

# HUNTER

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MIHI CURA FUTURI

The Care of the Future is Mine

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**2020 - 2021**

## **Department Chairperson Handbook**

An electronic version of this document is available at <http://www.hunter.cuny.edu/provost>

## Hunter College Mission Statement

Hunter College of the City University of New York, a distinguished public university, values learning in the liberal arts and sciences as a cornerstone of individual development and a vital foundation for a more just and inclusive society. Continuing our long tradition of expanding opportunity, we seek students from all backgrounds to engage in a rigorous educational experience that prepares them to become leaders and innovators in their communities and in the world. Hunter also contributes to intellectual discourse by supporting excellent scholarship and creative activity by its accomplished faculty.

Hunter undergraduate, graduate, and professional curricula challenge students to think critically - to approach problems from multiple perspectives, distinguish the questions each raises, and recognize the kinds of evidence each values. The College's academic programs stress the significance of human diversity, emphasize research and artistic creation, and invite students to extend their education beyond campus. We cultivate the qualities our graduates need to thrive in their chosen careers and make a difference as active citizens.

We embrace our setting at the heart of New York City—we seek to draw on its energy, capitalize on its remarkable resources, weave it into the fabric of our teaching, research, and creative expression, and give back to it through our service and citizenship.

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**Hunter College Strategic Plan Academic Years 2012-2020:**

<http://www.hunter.cuny.edu/senate/repository/files/resolutions/final-sspc-strategic-plan-2012-2020.pdf>

## Overview

The chairperson of an academic department oversees all matters relating to academic programs, personnel, and budget within the department. The chairperson is the official representative of his or her department on the College P & B (FP&B). Finally, the chair is often called upon to act as the public face of the department.

In addition to the specific responsibilities that will be discussed in the following sections, the chairperson of an academic department should always be working to develop and maintain the overall well-being of her or his department. Such efforts include, but are not limited to:

- Mentoring of faculty. While this is usually focused on junior faculty, it is important to remember that all faculty should be encouraged and supported in opportunities for professional growth. The Dean and Associate Provost for Faculty Affairs will support you in this area.
- Considering the longer-term personnel needs of the department i.e. developing a pipeline of leadership and departmental administrative positions.
- Considering changes in the field and their impact on the curricula of the department. Planning for innovation through new courses or programs, and anticipating what new resources or new lines might be involved.
- Encouraging all faculty to participate in the department's work.

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 (see Schedule for Department Elections). 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 which the Chair will be absent.

Election is held by secret ballot by a majority of eligible voters. Eligible voter include the following: full-time Professors, Associate Professors, Assistant Professors who have tenure or have been reappointed for the following year, and Lecturers who have a Certificate of Continuous Appointment (CCE). Faculty who have submitted a resignation, untenured faculty who have not been reappointed for the following year, and Lecturers without CCCE may not vote. Faculty who have filed for retirement may vote during their last year of service, but not while on Travia leave. Faculty must be present at the meeting to vote.

In addition to electing a chair, the faculty in academic departments elects four professorial faculty who, along with the chair, compose the departmental Personnel and Budget Committee (department P&B). While some actions may be taken by the chair at her or his discretion, certain actions of the department require by a vote of the Department P &B. All such actions must be recorded in minutes. Most actions require in-person attendance among the critical responsibilities of the Department P &B are recommendations with respect to tenure and promotion.

The chair of a department and three of the four members of the department P & B must be tenured. One member of the P& B may be tenured or not. A candidate for tenure or promotion may not vote on their own case. Typically the only time that a matter of tenure becomes an issue is when the P & B is voting on cases of promotion; a member without tenure may not vote on cases of promotion to Professor.

(See CUNY Requirements for Department Personnel and Budget Committee and Department Elections in Appendix for more details).

Who Does What:

The following actions require a vote of the faculty (where the “faculty” is all full-time instructional staff):

- Electing a new (or acting) chair
- Electing members of the P&B
- Electing representatives to the Senate

The following actions require a vote of the departmental P&B:

- Appointing and reappointing all members of the faculty, full time and three-year adjuncts
- Multiple Position Forms
- All applications for faculty for leave of any kind

The following require the approval of the department chair. Some of these require a physical signature, others are approved on-line:

- All Personal Action Forms (PAFs) including new hires and reappointments for all full and part-time teaching staff.
- Multiple Position Forms
- All applications by faculty for leave of any kind
- Absence Report Form
- Change of Grade forms (instructor must also sign)

The following are the minimum tasks by a faculty member (as determined by the PSC-CUNY contract). Much more is required for tenure and promotion;

- Teach (including holding office hours)
- Submit Certificate of Attendance Rosters
- Submit grades
- Submit a Multiple Position Form (full-time faculty only)
- Attend faculty meetings

## Workplace and Related Policies

### **CUNY Workplace Violence Prevention Policy**

Hunter is committed to promoting a safe and secure environment for all campus community members. All members of the community are expected to maintain a working and learning environment free from violence, threats of violence, and intimidation. In addition, employees must complete the CUNY Workplace Violence Prevention training on Blackboard on an annual basis. As Department Chairs it is important that you set the example for your staff by completing this training. We would also ask that you please remind the faculty and administration under your Department of their obligation to complete this training. If individuals in your Department do not have access to internet, in person training is available upon request to Human Resources.

For more information please see the following webpage:

<http://www.hunter.cuny.edu/diversityandcompliance/workplace-violence>

### **CUNY Sexual Misconduct Policy and Title IX**

CUNY has a Sexual Misconduct Policy that complies with the requirements of federal state and city law. Due to the Education Department releasing new Federal Title IX Regulations at the end of the Spring semester, our current policies and procedures will change as of August 14, 2020. These new regulations will alter the way in which we investigate allegations, and will lead to a bifurcated complaint, investigative and hearing process under the CUNY Sexual Misconduct Policy and our obligations under Title IX Regulations. Upon approval of the new policy, a copy will be sent to all Department Chairs and will be accessible on the Diversity and Compliance website:

<http://www.hunter.cuny.edu/diversityandcompliance/title-ix>

It is important to note the CUNY designates certain individuals as Responsible Employees who must report any incident brought to their attention, to the Title IX Coordinator. This means that as Department Chair, if an incident comes to your attention you are not to judge, evaluate or investigate the incident yourself or internally within a Department, but you must inform the Title IX Coordinator who will make the decision on how to proceed. If you have any questions or unsure of what to report, it is best practice to speak with the Title IX Coordinator to get guidance. If a student or staff reports incidents of sexual misconduct to you it is important that you inform them you are not a confidential resource and will have to disclose the allegations.

If you feel a student or employee's safety is at risk you can contact Public Safety.

In addition, under NY State Law all employees must complete annual Sexual Harassment training. CUNY has developed E-SPARC which is a sexual misconduct training housed on Blackboard which needs to be completed annually by employees. As Department Chair it is important that you set the

example for your staff by completing this training. We would also ask that you please remind the faculty and administration under your Department of their obligation to complete this training. If individuals in your Department do not have access to internet, in person training is available upon request to the Title IX Coordinator.

Please see the following webpages for more information:

- <http://www.hunter.cuny.edu/diversityandcompliance/title-ix>
- <http://www.hunter.cuny.edu/diversityandcompliance/repository/files/title-ix-team-contact.pdf>

## **CUNY Non-Discrimination Policy**

CUNY Policies continue to prohibit discrimination based on race, color, creed, national origin, ethnicity, ancestry, religion, age, sex (including pregnancy, childbirth and related conditions), sexual orientation, gender, gender identity, marital status, partnership status, disability, genetic information, alienage, citizenship, military or veteran status, status as a victim of domestic violence/stalking/sex offenses, unemployment status, or any other legally prohibited basis in accordance with federal, state and city laws.

Hunter will also provide reasonable accommodations when appropriate to individuals with disabilities, individuals observing religious practices, employees who have pregnancy or childbirth-related medical conditions, or employees who are victims of domestic violence/stalking/sex offenses. It is discouraged for faculty to inquire into a students or colleague's medical information. If a student is requesting accommodations, you may direct them to the Office of AccesAbility. If an employee within your Department needs reasonable accommodations please direct them to Human Resources.

In addition, the American with Disabilities Act, Section 504 and Individuals with Disabilities Education Act, protect individuals from being discriminated against and denied opportunities based on their disabilities.

