CUNY* (https://www.rfcuny.org/RFWebsite/) This is the CUNY entity that manages funds from federal and other grants that come to the College. It is the account from which OAR-allocated travel funds come and where PSC-CUNY grant funds are "stored" for individual faculty, including Chair Research Funds. Reimbursements are generally processed through the RFCuny site (except travel which goes through OAR).
SPS of BPC (or FPS/SPS)	*Strategic Planning Subcommittee of the Budget & Planning Committee* (see BPC) Provides guidance to the President on comprehensive and strategic planning, including major planning documents and accreditation studies, related process and outcome assessment (i.e., Middle States) and space planning. Includes Chair of Council of Chairs (CoC) and two representatives chosen by the CoC. Meetings are often combined with the Financial Planning Subcommittee (FPS) of the BPC.
TLC	*Teaching and Learning Center* (https://www.jjay.cuny.edu/about/senior-leadership/academic-affairs/teaching-learning-center)
UCASC	*Undergraduate Curriculum and Standards Committee*

Appendix B: Charter of the Council of Chairs

CHARTER OF THE COUNCIL OF CHAIRS

Amended March 30, 2016

Under the University By Laws Department Chairs are responsible for leadership and administration of academic departments. The Chairs individually and collectively have responsibilities that require coordination and cooperation among themselves and between them and the administration and the faculty at large. The mission of the Council of Chairs is to provide a forum for such cooperation and to provide a channel for effective communication of the concerns of the leadership of academic departments in College governance.

MEMBERSHIP:
The Council of Chairs consists of all Chairs of academic departments. The President of the Faculty Senate shall be invited to serve ex-officio without vote. Others may be invited to participate, without vote, at meetings of the Chairs at the discretion of the Council.

OFFICERS:
Chair of the Council of Chairs. A member of the Council shall be elected each May to serve as the Chair of the Council with a term running from July 1 to June 30. He/ she shall preside at meetings of the Chairs and shall communicate all recommendations and decisions of the Council to appropriate members of the administration, the College Council, Faculty Senate and, where appropriate, to the Student Government bodies. Vice Chair of the Council. A member of the Council shall be elected each May to serve as Vice Chair of the Council. She/ he will preside at Chairs meetings when the Chair is absent and assumes the position of Chair of the Council of Chairs if the position is vacated.

REPRESENTATIVES OF THE CHAIRS ON BUDGET AND PLANNING SUBCOMMITTEES:
The Chair and Vice Chair serve ex officio on the college's Financial Planning Subcommittee of the Budget and Planning Committee. In May the Council shall elect an additional Representative to the Financial Planning Subcommittee. The Chair serves ex officio on the college's Strategic Planning Subcommittee of the Budget and Planning Committee. In May the Council shall elect two additional Representatives to the Strategic Planning Subcommittee.

EXECUTIVE COMMITTEE:
The Executive Committee of the Council shall develop meeting agendas, represent the interests of the Council during periods of annual leave, and assist the Chair in the performance of her/his duties. The Executive Committee shall consist of the Chair, Vice Chair, Representative to the Financial Planning Subcommittee, and both Representatives to the Strategic Planning Subcommittee.

REPRESENTATION OF THE CHAIRS ON COLLEGE & UNIVERSITY COMMITTEES AND TASK FORCES:
When a majority of the members of the Council present and voting deem it appropriate, members of the Council may be elected to represent the Council on College-wide committees, special committees and task forces. Except where such committees or task forces are considering confidential personnel matters or where an explicit request for confidentiality has been made. Representatives of the Chairs so elected shall report on a regular basis to the Council on their deliberations as representatives of the Council. The same reporting requirements shall be followed by members of the Executive Committee concerning their consultation with members of the administration and other College bodies.

MEETINGS:
The Chairs shall meet at least once a month when the College classes are in session. A schedule of regular meetings shall be developed at least two weeks before the beginning of the academic year by the Chair of the Council in consultation with the Executive Committee. The Chairs will from time to time invite the Provost and/ or other members of the administration to come to Council meetings to discuss matters of mutual concern. The Chairs will in addition request a meeting each semester with the President to explore matters of mutual concern.