In addition, please make sure the faculty within your Department are aware that reasonable accommodations should be made to students for religious reasons (e.g. rescheduling an exam on a Saturday where they are practicing Sabbath). If you have questions about this you may contact the Chief Student Affairs Officer or the Dean for Diversity and Compliance.

If there are allegations of discrimination brought to your attention, as a Department Chair, you should report those to the Office of Diversity and Compliance for review and possible investigation.

Please see the following webpages for more information:

- <http://www.hunter.cuny.edu/diversityandcompliance/non-discrimination-policies>
- <http://www.hunter.cuny.edu/access/faculty-staff/reasonable-accommodations-guide>
- <https://www.cuny.edu/about/administration/offices/hr/recruitment-diversity/>



## **Helpful Contact Information**

### **Office for Diversity and Compliance**

**John T. Rose**, Dean for Diversity and Compliance and Title IX Coordinator

[John.rose@hunter.cuny.edu](mailto:John.rose@hunter.cuny.edu) (212) 650-3262

**Laura Nelson**, Deputy Director of Diversity and Title IX Compliance

[Lne@hunter.cuny.edu](mailto:Lne@hunter.cuny.edu) (212) 396-6662

### **Public Safety**

**Joseph Foelsch**, Director of Public Safety [Jf1128@Hunter.cuny.edu](mailto:Jf1128@Hunter.cuny.edu)

Main number: (212) 772-4444

### **Human Resources**

**Galia Galansky**, Executive Director [gg403@hunter.cuny.edu](mailto:gg403@hunter.cuny.edu)

**Michelle Blackman**, Director of Employee Relations [mb653@hunter.cuny.edu](mailto:mb653@hunter.cuny.edu)

### **Legal Affairs**

**Carol Robles-Roman**, General Counsel

**Suzanne Piper**, Deputy General Counsel

Main number: 212 772-4220

## **Additional Resources**

- Resource Guide: [http://www.hunter.cuny.edu/diversityandcompliance/repository/files/Title-IX-Resource-Guide%20\\_new.pdf](http://www.hunter.cuny.edu/diversityandcompliance/repository/files/Title-IX-Resource-Guide%20_new.pdf)
- Coordinating with outside entities for placements when sexual misconduct issue: <http://www.hunter.cuny.edu/diversityandcompliance/repository/files/Hunters%20Procedure%20for%20Coordinating%20with%20Outside%20Entities%20on%20Sexual%20Misconduct%20Complaints.pdf>
- Online Complaint form: <https://ww3.hunter.cuny.edu/diversityandcompliance/view.php?id=12101>
- Compliance Trainings: <https://www.cuny.edu/about/administration/offices/hr/professional-development-learning-management/compliance-trainings/>
- Microaggression at work: <https://www.businessinsider.com/what-to-say-microaggression-against-your-colleague-at-work-2020-6>
- Collegiality amongst Faculty: <https://www.academicbriefing.com/human-resources/collegiality/promote-collegiality/>
- CUNY Learning and Development programs: <https://www.cuny.edu/about/administration/offices/hr/professional-development-learning-management/>

## **CHAPTER 1: Faculty Personnel & Budget (FP&B)**

Department Chairs (2020 - 2021)

Department Chair Calendar

FP&B Schedule (2020 - 2021)

CUNY Requirements for FP&B & Departmental Elections Memo

Department Elections Schedule

Appointments without Tenure Calendar and Procedures

Tenure and Promotion Schedule

Tenure and Promotion Procedures

Process for Promoting CCE Faculty to Tenure-track Professorial Lines

Faculty/Department/Human Resources Office Files

## Hunter College Department Chairs 2020 - 2021

<b>Department</b>	<b>Chair</b>	<b>Email</b>
Africana & Puerto Rican/Latino Studies	Anthony Browne	<a href="mailto:apbrowne@hunter.cuny.edu">apbrowne@hunter.cuny.edu</a>
Anthropology	Leo Coleman	<a href="mailto:lc1049@hunter.cuny.edu">lc1049@hunter.cuny.edu</a>
Art & Art History	Hendrik Dey	<a href="mailto:hdey@hunter.cuny.edu">hdey@hunter.cuny.edu</a>
Biological Sciences	Ben Ortiz	<a href="mailto:ortiz@genectr.hunter.cuny.edu">ortiz@genectr.hunter.cuny.edu</a>
Chemistry	Akira Kawamura	<a href="mailto:akira.kawamura@hunter.cuny.edu">akira.kawamura@hunter.cuny.edu</a>
Classical & Oriental Studies	David Petrain	<a href="mailto:David.Petrain@hunter.cuny.edu">David.Petrain@hunter.cuny.edu</a>
Computer Science	William Sakas	<a href="mailto:wsakas@hunter.cuny.edu">wsakas@hunter.cuny.edu</a>
Curriculum & Teaching	Terrie Epstein	<a href="mailto:tepstein@hunter.cuny.edu">tepstein@hunter.cuny.edu</a>
Dance	Carol K. Walker	<a href="mailto:cw1517@hunter.cuny.edu">cw1517@hunter.cuny.edu</a>
Economics	Partha Deb	<a href="mailto:partha.deb@hunter.cuny.edu">partha.deb@hunter.cuny.edu</a>
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Special Education	Bonnie Keilty	<a href="mailto:bkeilty@hunter.cuny.edu">bkeilty@hunter.cuny.edu</a>
Speech-Language Pathology & Audiology	Michelle MacRoy-Higgins	<a href="mailto:mmacroy@hunter.cuny.edu">mmacroy@hunter.cuny.edu</a>
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Urban Policy & Planning	Joseph Viteritti	<a href="mailto:joseph.viteritti@hunter.cuny.edu">joseph.viteritti@hunter.cuny.edu</a>
Urban Public Health	Khursheed Navder	<a href="mailto:knavder@hunter.cuny.edu">knavder@hunter.cuny.edu</a>
Women & Gender Studies	Catherine Raissiguier	<a href="mailto:catherine.raissiguier@hunter.cuny.edu">catherine.raissiguier@hunter.cuny.edu</a>

## 2020 - 2021 Faculty Personnel and Budget (FP&B) Schedule

Tuesdays, 2:00 pm – 4:00 pm

Fall 2020	
September 1	
September 8	Appointments Effective 8/25/2020
September 15	Discussion & Approval of Subcommittee Appointments
September 22	Approval of Appointments to 3 <sup>rd</sup> Year Effective 8/25/2021 Vote on Appointments to 4 <sup>th</sup> Year Effective 8/25/2021
September 29	
October 6	
October 13	Vote on Appointments to 5 <sup>th</sup> Year Effective 8/25/2021 Vote on Appointments to 6 <sup>th</sup> Year Effective 8/25/2021
October 20	Vote on Appointments to 7 <sup>th</sup> Year Effective 8/25/2021 Appeals Subcommittee Report to FP&B
October 27	Vote on Scholar Incentive Awards Effective 1/29/2021 Vote on Professional Reassignment Effective 1/29/2021
November 3	Final Vote on Tenure, CCE, and concurrent Tenure/Promotion
November 10	Final Vote on Tenure, CCE, and concurrent Tenure/Promotion
November 17	Final Vote on Tenure, CCE, and concurrent Tenure/Promotion
November 24	Final Vote on Tenure, CCE, and concurrent Tenure/Promotion
December 1	If necessary
Spring 2021 (Tentative)	
February 2	Appointments Effective 1/29/2021

February 16	Department Election Schedule Approval of Appointments to 1 <sup>st</sup> and 2 <sup>nd</sup> Years Effective 8/25/2021
March 2	Vote on Fellowship Leaves Effective 8/25/2021 or Spring 2022
March 16	Final Vote on Promotions
April 13	Final Vote on Promotions Distinguished Lecturer & Clinical Professor Reappointments
April 20	Final Vote on Promotions
April 27	Final Vote on Promotions (if necessary)
<p><i>Additional meetings may be scheduled as needed.</i> <i>Actual dates may vary.</i></p> <p><b>Please note that faculty materials must be submitted onto Interfolio by the deadlines indicated in the Appointment without Tenure Memo in order for items to appear on the agenda for action by the FP&amp;B.</b></p>	
<p>Revised 8/10/2020</p>	

# CUNY Requirements for Department Personnel and Budget Committee and Department Election

*The City University of New York*  
*Office of the General Counsel and Vice Chancellor for Legal Affairs*  
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*\*Associate General Counsel*

## PERSONNEL ADVISORY MEMORANDUM

November 1, 2004

To: College Presidents

From: Frederick P. Schaffer 

Re: Personnel and Budget Committee Proceedings and Departmental Elections

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The purpose of this memorandum is to set forth (1) the most significant requirements concerning Personnel and Budget Committee ("P&B") proceedings, and (2) the procedural requirements for departmental elections of chairpersons and P&B members. This memorandum also applies to colleges with department committees on appointments and promotions in lieu of the P&B committee.<sup>1</sup> These requirements emanate, for the most part, from Articles VIII and IX of the Bylaws of the Board of Trustees and may be modified in a college's Governance Plan that has been adopted by the Board of Trustees.<sup>2</sup>

### A. PERSONNEL AND BUDGET COMMITTEE PROCEEDINGS

The primary role of departmental P&B committees is to review the candidacies of faculty members for appointment, reappointment, promotion, and tenure.