QUORUM:
For purposes of approving policy recommendations to their fellow Chairs, the College Council, the Faculty Senate and the administration a simple majority vote of those present and voting shall be required provided the recommendation is on the agenda for one of the regularly scheduled meetings for which all Chairs have been provided at least two weeks advanced notice of the meeting's place, time and location. Approval of policy recommendations put to a vote at a special meeting of the Chairs outside of the announced regular schedule shall require an absolute majority (50% + 1) of all Chairs eligible to vote. Approval of policy recommendations via the Internet shall require an absolute majority (50% + 1) of all Chairs eligible to vote within one week of dissemination of the policy recommendation. In such cases all electronic votes must be disseminated to all members of the Council.

For purposes of elections in May for Council Officers and Representatives to the College Budget and Planning Subcommittees a simple majority vote of those present and voting shall be required provided the vote takes place at regularly scheduled meeting for which all Chairs have been provided at least two weeks advanced notice of the election vote's meeting place, time and location.

AMENDMENTS:
This Charter may be amended by the vote of an absolute majority (50 percent plus one) of the membership of the Council of Chairs.

Back to Role of Chairs in College Governance

Appendix C: Technical Tips

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

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

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

FIDO (*Faculty Internet Document Organizer (version 4.0);* https://fido4.jjay.cuny.edu/)

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

Coursedog (Course and Event Scheduling Platform)
- This is a system in CUNY First used to make edits/changes/corrections/revisions to course schedules in an upcoming semester – before the schedule is final and published online for students. It is used early in the scheduling process.
- In some departments, the Dept Administrator manages updating schedule data in Coursedog.
- To access, sign in to CUNY First: click on "Campus Solutions" then Coursedog
- Then, CLICK TO SIGN IN – using CUNY login again (again)
- You can navigate the left menu under "Scheduling Management".
- Click "Resources" for tips and help.
- Click on the semester to choose semester/term (e.g., Fall 2021) to edit.
- If you click on a course name (e.g., PSY 101), the 'accordion' will reveal all its sections for editing. Click "Course Info" to see details about that course and "Course Analytics" to see historical enrollments across sections of the class (e.g., PSY 101 for the past several years.
- You can add, revise and cancel classes for scheduling purposes in this system.
    o Click "+ COURSE" to add a new course to the schedule. Some of the information will be pre-populated in the system. Check class details to ensure they match what you intend.
    o Course: this is the subject (e.g., ENG, SOC, HIS) and course number (e.g., 101, 201; 370)
    o Course Title: title of the course
    o Class Section: section number. You can change this if you know the section number for a new class; or you can leave it as is.
    o Class Number: automatically generated – registrar's number of the course.
    o Class Type: this is typically Enrollment section – exception, for example, is a lab section linked to a lecture section – lab is non-enrollment, the lecture is the enrollment section.
    o Class Status: Active, for classes to be offered, or Cancelled. If you "Cancel" a class by accident (or change your mind) – uncancel it by changing this field to say "Active".
    o Instruction Mode: Be sure you have the correct mode listed: In Person, Hybrid, Online (Asynchronous; Synchronous; Mixed) and revised as needed.
    o Meeting Patterns & Rooms: In this section, make edits to the days/times the class will be taught. None are listed for fully online classes.
    o Instructors: choose instructor, if known
    o Relationships: For cross-listed courses, this allows you to link the sections (e.g., Psy 370-01 with Law 370-01 for PSY/LAW 370-01)
    o Enrollment Settings: You might need to edit the course cap (Enrollment Capacity), particularly if you change the Instruction Mode. For instance, it might be 36 for UG in-person & hybrid UG classes; 30 for fully online, etc.
    o Other Settings: If this is a special topic course, you could note the Topic here.
    o You can include comments for the registrar – like if you couldn't put in the day/time combination you wanted, you could note it there.

CUNYfirst QUERIES

The Major-Minor Handbook has useful information for student advising, posted on the Major & Minor Program Coordinator page: https://www.jjay.cuny.edu/academics/undergraduate-programs/major-minor-program-coordinators. For in-depth instructions on using features of Navigate and CUNYfirst: https://www.dropbox.com/scl/fi/oej9eyi6rqg40sczjdedh/EAB_Navigate360_and_CUNYfirst_Function_Instructions_Jul17_24.pdf?rlkey=bdidg0qmmybh3nvo7d2a8ludb&e=1&st=o0xj79m6&dl=0

Department Grade & Class Rosters & Textbook Adoption Data:
-   CUNYfirst Home --> Campus Solutions --> Student Records --> CUNY SR Extensions (left menu)
-   From there, you can choose *CUNY Textbook Data* which will show which classes in your department have or have not submitted book adoption information.
-   You can also choose *Departmental Class Rosters* or *Departmental Grade Rosters*.
-   You can save any (or all) of these as favorites for easy access in the future (top right to save).
-   Each option will list all the classes in your department (e.g., PSY) for a given session. You can click on each individual section to see their textbook data, student roster or their grade roster.
-   The advantage of the Department Grade Roster list is you can see current status in one list of who has/has not posted their semester grades.
-   The advantage of the Department Class Roster list is you can see all the current enrollments for each section at a glance (caveat: cross-listed classes). See sample below. You can click on the word "Instructor" to have them listed alphabetically by instructor last name (red circle).
-   This can be helpful for checking how enrollments are going across your curriculum over time (e.g., Should a summer class be cancelled? Do you need another section?). You can also use the roster to email all students in a section, if you needed to.

Departmental Class Rosters

Institution:	JJC01	John Jay College
Career:	UGRD	Undergraduate
Term:	1212	2021 Spring Term
Session:	1	Regular Academic Session
Acad Org:	PSYCH-JJC	Psychology

View Rosters By Subject

| PSY | PSY - Psychology |

Departmental Class Rosters   Find | First 1-174 of 174 Last

			Class Data	Title	Instructor	Enrolled
1	☐	👥	PSY 101 (9143.01)	Introduction to Psychology (Lecture)	Baerga,Christine Ari	27
2	☐	👥	PSY 101 (9144.02)	Introduction to Psychology (Lecture)	Close,Melanie J.	30
3	☐	👥	PSY 101 (9145.03)	Introduction to Psychology (Lecture)	Salandanan,Krystel Marie Topacio	201
4	☐	👥	PSY 101 (9146.04)	Introduction to Psychology (Lecture)	Meyler,Shanique Yanique	30
5	☐	👥	PSY 101 (9147.07)	Introduction to Psychology (Lecture)	Gonzalez,Kenny Junior	29
6	☐	👥	PSY 101 (9148.08)	Introduction to Psychology (Lecture)	Muradwij,Nawal Saleh Mustafa	26
7	☐	👥	PSY 101 (9149.301)	Introduction to Psychology (Lecture)	Arnone,Erika Michele	28

-   Once you get to the Departmental Class Roster menu (see below) – you can use the little magnifying glass icons (red circle) to help you identify your department codes to specify the "academic career" (i.e., level of classes undergraduate, graduate, both), term (1212; the first digit is 1; then 21 for 20**21**; then the last digit is semester: 2 for spring; 9 for fall; 6 for summer)
-   Session – you can choose regular semester, or winter, or five week first, etc.
-   Academic organization refers to your department abbreviation at JJ. As a result, it will catch any cross-listed classes in your department, but ONLY give enrollments in your dept (so for PSY/LAW 370 – it will list PSY 370 enrollment, not LAW 370 enrollment – even though it's one class). When you need complete PSY/LAW 370 enrollment, go to "Class search" for that class alone.