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<sup>1</sup> Plan No. One, as described in Bylaw sections 9.1(e) and 9.8(a).

<sup>2</sup> See Bylaw sections 8.14 and 9.12.

1. **Voting Requirements**

A majority of the whole number of voting members of the P&B committee must be present, and a majority of the whole number of voting members must vote affirmatively to pass a positive recommendation of a departmental or college P&B committee (Bylaw sections 9.7(b) and 8.12).

Votes of P&B committees shall be by secret ballot (Bylaw sections 8.12 and 9.2).

In order to cast a vote, a faculty rank member must be physically present at the P&B committee meeting. There is no proxy or absentee voting permitted.

A P&B member who is on leave of absence or on sabbatical retains his/her voting rights in the department, unless the P&B member has otherwise agreed in advance of being granted the leave or sabbatical. As with all other faculty, he/she must be physically present to vote. A P&B member who has received notice of non-reappointment, submitted his/her resignation, or is on Travia (retirement) leave may not vote on the P&B.

A P&B member should not vote on matters in which he/she has a personal or pecuniary interest, e.g., his/her own promotion or the promotion of a spouse or domestic partner. If questions arise about whether a member has a pecuniary interest, the department chairperson should consult with the college's Labor Designee.

2. **Minutes**

In accordance with Bylaw sections 8.12 and 9.2, the minutes of P&B committee proceedings shall conform, insofar as practicable, to Robert's Rules of Order. The Board Resolution of June 5, 1967 concerning P&B procedures (known as the "Max-Kahn Memorandum") provides in relevant part:

Minutes. The minutes of a P&B Committee should conform to the canons set forth by Robert's Rules of Order, Revised: (page 248) "The secretary ... should keep a record of what was done and not what was said..." The action upon motions, and not the discussion which led to such actions, should be recorded, unless the P&B should order, by a majority vote, that the discussion be recorded. It is the duty of the Chairman of the P&B Committee to rule out of order random and irrelevant discussions of the candidate's merits, and to keep the discussions to the consideration of objective and relevant data, insofar as this is practicable. Voting should be by secret ballot. The minutes should be submitted for approval at the next succeeding meeting.



The minutes should generally contain the following:

- a) the name of the committee;
- b) the date, time, and place of the meeting;
- c) the names of those present at the meeting in the following categories: voting members and non-voting members;
- d) the fact that the regular chairperson and secretary were present or, in their absence, the names of the persons who substituted for them;
- e) whether the minutes of the previous meeting were read and approved (as read, or as corrected), together with the date of the previous meeting;
- f) the body of the minutes should indicate the action on each candidate and the number of those voting on each side and those voting to abstain or "present," but should not indicate the substance of the discussion of the candidate's merits. For the purposes of determining if a quorum is present, the minutes should indicate the names of all committee members present for each vote. This may be done by indicating those present at the beginning of the meeting and their arrivals and departures as they occur;
- g) the minutes should be signed by the secretary of the committee (who shall be a member of the committee), and may also be signed by the chairperson of the committee.

**3. Confidentiality of P&B Proceedings**

Within the University setting, discussions of candidates at P&B meetings are to be kept confidential. It is Board policy that it is professional misconduct for a member of a P&B committee to disclose the substance or even the nature of the discussion at a P&B meeting (Max-Kahn Memorandum). The vote counts are also confidential and should not be disclosed. In view of Board emphasis on the confidentiality of P&B proceedings for the purpose of obtaining the candid opinion of other professionals in the field on their colleagues, as well as the frank exchange of the views of the members of the committee, the deliberations of the committees should not be disclosed to non-members, including other members of the department and the candidate.

Since it is Board policy to maintain the confidentiality of P&B proceedings, this confidentiality should be respected throughout any grievance process arising from a P&B action, such as a non-reappointment. Thus, the College and all members of the P&B committee should take care throughout the grievance process, including arbitration, not to reveal the substance of any of the P&B's discussions at its meetings.

The confidentiality of P&B proceedings is not absolute, however. In cases that result in litigation, such as a claim of discrimination made by a faculty member, the actions of the P&B committee may come under scrutiny, and a court may require that the substance of a P&B committee's deliberations be revealed. In such cases, the University, in conjunction with either the Attorney General's Office or the Corporation Counsel's Office, takes steps to limit disclosure of the P&B committee's deliberations by measures such as a confidentiality stipulation binding on all parties.

#### 4. Materials That May Be Considered by P&B Committees

In order to satisfy concerns of procedural fairness, the P&B committees should generally consider only those documents and other materials that are a part of the candidate's personnel files. While the particular details of what is included in a faculty member's personnel files may vary from college to college, and department to department, the PSC/CUNY collective bargaining agreement (the "Agreement") provides certain parameters.

In accordance with Article 19 of the Agreement, there are two personnel files for each employee — the "personal file," and the "administration file." Both of these must be available to the P&B committee during its consideration of candidates.

Article 19.2 of the Agreement governs the personal file, which is available for examination by the employee at his or her request. That same provision enumerates a non-exhaustive list of the types of the materials to be included in the personal file, including annual evaluations, teaching observation reports, and personnel records generated by the college. The personal file will also contain copies of publications or other scholarly work submitted by the employee for consideration by the P&B. Sometimes the personal file will include one or more containers of books and other scholarly work. **No materials may be placed in the employee's personal personnel file until he/she has been given the opportunity to read the contents of such material and attach any comments he/she wishes.** Employees are strongly encouraged to examine their personal files each academic year. If an employee has questions about the presence of an item in his/her personal file, he/she should immediately contact the college Labor Designee.

Article 19.3 of the Agreement governs the administration file, and provides that it "shall contain only such materials requested by the unit of The City University or supplied by the employee in connection with the employee's employment, promotion or tenure." The Agreement further provides that the administration file "shall be available only to the committee and individuals responsible for the review and recommendation of the employee with respect to appointment, reappointment, promotion or tenure" — that is, the administration file shall *not* be available for review by the employee. The administration file generally contains such materials as confidential outside letters of recommendation sought by the department in connection with an employee's candidacy for appointment, reappointment with tenure, and promotion, as well as the chairperson's report. Not making such material available to the employee ensures outside evaluators' candor in their assessment of the employee's record.

Generally speaking, the P&B committee should not consider any materials outside of those contained in the employee's personal and administration files, as described above. If any member of the P&B committee becomes aware of any extraneous information or materials, such as a complaint about an employee not contained in the personnel file, he or she should immediately bring the matter to the attention of the department chairperson, who should contact the college's Labor Designee. The General Counsel's office is also available for consultation in connection with any such matter.

**5. Communicating the P&B Committee's Action to the Candidate**

Under Bylaw section 9.2, the action of a departmental P&B committee shall be communicated to the candidate by the department chairperson, and under Bylaw section 8.12, the action of the college P&B committee shall be communicated to the candidate by the President or his/her designee. In neither case should any reason be given for a negative recommendation. Although the Bylaws do not so require, it is preferable that the committees' action be communicated to the candidate *in writing* so that there is a written record of each committee's actions.

While the result of the committee's vote must be communicated to the candidate, the vote count itself should never be disclosed, either to the candidate or to others.

**6. Conveying the P&B Committee's Recommendations**

The affirmative recommendations of the departmental P&B committee are made to the college-wide P&B committee by the department chairperson, after consultation with the President, as to appointments, reappointments, and reappointments with tenure (Bylaw sections 9.7 and 9.8). Under Bylaw section 9.8 (Plan No. Two), no final action of a departmental committee with regard to promotions shall be taken without consultation with the President. Under Bylaw sections 9.7 and 9.8, a minority of the departmental P&B committee may submit a minority recommendation to the college-wide P&B committee. There is no provision for the submission of a majority report. The recommendations of the college P&B committee are submitted to the President (Bylaw section 8.12).

**B. DEPARTMENT ELECTIONS OF CHAIRPERSONS AND P&B MEMBERS**

**1. Eligibility to Vote**

All members of the instructional staff who have faculty rank<sup>3</sup> as of the date of the election are eligible to vote for department chairpersons and department P&B committee members. All persons who are employed full-time on an annual salary basis in titles on the permanent instructional staff, except college laboratory technicians, have faculty rank. Generally, those with faculty rank are in tenure-bearing lines in the titles of professor, associate professor, and assistant professor. At some colleges with nursing programs, there are also faculty in the tenure-bearing title of instructor (nursing science), who also have faculty rank.

In order to cast a vote, a faculty rank member must be physically present at the P&B committee meeting. There is no proxy or absentee voting permitted.

Instructional staff with faculty status<sup>4</sup> do not have the right to vote in departmental elections. This means professors, associate professors, and assistant professors are generally the only ones entitled to vote. Thus, instructors, lecturers, college laboratory technicians, higher education officer (HEO) series employees, substitutes, and visiting titles are not eligible to vote

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<sup>3</sup> Bylaw section 8.1 ("Definition of Faculty Rank") provides:

The presidents, vice presidents, deans, associate and assistant deans, the business managers and all persons who are employed full-time on an annual salary basis in titles on the permanent instructional staff, except college laboratory technicians, shall have faculty rank. All persons having faculty rank shall have the right to vote both in the faculty of which they are members and in their respective departments provided, however, that they have not received notice of non-reappointment, or submitted a resignation. A person with faculty rank who is retiring shall retain his/her voting rights during his/her last year of service....

<sup>4</sup> Bylaw section 8.2 ("Definition of Faculty Status") provides:

Persons employed in the titles of instructor or lecturer (full-time) who have been reappointed on an annual salary basis for a third or later year of continuous full-time service shall have faculty status. All persons having faculty status shall have such voting rights as they are entitled, provided, however, that they have not received notice of non-reappointment, or submitted a resignation. A person with faculty status who is retiring shall retain his/her voting rights during his/her last year of service.

in elections for department chairpersons or department P&B committee members. Even certificated lecturers are not entitled to vote, unless your college has a bylaw waiver or a governance plan provision so providing.

Faculty members who are on leave of absence or on sabbatical retain their voting rights in their department elections. As with all other faculty, they must be physically present to vote. A faculty member who has submitted notification of retirement shall be eligible to vote prior to beginning Travia (retirement) leave.

Individuals in the following titles or with the following status are not eligible to vote:

- a faculty rank member (professorial title) who has received notice of non-reappointment;
- a faculty rank member (professorial title) who has submitted a resignation;
- a faculty rank member who is on Travia (retirement) leave (although such faculty member does retain the right to vote during the last year of actual service, prior to commencing the Travia leave);
- a college president, vice-president, dean, associate dean, or assistant dean (Executive Compensation Plan employees are disenfranchised by Section F.3 of the Terms and Conditions of Employment for the Executive Compensation Plan, which also states they shall not be figured in the calculation of the number of votes required to be elected).

**2. Determination of Number of Votes Needed to be Elected  
As Department Chairperson or Member of the Department P&B Committee**

Elections of department chairpersons or members of department P&B committees are determined by a majority vote of all faculty rank members in the department. This means an affirmative vote of a majority of the whole number of faculty rank members, regardless of leaves of absence or abstentions. A majority is measured by one more than half of all department members holding faculty rank who are eligible to vote. However, faculty rank members who are in the Executive Compensation Plan should not be counted.

Voting should continue until someone is elected. If necessary, the elections meetings should be adjourned and continued at a subsequent date or time. Tie votes are resolved by action of the College President (Bylaw section 9.9).

Voting is conducted by secret ballot (Bylaw section 9.2).

Departmental elections are held during the first full week of May, and the winners take office on July 1<sup>st</sup>. The term of office is three years, and the elections should be on a staggered schedule over the three years. (Bylaw section 9.1(b).)

3. **Eligibility to Serve as Chairperson**

In order to be eligible to serve as department chairperson, one must be a tenured professor, associate professor, or assistant professor, except in departments less than seven years old. It is acceptable if the chairperson has been approved by the Board of Trustees for tenure effective the following September 1. (Bylaw section 9.1(b).)

4. **Eligibility to Serve as a Member of the Department Personnel and Budget Committee**

The department P&B committee is composed of five members, including the department chairperson. All five members, including the chairperson, must have faculty rank, if possible. Four of the members must be tenured, unless there are fewer than four tenured faculty members in the department. It is acceptable if the candidate has been approved by the Board of Trustees for faculty rank or tenure effective the following September 1. Therefore, all five members must have faculty rank, and four of the five must be tenured, unless there are insufficient numbers in the department. (Bylaw section 9.1(e).)

If the department has fewer than five faculty members with faculty rank, then department members with faculty status may be elected to serve on the department P&B committee. If the department does not have five members with faculty rank or faculty status, then the principle of having five faculty members on the department P&B committee should still be fulfilled. The remaining members may be elected from instructors or lecturers without faculty status. However, even if faculty status members, or members without faculty rank or status, are elected to serve on the departmental P&B, they are *not* eligible to vote in the elections. Only faculty rank members may vote in departmental elections. Eligibility to vote and eligibility to serve are different.

In the event that a department has fewer than four tenured faculty members, the college president, after consultation with the departmental faculty, shall appoint an ad hoc committee to make recommendations on tenure appointments in lieu of a departmental P&B committee (Bylaw section 9.1(e).)

If there are only five or fewer faculty rank members in a department or four or fewer tenured members, then those faculty rank and tenured members will automatically be placed on the P&B committee, but an election should still be held for the three-year term. If they do not receive a majority vote, they will serve anyway, but only until there are additional faculty rank or tenured members, in which case an election should be held for the remaining years of the term. This is consistent with the requirement that all five members have faculty rank and four have tenure, including the chairperson.

A faculty rank member who does not wish to serve is not required to serve on the department P&B committee, even if his or her failure to serve results in an insufficient number of faculty rank members to fill out the committee. The Bylaws provide for an election process, which implies that one must choose to run and serve. Since there is an element of voluntariness in this, a faculty rank member may not be required to serve. The declination to serve, however, should be in writing.

A department P&B committee member who takes a leave of absence or is on sabbatical leave may continue to serve as a member, unless the faculty member also takes a leave of absence from the committee. It would be advisable to ask department P&B members who apply for a leave of absence whether they intend to fulfill their duties on the department P&B committee while on a leave. If the college so desires, it may require as a condition of granting a permissible leave that the faculty member also agree to a leave of absence from committee membership, where it is reasonable to believe the faculty member will not be able to regularly attend P&B meetings (*e.g.*, out of town, illness, etc.). An interim member may then be elected.

Any member of a departmental P&B committee who receives notice of non-reappointment or who resigns loses his/her voting membership on the department P&B committee, and a new member should be elected as soon as possible to fill the unexpired portion of the term. Such faculty members, upon notification of non-reappointment or submission of a resignation, automatically lose their right to vote both in the faculty of which they are members and in their respective departments (Bylaw sections 8.1 and 8.2). Loss of voting rights in the department includes voting on departmental committees.