Departmental Class Rosters

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

Find an Existing Value

▼ Search Criteria

Academic Institution:	= ∨	JJC01
Academic Career:	= ∨	UGRD
Term:	= ∨	1212
Session:	= ∨	Regular Academic Session ∨
Academic Organization:	begins with ∨	psych-jjc

Search   Clear   Basic Search   Save Search Criteria

Other Useful CUNYFirst Queries:

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

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

Query Viewer

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

*Search By   Query Name ∨   begins with [   ]

Search   Advanced Search

- You can "Add to Favorites" from the box on the right once the query is found (red circle below)
- Under "Run to HTML", click HTML (see yellow circle below).

Search Results								
*Folder View	-- All Folders -- ∨							

Query   Personalize | Find | View All | ⬚ | ▦   First ◄ 1-5 ☐ 5 ► st

Query Name	Description	Owner	Folder	Run to HTML	Run to Excel	Run to XML	Schedule	Definitional Reference	Add to Favorites
CU_SR_CLASS_SCHED_DATA	Schd data for schedulers	Public	STUDENT RECORDS	HTML	Excel	XML	Schedule	Lookup References	Favorite

- Then complete the menu below: I input the data I would use to get Fall 2020 data for PSY undergraduate and MA classes during the regular academic session (1). You would use your own department's "Subject" and "Acad Org".
- Click "View Results"

CU_SR_CLASS_SCHED_DATA - Schd data for schedulers

Institution:	JJC01
Term:	1209
Subject (Blank for all):	PSY
Career (Blank for all):	
Acad Org (Blank for all):	PSYCH-JJC
Session (Blank for all):	1

View Results

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

CU_SR_CLASS_SCHED_DATA - Schd data for schedulers

Download results in : Excel SpreadSheet CSV Text File XML File   (322 kb)

View All

	Term	Session	Institution	Acad Org	Career	Enrollment Status	Subject	Catalog#	Class Section	Assoc	Class Nbr	Class Title	Component	Class Status	Class Type	Total Enrollment	Enrollment Cap	Wait List Cap	Wait List Total
1	1209	1	JJC01	PSYCH-JJC	UGRD	Closed	PSY	101	01	1	2427	Introduction to Psychology	LEC	Active	Enrollment Section	120	120	0	0
2	1209	1	JJC01	PSYCH-JJC	UGRD	Closed	PSY	101	02	2	2428	Introduction to Psychology	LEC	Active	Enrollment Section	37	36	0	0
3	1209	1	JJC01	PSYCH-JJC	UGRD	Closed	PSY	101	03	3	2429	Introduction to Psychology	LEC	Active	Enrollment Section	36	36	0	0

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

My Favorite Queries

| Query Name	Description	Owner	Folder	Run to HTML	Run to Excel	Run to XML	Schedule	Definitional References	Remove
CU_SR_CLASS_SCHED_DATA	Schd data for schedulers	Public	STUDENT RECORDS	HTML	Excel	XML	Schedule	Lookup References	⊟
CU_SR_GRADE_ROSTER_BY_TERMS	Grades in Term Range	Public	STUDENT RECORDS	HTML	Excel	XML	Schedule	Lookup References	⊟
CU_SR_PLAN_COUNT_TERM	# of Students by Term & Plan	Public	STUDENT RECORDS	HTML	Excel	XML	Schedule	Lookup References	⊟
CU_SR_PLAN_GRADES	Grade Rosters w/ Plans	Public	STUDENT RECORDS	HTML	Excel	XML	Schedule	Lookup References	⊟
CU_SR_STDNT_BY_TERM_PLAN	Students by Term & Plan	Public	STUDENT RECORDS	HTML	Excel	XML	Schedule	Lookup References	

CUNYFIRST PERMISSIONS

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

With a student's EMPL ID number in hand, navigate to the "Campus Solutions" section of CUNYfirst, "Student Records" --> Class Permissions --> Class Permissions.[1]

1. Here, first search for the class. You'll need to provide at least the following:
    o JJC01 in "Academic Institution" for John Jay
    o Choose "Term" (e.g., 1159 for the Fall 2015 semester). Decoded, 1159 =
        ▪ **1** = 2**1**st century;
        ▪ **15** = 20**15**;
        ▪ **9** = September/Fall;
        ▪ Similarly, **1156** = June/Summer 2015; and **1212 =** Feb/Spring 2021
    o The course prefix (CRJ, ICJ, PAD, etc.) in "Subject Area"
    o The course number in "Catalog Nbr"
    o You can select "Undergraduate" under "Academic Career," but the info to this point should suffice to identify the course.'
    o Click Search

Example:

2. Once you see the desired course, navigate to the proper SECTION by using side arrows at the top or by clicking "View All" (see red circle on next page).