\* \* \*

If you have any additional questions, please feel free to contact this office or the Office of Faculty and Staff Relations.

cc: Chancellor's Cabinet  
Chief Academic Officers  
Chief Administrative Officers  
Chief Student Affairs Officers  
Legal Affairs Designees  
Labor Designees  
Personnel Directors

## Hunter College Department Chair & P&B Election Schedule

*Elections must be held during the first full week in May of the year indicated.  
New Department Chairperson takes office as of July 1<sup>st</sup>*

DIVISION	2022, 2025, 2028	2023, 2026, 2029	2021, 2024, 2027
School of Arts & Sciences	<ul style="list-style-type: none"> <li>• Chemistry</li> <li>• Computer Science</li> <li>• Dance</li> <li>• Economics</li> <li>• German</li> <li>• Medical Laboratory Sciences</li> <li>• Philosophy</li> <li>• Physics &amp; Astronomy</li> <li>• Sociology</li> <li>• Theatre</li> </ul>	<ul style="list-style-type: none"> <li>• Africana &amp; Puerto Rican/Latino Studies</li> <li>• Art &amp; Art History</li> <li>• Biological Sciences</li> <li>• Classical &amp; Oriental Studies</li> <li>• English</li> <li>• Film &amp; Media Studies</li> <li>• Mathematics &amp; Statistics</li> <li>• Political Science</li> <li>• Psychology</li> <li>• Urban Policy &amp; Planning</li> <li>• Women &amp; Gender Studies</li> </ul>	<ul style="list-style-type: none"> <li>• Anthropology</li> <li>• Geography</li> <li>• History</li> <li>• Music</li> <li>• Romance Languages</li> </ul>
School of Education	<ul style="list-style-type: none"> <li>• Curriculum &amp; Teaching</li> </ul>	<ul style="list-style-type: none"> <li>• Special Education</li> </ul>	<ul style="list-style-type: none"> <li>• Educational Foundations &amp; Counseling Programs</li> </ul>
	<ul style="list-style-type: none"> <li>*Library</li> <li>• Speech-Language Pathology &amp; Audiology</li> <li>• Urban Public Health</li> </ul>	<ul style="list-style-type: none"> <li>*School of Nursing</li> </ul>	<ul style="list-style-type: none"> <li>*School of Social Work</li> <li>• Physical Therapy</li> </ul>

\* P&B Election Only



## 2020 - 2021 FP&B Calendars for Appointments without Tenure

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This document provides the calendar and processes for reappointments for both five year and seven year clocks, including dates for review and action by the Hunter Faculty Personnel & Budget Committee (FP&B).

**NOTE: Every appointment requires a department vote every year.**

### TENTATIVE

#### FALL 2020

**September 22<sup>nd</sup>** – Approval of Appointments to **3<sup>rd</sup> Year**, Effective August 25, 2021

**Five Year (5) – Tenure/CCE Clock:** Lecturers, CLTs, Senior CLTs and Chief CLTs initially appointed 8/26/19 will be eligible to be appointed to their third year of service, effective 8/25/21. **This appointment requires the Departmental P&B vote.** The Divisional/School P&B votes only if the Departmental P&B votes not to recommend the candidate for reappointment and the candidate appeals.

**Seven Year (7) – Tenure Clock:** Faculty members initially appointed 8/26/19 will be eligible to be appointed to their third year of service, effective 8/25/21. **This appointment requires a Departmental P&B vote.** The Divisional/School P&B votes only if the Departmental P&B votes not to recommend the candidate for reappointment and the candidate appeals.

*Faculty should be notified within three (3) business days in writing of any negative decisions of the Department P&B and/or Divisional/School P&B votes. (Please see pages 8-9 for template letter notifications)*

By **SEPTEMBER 14, 2020**, please submit:

- All 3<sup>RD</sup> year candidate materials and department decisions required for reappointment must be uploaded and submitted on Interfolio by the Department Admin.
- All school/divisional decisions required for reappointment must be uploaded and submitted on Interfolio (if applicable)
- (Pending work location) - Two hard copies of all candidates' materials should also be delivered to the Office of the Provost E1701 with Appointment Letter (signed by Chair and Dean)

**September 22<sup>nd</sup>** – Vote on Appointment to **4<sup>th</sup> Year**, Effective August 25, 2021

**Five Year (5) – Tenure/CCE Clock:** Lecturers, CLTs, Senior CLTs and Chief CLTs initially appointed 8/24/18 will be eligible to be appointed to their fourth year of service, effective 8/25/21. **This appointment requires both Departmental and Divisional/School P&B votes.**

**Seven Year (7) – Tenure Clock:** Faculty members initially appointed 8/24/18 will be eligible to be appointed to their fourth year of service, effective 8/25/21. **This appointment requires a Departmental P&B vote.** The Divisional/School P&B votes only if the Departmental P&B votes not to recommend the candidate for reappointment and the candidate appeals

*Faculty should be notified within three (3) business days in writing of any negative decisions of the Department P&B and/or Divisional/School P&B votes. (Please see pages 9-10 for template letter notifications)*

By **September 16, 2020**, please submit:

- All 4<sup>TH</sup> year candidate materials and department decisions required for reappointment must be uploaded and submitted on Interfolio by the Department Admin.
- All school/divisional decisions required for reappointment must be uploaded and submitted on Interfolio (if applicable)
- (Pending work location) - Two hard copies of all candidates' materials should also be delivered to the Office of the Provost E1701 with Appointment Letter (signed by Chair and Dean)

**October 13<sup>th</sup>** – Vote on Appointments to **5<sup>th</sup> Year**, Effective August 25, 2021

**Five Year (5) – Tenure/CCE Clock:** Lecturers, CLTs, Senior CLTs and Chief CLTs initially appointed 8/24/17, will be eligible to be appointed to their fifth year of service, effective 8/25/21. **This appointment requires the Departmental P&B vote.** The Divisional/School P&B votes only if the Departmental P&B votes not to recommend the candidate for reappointment and the candidate appeals.

**Seven Year (7) – Tenure Clock:** Faculty members initially appointed 8/24/1 will be eligible to be appointed to their fifth year of service, effective 8/25/21. **This appointment requires both Departmental and Divisional/School P&B votes.**

*Faculty should be notified within three (3) business days in writing of any negative decisions of the Department P&B and/or Divisional/School P&B votes. (Please see pages 9-10 for template letter notifications)*

By **October 5, 2020**, please submit:

- All 5<sup>TH</sup> year candidate materials and department decisions required for reappointment must be uploaded and submitted on Interfolio by the Department Admin.
- All school/divisional decisions required for reappointment must be uploaded and submitted on Interfolio (if applicable)
- (Pending work location) - Two hard copies of all candidates' materials should also be delivered to the Office of the Provost E1701 with Appointment Letter (signed by Chair and Dean)

**October 13<sup>th</sup>** – Vote on Appointments to **6<sup>th</sup> Year**, Effective August 25, 2021

**Seven Year (7) – Tenure Clock**: Faculty members initially appointed 8/27/16 will be eligible to be appointed to their sixth year of service, effective 8/25/21. **This appointment requires the Departmental P&B vote.** The Divisional/School P&B votes only if the Departmental P&B votes not to recommend the candidate for reappointment and the candidate appeals.

*Faculty should be notified within three (3) business days in writing of any negative decisions of the Department P&B and/or Divisional/School P&B votes. (Please see pages 9-10 for template letter notifications)*

By **October 5, 2020**, please submit:

- All 6<sup>TH</sup> year candidate materials and department decisions required for reappointment must be uploaded and submitted on Interfolio by the Department Admin.
- All school/divisional decisions required for reappointment must be uploaded and submitted on Interfolio (if applicable)
- (pending work location) - Two hard copies of all candidates' materials should also be delivered to the Office of the Provost E1701 with Appointment Letter (signed by Chair and Dean)

**October 20<sup>th</sup>** – Vote on Appointments to **7<sup>th</sup> Year**, Effective August 25, 2021

**Seven Year (7) – Tenure Clock**: Faculty members initially appointed 8/27/15 will be eligible to be appointed to their seventh year of service, effective 8/25/21. **This appointment requires a Departmental P&B vote.** The Divisional/School P&B votes only if the Departmental P&B votes not to recommend the candidate for reappointment and the candidate appeals.

*Faculty should be notified within three (3) business days in writing of any negative decisions of the Department P&B and/or Divisional/School P&B votes. (Please see pages 9-10 for template letter notifications)*

By **October 12, 2020**, please submit:

- All 7<sup>TH</sup> year candidate materials and department decisions required for reappointment must be uploaded and submitted on Interfolio by the Department Admins
- All school/divisional decisions required for reappointment must be uploaded and submitted on Interfolio (if applicable)
- (Pending work location) - Two hard copies of all candidates' materials should also be delivered to the Office of the Provost E1701 with Appointment Letter (signed by Chair and Dean)

**Note:** For faculty who have been appointed to 7<sup>th</sup> Year – it's mandatory that tenure dossiers be sent out to external evaluators in Spring 2022.