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

Closed Class – if checked, gives permission for that student to be "overtallied" into the course.
Requisites Not Met – if checked, gives permission to waive that student's pre-requisites for the course.
Consent Required – if checked, gives general permission for a student to take course (e.g., for those requiring permission of instructor).

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[1] NOTE: On the Class Permissions page, you can add it to your favorites by clicking "Add to Favorites" in the upper-right corner.

Career Restriction – if checked, gives permission for a graduate student to take an undergraduate course or for an undergraduate student to take a graduate course.
Permission Time Period -- a very technical issue related to Cf. We ask that you **do not check this box** as there are problems with this specific permission.

Check the permissions you want the student to have. The most common ones to leave checked are "Closed Class" to grant an **overtally**, "Requisites Not Met" to **override a prerequisite** or co-requisite, or "Consent Required" to give **instructor or department approval**.

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

3. Once on the desired section and you have the permissions you want to grant, add the student's EMPL id in the row at bottom. (If you need an empty row, click the + sign to add a row). If you don't have the student's EMPL, click the magnifying glass to search by name.

4. Change the expiration date on the permission screen. It will default to the third week of the semester. If you don't change it, then students will be able to add the class even after the official add/drop period has ended.

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

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

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

After you hit save, the system will ask you if you want to apply this permission to all sections of the course. You might want to select this for a pre-requisite waiver, but perhaps not for overtally.

Some Things to Keep in Mind
- Giving a student permission to register is **not** the same as registering the student for the class. Once permission is granted through the above procedure, the student must still register for the class on her own through CUNYfirst. Chairs cannot register students for classes.
- Once permissions are used by students to register, they are *used up*. That is, if a student uses permission to register for a class, for example, then drops that class (or is dropped from it because of non-payment), then wants to re-register, that student will need to be given permission as if registering for the first time.

If you have any questions contact Kathy Killoran at kkilloran@jjay.cuny.edu.

Back to Curriculum, Scheduling, Student Requests

Appendix D: Adjunct Hiring Flow Chart

A. When hiring a *new* adjunct, the department…

- Identifies the new adjunct to be hired and sends an email with the adjunct's name and CV to the Academic Operations Office (AOO) at newparttimehires@jjay.cuny.edu.
- Shares syllabus template and guide, sample course syllabi, and faculty handbook with new adjunct.
- Upon request by Academic Operations (see **B** below) submits an eHRAF for the adjunct.
- Once cleared by HR, asks registrar to add adjunct to schedule in CUNYFirst (see **D** below).
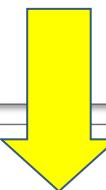
B. Academic Operations Office (AOO) …

- Issues the initial appointment letter to the adjunct, copying the department contact.
- Once the adjunct returns the letter, AOO connects them to HR for on-boarding, notifies the department to generate the eHRAF, requests that the adjunct be added to the instructor table, and creates a digital personnel folder for the adjunct.

C. Adjunct must complete all HR paperwork to be cleared

- Assuming no problems with multiple position compliance or work eligibility – HR provides clearance to work, requests JJC email address and EMPL ID for new adjunct.
- Adjunct must *claim* their CUNY First account and JJC email address.
- Adjunct can get a John Jay ID from Public Safety in person in L2.65 NB.
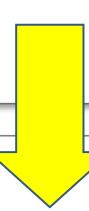
D. AFTER cleared by HR: Department should …

- Ask the Registrar to add adjunct to the schedule (schedule@jjay.cuny.edu). Might take 24 hours for system to refresh and adjunct to be added.