## **SPRING 2021 (Tentative)**

### **February 16, 2021 – Vote on 1<sup>st</sup> and 2<sup>nd</sup> Year Appointments**

Faculty members in professorial titles eligible to be appointed to their first and second year of service effective 8/25/2021. **These appointments require a Department P&B Vote.**

By **FEBRUARY 8, 2021**, please submit:

- All 1<sup>st</sup> and 2<sup>nd</sup> year candidate materials and department P&B decisions required for reappointment must be uploaded and submitted on Interfolio.
- (Pending work location) - Two hard copies of all candidates' materials should also be delivered to the Office of the Provost E1701 with an appointment letter (signed by Chair and Dean)

### **April 13, 2021 – Vote on Distinguished Lecturer Reappointments & Clinical Professors**

Distinguished Lecturer and Clinical Professors eligible for reappointment, effective 8/26/2020. **These appointments require a Department P&B Vote.**

By **April 2, 2021**, please submit:

- All Distinguished Lecturer and Clinical Professor materials and department P&B decisions required for reappointment must be uploaded and submitted on Interfolio.
- (Pending work location) - Two hard copies of all candidates' materials should also be delivered to the Office of the Provost E1701 with an appointment letter (signed by Chair and Dean)

#### **Notes**

1. For untenured faculty who were granted a leave of absence that caused a break in service, their tenure clocks are reset to year one, but the deadline for reappointment is December 1<sup>st</sup>, unless there is an agreement for an individual faculty member that specifies otherwise.
2. Instructor titles are neither Tenure nor CCE positions; nevertheless, they come before FP&B for reappointment consideration.
3. Dates may vary.

## 2020 – 2021 Tenure and Promotion Schedule (**Tentative**)

### Hunter College Office of the Provost

<b>Calendars for Tenure, Promotion, and Certificate of Continuous Employment 2020 - 2021</b>	
<b>Candidates for Tenure, Concurrent Tenure and Promotion (all ranks), and CCE</b>	
Consideration by Department begins for candidates in the 6 <sup>th</sup> year (if on tenure-track) or 4 <sup>th</sup> year (if on CCE line). Interfolio cases should be open for candidates	March 6, 2020
Review packets sent to outside evaluators through Interfolio.	May 6, 2020
External letters of evaluation due.	August 27, 2020
Department recommendations due to School Deans with supporting materials move through Interfolio. Notification of candidates by Department Chair.	September 11, 2020
School recommendations to the President and Provost. Two hard copies of candidates' materials should be forwarded to the Provost Office and cases should be moved through Interfolio to the Provost Office review step.	September 29, 2020
President charges Tenure Appeals Subcommittee.	October 13, 2020
Appeals Subcommittee report to FP&B.	October 20, 2020
Vote by FP&B on tenure, concurrent tenure and promotion, and CCE.	November 3, 10, 17, 24, 2020
Candidates not recommended for tenure/reappointment must receive notification.	November 24, 2020
<b>Candidates for promotion only (not concurrent with tenure)</b>	
Nominations to Department P&B and requests for consideration due.	April 1, 2020
Preliminary review of credentials and notification by Department P&B. Promotion review packets sent to external evaluators.	May 1, 2020
External evaluator letters due.	November 3, 2020
Final Department P&B recommendations and supporting materials due to School Deans, and notification to all candidates. Division interviews scheduled at the request of candidate or P&B.	December 9, 2020
School recommendations to the President and Provost. Two copies of candidates' vitae with supporting materials on USB to Provost's Office.	February 10, 2021
All materials (including letters of recommendation) forwarded to Provost's Office for distribution via SharePoint.	February 17, 2021
Vote by FP&B on promotion candidates.	March 16, 30 & April 13, 20, 2021
<b>All promotions effective August 25, 2021; Tenure &amp; CCE effective September 1, 2021</b>	

***This TENTATIVE schedule is intended as a guide – some actual dates may vary.***

## 2020 - 2021 Tenure and Promotion Procedures (tentative)

Tenure is one of the most important decisions the College makes with regard to members of its instructional staff. In decisions regarding the granting of tenure, careful consideration must be given to the needs of the College, for both the near future and the long run, as well as to the qualifications of the individual candidate. Candidates for tenure are expected to demonstrate qualifications of superior merit.

The following procedures apply to candidates being considered for tenure and tenure with concurrent promotion (typically to Associate Professor). If a candidate is being considered for tenure with concurrent promotion, at each step of the process, separate votes will be held for tenure and promotion.

These procedures are meant to be a framework permitting flexibility within which the various decision-making processes related to tenure and promotions are to be made. It is assumed that at every stage in the process, decisions will be based upon an extensive review of all pertinent information, consultation with appropriate persons, and sufficient deliberation so as to arrive at a just and appropriate determination. Procedural items included in the CUNY Board of Trustees Bylaws, the Professional Staff Congress/CUNY Agreement and the Statement of the Board of Higher Education on Academic Personnel Practice in CUNY have not been reproduced. Dates included in this document are intended as a guide and may vary. This document will be updated to reflect date changes, should they occur.

### Consideration of Candidates by Department

Consideration by departments should begin by March 6, 2020. The Department Personnel and Budget Committee shall consider all members of the department who are eligible for tenure: i.e., all persons for whom the next reappointment must be made with tenure. Consideration should begin no later than the spring of the candidate's 6<sup>th</sup> year.

The Department Personnel and Budget shall also consider those eligible for early tenure under Board of Trustees Bylaws (i.e., early tenure is described in the Bylaws, "...when for a very substantial reason the college would be well served by such early grant of tenure..." and Hunter's Early Tenure Process). Candidates for early tenure may withdraw at any point in the process.

- a. **Preliminary Promotion Review for candidates for tenure with concurrent promotion.** The Department Personnel and Budget Committee shall conduct a preliminary review of all candidates for tenure with concurrent promotion and determine, by secret ballot, those candidates who are to be considered for concurrent promotion. All candidates should be notified within three (3) days of the results of this vote. Candidates who receive a negative decision may withdraw their candidacy for concurrent promotion at this time. Withdrawals must be submitted in writing to the Department Chair. Candidates who do not withdraw move forward to a full review by the Department P&B. The School Dean shall be notified in writing of these decisions.



- b. ***Review Packet.*** The candidate and Departmental Chair shall prepare a tenure (or tenure and promotion) review packet for outside evaluators. Minimally, the packet should include a curriculum vitae, publications and scholarly/creative work, and the candidate's statement about his/her research program and future plans. At the request of a candidate, in consultation with the department chair, a teaching statement and/or summary of student evaluations and other materials may be included. Candidates should prepare their packets using Interfolio Dossier.
- c. ***External Letters.*** Department Personnel and Budget Committee recommendations for tenure and promotion must be supported by recent outside evaluations (from persons not affiliated with Hunter College), in writing, concerning the candidate's professional achievement and promise. These external letters are confidential and must be maintained in the candidate's closed file. It is understood that the definition of professional achievement varies among the disciplines. External letters should be requested through Interfolio.

The Department Personnel and Budget Committee shall compile a list of outside evaluators from which ***at least four evaluators shall be obtained for candidates being considered only for tenure or for tenure and concurrent promotion to Associate Professor. At least six evaluations shall be obtained for candidates for tenure with concurrent promotion to Full Professor.*** Candidates shall be invited to submit names of appropriate persons they wish to evaluate them. The final determination of outside evaluators, however, shall be the responsibility of the Department P&B Committee. Chairs are urged to discuss the proposed list of evaluators with their Deans. The final list of outside evaluators shall be submitted to the School Dean, indicating to the Dean which evaluators were suggested by the candidate and which evaluators were suggested by the Department P&B. This list is submitted for information only.

***If the candidate is being considered for tenure with concurrent promotion,*** external evaluators must be told that the letters are to be used for both purposes and the evaluators must address both processes.

***If the candidate is only being considered for tenure,*** outside evaluations already obtained in connection with a previous promotion consideration ***may be*** used for tenure if the letters were solicited explicitly for both purposes and if the tenure and promotion processes commence in any two consecutive academic years. Alternately, the department may solicit new letters for the tenure process.

The mandate for outside evaluations does not preclude additional supporting materials.

The School Personnel and Budget Committee shall ensure that consistent and rigorous standards are followed by departments in the procedures for outside evaluation.

**Tenure (or tenure and promotion) review packets were to be sent to outside evaluators no sooner than May 6, 2020 with a return deadline no later than August 27, 2020.**

***Important Note:*** *Tenure (or tenure and promotion) review packets for candidates to be considered in Academic Year 2020 - 2021 should be sent to outside evaluators no*

*sooner than May 6, 2020 with a return deadline no later than August 27, 2020. The request for external evaluation and all supporting documents should be sent through Hunter's Interfolio system.*

- d. **Interview.** An interview with the Department Personnel and Budget Committee is optional. It may be requested by the candidate or by the committee. The Department Chair shall advise each candidate, in writing, of her/his right to request an interview. Refusal of an interview by the candidate shall be made in writing. Such refusal shall not be prejudicial to the candidate. If a candidate wishes to be interviewed, s/he must be available for the interview in a reasonable time-frame given the demands and schedule of the Department P&B.
- e. **Department Review and Vote.** By September 11, 2020, the Department Personnel and Budget Committee shall review the complete record of all candidates, in accordance with Article 18 of the PSC/CUNY Agreement, as well as current and projected department needs. The complete record consists of a curriculum vitae following Hunter College guidelines, the tenure (or tenure and promotion) review packet, letters from outside evaluators, peer and annual evaluations, observation reports, student evaluations and other appropriate materials.

**Department Administrators should have uploaded required materials onto Interfolio and two hard copies of all the materials should be delivered to the Provost Office, Room E1701.**

**The two hard copies should contain: (Only if Hunter College staff are back at campus)**

1. Updated *Curriculum Vitae*
2. Department P&B Vote Memo
3. Statement
4. Peer Observations
5. Student Evaluations
6. Annual Evaluations
7. Chair's Report
8. List of External Evaluators
9. External Evaluators Letters
10. External Evaluators *CV's*
11. Dean's Running Notes (Only original copy only)
12. Appointment letter (Only original copy only)
13. Personnel Action Form - PAF (Only original copy only)
14. [Green Forms](#) (Hard Copy only) For CLTs who are coming up for ONLY Promotion, signed by Chair

***If the candidate is being considered for tenure with concurrent promotion,*** the Department Personnel and Budget Committee shall hold two secret ballot votes – one to determine whether the candidate will be recommended for tenure and one to determine whether the candidate will be recommended for promotion.

***If the candidate is only being considered for tenure,*** the Department Personnel and Budget Committee shall vote by secret ballot to determine whether the candidate will be recommended for tenure.

- f. **Dean and Candidate Notification.** The recommendations of the Department P&B Committee and the tenure (or tenure and promotion) review packet, letters from outside evaluators, peer and annual evaluations, observation reports, student evaluations, the Chair's report for each candidate and any other written guidance initialed by the candidate shall be **submitted to the School Dean by September 11, 2020**. The School of Social Work's recommendations shall also be submitted by September 11, 2020 to the SSW Graduate Committee.

At the same time that the determination of the Department Personnel and Budget Committee is submitted to the School, the Chair shall notify all candidates, in writing, of the recommendation of the Department's P&B.

**A candidate not recommended for tenure by the Department Personnel and Budget Committee** shall be advised by the Chair that her/his non-recommendation will automatically go forward for consideration to the School Personnel and Budget Committee unless the candidate withdraws from consideration by giving timely written notice to the Department Chair or Dean. If a candidate wishes to resign, the department should notify the College's labor designee in a timely manner. ***Any such withdrawal from tenure consideration must include a resignation*** with an effective date not later than the end of the last year for which a reappointment has already been made. Withdrawal from tenure consideration will be irrevocable and permanent and shall not entitle the candidate to consideration in a later year.

**A candidate not recommended for promotion by the Department Personnel and Budget Committee** shall be promptly advised by the Chair of her/his non-recommendation. A candidate who is not recommended may withdraw his/her candidacy for promotion in writing to the Department chair. Candidates who do not withdraw move forward to review by Division or School.

## Consideration of Candidates by Schools and Ancillary Units

**Note:** In the School of Arts and Sciences, the term School P&B refers to each of the three P&Bs representing the divisions in the School (i.e., Arts and Humanities; Sciences and Mathematics, Social Sciences). In the School of the Health Professions, the School P&B refers to the Divisional-wide P&B.

- a. **Interview.** An interview before the School Personnel and Budget Committee is optional. It may be requested by the candidate or by the committee. The School Dean shall notify each candidate, in writing, of her/his right to request an interview. Refusal of an interview by the candidate shall be made in writing. Such refusal shall not be prejudicial to the candidate. If a candidate wishes to be interviewed, s/he must be available for the interview in a reasonable time-frame given the demands and schedule of the School P&B.
- b. **School/Division Review and Vote.** By September 29, 2020, the School Personnel and Budget Committee shall review the complete file of all candidates for tenure or tenure with concurrent promotion and vote on the submitted candidacies. In addition to the materials indicated above in If, at this stage, the complete file should include the Dean's written review.

***If the candidate is being considered for tenure with concurrent promotion***, the School Personnel and Budget Committee shall hold two secret ballot votes – one to determine whether the candidate will be recommended for tenure to the President and the Provost and one to determine whether the candidate will be recommended for promotion to the President and the Provost.

***If the candidate is only being considered for tenure***, the School Personnel and Budget Committee shall by secret ballot determine candidates to be recommended for tenure to the President and the Provost.

- c. **President and Provost Notification.** The School Dean by September 29, 2020, submits to the President and Provost, in writing, the names of all candidates recommended for tenure or tenure and concurrent promotion and those not recommended for tenure and/or promotion. Two copies hardcopies and one USB thumb drive of the entire tenure (or tenure and promotion) packages are submitted to the Provost's Office (see page 7 for order of materials being submitted). Candidates' publications are submitted to the Library Archives.

***Candidates for tenure and concurrent promotion who are not recommended for promotion by the School P&B*** should be notified within three (3) business days, in writing, by their Deans. Candidates so notified may withdraw their candidacy for promotion at this time by written notification to the School Dean. Candidates who do not withdraw move forward to review by the Faculty Personnel and Budget Committee.

## Consideration of Candidates by the Faculty Personnel and Budget Committee (FP&B)

- a. **FP&B Report.** By the Provost's Office shall present to the Faculty Personnel and Budget Committee the names of all candidates recommended for tenure or tenure and concurrent promotion and those not recommended for tenure and/or promotion by the School. The President shall charge the Appeals Committee of the FP&B to review the cases of those not recommended for tenure ("appellants") and report to the FP&B within two weeks. The Appeals Subcommittee shall review the complete file of each appellant.
- i. **Candidate Notification.** Upon distribution of the list of candidates for tenure and tenure with concurrent promotion to the Faculty Personnel and Budget Committee, the Department Chair shall promptly notify all candidates in her/his department, in writing, as to whether or not they have been recommended for tenure and/or promotion.
- b. **Consideration by the FP&B Appeals Committee**
  - ii. **FP&B Appeals Committee Review and Report.** By October 20, 2020 the FP&B Appeals Committee shall review the complete files of all candidates not recommended for tenure by the School and report their findings to the Faculty Personnel and Budget Committee.
  - iii. **FP&B Vote.** The Faculty Personnel and Budget Committee shall determine by secret ballot whether or not to accept the candidacy of appellants for tenure.

The names of appellants whose candidacy is accepted by the Faculty Personnel and Budget Committee shall be added to the list of candidates to be considered for tenure.

Appellants whose candidacy is not accepted by the Faculty Personnel and Budget Committee shall promptly be notified by the President, in writing, of that action.

- iv. *Appeals*. After receipt of notification from the President, a candidate not recommended for tenure may appeal to the President by giving written notice of the appeal to the President within 10 days of receipt of notice of the College FP&B's decision not to consider the candidacy.

c. **FP&B Vote on Tenure and Tenure with Concurrent Promotion**

- i. *FP&B Review and Vote*. On November 3<sup>rd</sup>, 10<sup>th</sup>, 17<sup>th</sup> & 24<sup>th</sup>, 2020, the Faculty Personnel and Budget Committee shall review all candidates for tenure or tenure with concurrent promotion and shall vote on the submitted candidacies.

*If the candidate is being considered for tenure with concurrent promotion*, the Faculty Personnel and Budget Committee shall hold two secret ballot votes – one to determine whether to recommend that the candidate be forwarded by the President to the Board of Trustees for tenure and one to determine whether to recommend that the candidate be forwarded by the President to the Board of Trustees for promotion.

*If the candidate is only being considered for tenure*, the Faculty Personnel and Budget Committee shall, by secret, vote to determine whether to recommend that the candidate be forwarded by the President to the Board of Trustees for tenure.

- ii. *Candidate Notification*. The Department Chair shall promptly notify in writing each candidate in her/his department of the FP&B's recommendation(s).

A candidate who has not been recommended for tenure and/or promotion by the Faculty Personnel and Budget Committee shall promptly be notified by the President, in writing, of that/those action(s).