E. Brightspace Access:

- Approximately 24-48 hours *after* the adjunct claims their CUNY First account **and** the Registrar adds them to the schedule and they appear in CUNY First – they should gain Brightspace access to their class(es).
- Once in Brightspace, faculty can participate in training (*Brightspace Resource for Instructors; Effective Online Teaching.* Questions to: LMS.faculty@jjay.cuny.edu.

Back to Adjunct Hiring and Reappointment

Appendix E: SimplyVoting Ballots for P&B Votes and Elections

Department, program and College voting/elections are held electronically through *SimplyVoting*. Chairs and graduate program directors have administrative privileges to set up voting ballots in their depts or programs.

Election manager sign-in page: https://www1.simplyvoting.com/manage/index-step2.php?_account=johnjay

The most helpful information on how to create ballots for votes and elections is supplied by *SimplyVoting* in their Election Manger Guide, found here with FAQs: https://help.simplyvoting.com/docs/election-manager

If you prefer NOT to create your own ballots, you can contact voting@jjay.cuny.edu to request they set up your ballots. You must inform them of the names of eligible voters (including emails), the actions you will vote on, and the date/time you plan to hold your vote/election.

Tips/recommendations for creating ballots for your P&B voting and/or elections:

Setting up the voting/election ballots in advance:

- You will need to input the "electors" – all eligible voters that can participate and vote in your election. You can add them manually, but it may be more efficient to import the list in a .csv file. (This can be done by inputting the information in excel – but saving that file as .csv instead of as .xls.) This is something to be done *in advance* of your election. You can correct elector info after a ballot is finalized.
- The elector file needs only to include these 4 columns of faculty voter information: member ID (this is the faculty member's JJ email address); first name; last name; and JJ email address (again).
- For your P&B, this will include only 5 individuals. For your department or program elections, it would include all of the eligible voters in your department/program. (Maribel Perez sends department Chairs the list of eligible voters each spring before Chair/P&B elections.)

Making the ballots:

- If you do create the ballots yourself, you can troubleshoot relatively quickly during a voting session if challenges arise. You also have the ability to end the election "early" and get the results once everyone has voted. You can keep refreshing the electors page to see who has/has not voted to help make that determination. You can also get an updated total from the election information page.
- Set the election start/end day and time wide enough that you will not risk it ending before voting is done. Remember that voters MUST BE PRESENT (in person or virtually) during voting in order to vote.
- Create ballots for each vote/election to be conducted. (For elections that could require multiple ballots – like a contested P&B election – consider making multiple ballots/clones to account for any need to repeat the election and number them consecutively (e.g., P&B-1; P&B-2, etc.).
- Managing questions: Type of voting is generally going to be Plurality.
- Managing question options: Identify what the voting options will be on a ballot. For personnel actions, options will be: Yes, No, Abstain. (For "Allow Voters to Abstain", choose "Yes and list Abstain as an option".)
- For a P&B election, options would be names of candidates for P&B that you add manually, with electors able to select up to 4 options (since #5 is Chair), or Abstain. You can include a Write-in option.
- Be sure to "Proof" your ballot to ensure it looks the way it should.
- It is a good idea to send email blasts to your electors around the time of the election. This will send them the *SimplyVoting* link to the ballots for your election/voting.
- When the election ends, to get the official results, **View** the election, go to **Results** and click the download **Certified Results PDF** button. You would submit these official results.

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Appendix F: Full Time Faculty Search and Hiring Process (Fall 2025)

Please refer to the current year's search and hiring process document, which will include detailed search procedure instructions, an overview of the search process, best practices recommendations and sample search materials to facilitate your planning/process. The document will be posted online:
https://new.jjay.cuny.edu/faculty-hiring-resources

In addition, forms and information will be posted for arranging and paying for campus visits for candidates:
https://new.jjay.cuny.edu/faculty-hiring-resources

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