- iii. *Appeals*. After receipt of notification from the President, candidates not recommended for tenure and/or promotion may appeal to the President by giving written notice of the appeal to the President within 10 days of receipt of notice of the College FP&B's decision not to recommend tenure and/or promotion.

## Consideration by the President

- a. ***The President's Review***. The President shall review all candidates recommended by the FP&B for tenure or tenure and concurrent promotion. In accordance with established

procedures, the President has the right not to forward candidates recommended by the FP&B for tenure and/or promotion to the Board of Trustees.

- b. **Candidate Notification.** The President shall promptly notify Department Chairs and School Deans, in writing, of the names of candidates she intends to forward to the Board of Trustees for tenure and/or promotion. Candidates will be promptly informed of the President's decision by their Department Chair or School Dean.

If the President decides not to forward a candidate's name to the Board of Trustees for tenure and/or promotion, the candidate must be notified by the President, in writing, of that decision.

**Appeals.** If the President does not recommend a candidate for tenure and/or promotion, the candidate may appeal to the President for reconsideration, in writing, within 10 days of the date of the notice of the President's decision not to recommend tenure and/or promotion.

Sample Notifications of Non-Reappointment of Department and Divisional  
P&B Levels

**NOTIFICATION OF DEPARTMENT NON-REAPPOINTMENT**

Date—  
must be **received** prior to Dec 1]

**BY REGULAR AND CERTIFIED MAIL AND EMAIL**

[NAME]

[ADDRESS]

Dear Professor \_\_\_\_\_,

I am writing to advise you that the XXX Department Personnel and Budget Committee of the School of \_\_\_\_\_ has voted not to recommend you for \_\_\_ year reappointment. Accordingly, your current appointment at Hunter College will expire on August 31, [\_\_\_\_\_].

You have the right to appeal this decision to me within 10 days of receipt of this notice. Your appeal must be in writing.

Sincerely,

Dean

Cc: Department Chair, Department of XXX, School of XXX  
Lon S. Kaufman, Provost and Vice President for Academic Affairs  
Office of Legal Affairs

## NOTIFICATION OF DIVISIONAL/SCHOOL NON-REAPPOINTMENT

Date—  
must be **received** prior to Dec 1]

### **BY REGULAR AND CERTIFIED MAIL AND EMAIL**

[NAME]

[ADDRESS]

Dear Professor \_\_\_\_\_,

I am writing to advise you that the Personnel and Budget Committee of the [SCHOOL OR DIVISION NAME] has considered your appeal, and has voted not to recommend you for reappointment. Accordingly, your current appointment at Hunter College will expire on August 31, [\_\_\_\_\_].

You have the right to appeal this decision to the President within 10 days of your receipt of this notification. Your appeal must be in writing.

Sincerely,

Dean

Cc: Jennifer J. Raab, President  
Lon S. Kaufman, Provost and Vice President for Academic Affairs  
[Dept. Chair]  
Office of Legal Affairs



## **Reappointment/Non-Reappointment Notification Dates for Instructional Staff Serving in PSC-Represented Titles**

### **March 1**

HEO series employees in their third and subsequent years of service—for their third and subsequent reappointments (Sec. 13.13)

### **April 1**

- Instructional Staff hired effective September 1 on an annual basis in tenure-bearing and certificate-bearing titles (other than employees in the HEO series and in the Hunter College Campus Schools) and Instructors, in their first year of service – for their first reappointment (Sec. 10.1(a)1)
- Lecturers in their second year of service – for their second reappointment (Sec. 10.1(a)2)
- Teachers hired on an annual basis in tenure-bearing titles in the HCCS in their second or later years of continuous service – for their second and subsequent reappointments (Sec. 10.4.b))
- HEO series employees in their first and second years of service, who were appointed on or after July 1 but before October 1 – for their first and second reappointments (Sec. 13.13)
- Excluded members of the Instructional Staff in tenure-bearing and certificate-bearing titles in their first year of service (1974 David Newton memo)
- Excluded members of the Instructional Staff in tenure-bearing and certificate-bearing titles in their second year of service, if original appointment was on or after October 1 (1974 David Newton memo)

### **May 1**

- Instructional Staff hired effective February 1 on an annual basis in tenure-bearing and certificate-bearing titles (other than employees in the HEO series and in the Hunter College Campus Schools) and Instructors, in their first year of service – for their first reappointment (Sec. 10.1(a)1)
- Persons hired in Institutes and Centers (Sec. 10.1(a)1)
- Persons reappointed as the direct result of a proceeding resolving a grievance or complaint under Article 20 (*i.e.*, reappointments pursuant to Step I/II decisions, arbitration awards, settlement agreements, select faculty committee recommendations) (Sec. 10.1(a)2)
- Adjuncts hired on a semester basis, serving in the Spring semester – for the following Fall semester (Sec. 10.1(a)3)
- All other members of the Instructional Staff for whom notification dates are not otherwise specified (*e.g.*, Clinical Professors, Distinguished Lecturers, Research Assistants, Research Associates, College Physicians), in their second and subsequent years of service (Sec. 10.1(b)2)
- Teachers in the HCCS hired effective September 1 on an annual basis in tenure-bearing titles in their first year of service – for their first reappointment (Sec.10.4.a))
- HEO series employees in their first and second years of service, who were appointed on October 1 or later – for their first and second reappointments (Sec. 13.13)

- Excluded members of the Instructional Staff in HEO series titles in their second and subsequent years of service (1974 David Newton memo)

### **May 15**

Long-term Adjuncts<sup>1</sup>—for appointment for both the following Fall and Spring semesters (Sec. 10.1(a)3, para.2)

### **June 1**

- All other members of the Instructional Staff for whom notification dates are not otherwise specified (*e.g.*, Clinical Professors, Distinguished Lecturers, Research Assistants, Research Associates, College Physicians), in their first year of service (Sec. 10.1(b)1)
- Excluded members of the Instructional Staff in HEO series titles in the first year (or partial year) of service (1974 David Newton memo)

### **December 1**

- Instructional Staff hired on an annual basis in tenure-bearing and certificate-bearing titles (other than employees in the HEO series, Lecturers in their second year, employees in the HCCS, persons hired in Institutes and Centers, and persons reappointed as the direct result of a proceeding resolving a grievance or complaint under Article 20) and Instructors, in their second or later years of continuous service – for their second and subsequent reappointments (Sec. 10.1(a)2)
- Adjuncts hired on a semester basis, serving in the Fall semester – for the following Spring semester (Sec. 10.1(a)3)
- Excluded members of the Instructional Staff in tenure-bearing and certificate-bearing titles in their second and subsequent years of service, if original appointment is before October 1 (1974 David Newton memo)

### **CAVEATS:**

Despite some vagaries in the contract language pertaining to notice for employees in the HEO series titles, the Colleges are cautioned to make certain that notices of non-reappointment are sent in time to be *received* prior to the above-referenced notification deadlines for employees in any of the Instructional Staff titles. The Colleges are further cautioned to make certain that they can *prove* that the notices were sent in a timely manner. Late notice or mis-delivered notice may result in a constructive reappointment. It, accordingly, may be advisable to send the notice by more than one method. (The Colleges are cautioned not to rely exclusively upon certified mail, return receipt requested, as employees may choose not to pick up certified mail, and not to plan on last minute personal service, as employees have been known to absent themselves just prior to notification deadlines.)

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<sup>1</sup> A long-term adjunct is defined as one who has served as an adjunct in the same department of the college for not fewer than six consecutive semesters (exclusive of summer sessions) during the three year period immediately preceding the appointment. There is no break in adjunct service if substitute service intervenes; the substitute service bridges the adjunct service for purposes of calculating the six semesters, per section 14.d of 2007-10 MOA).

To the extent that there are any inconsistencies between the schedules set forth in this memorandum and the terms of the collective bargaining agreement, the collective bargaining agreement governs.

# CUNY Distinguished Professor

## Purpose

The title of Distinguished Professor is conferred on an individual by the University Board of Trustees in recognition of exceptional scholarly achievement. The purpose of these appointments is to recruit new faculty or retain existing faculty whose appointments enrich the University, especially when candidates require special incentives to influence their decision to accept an offer or to remain within the University. These appointments are expected to contribute to CUNY's commitment to recruit and retain an excellent faculty representing a rich diversity of gender and ethnicity.

## CUNY Guidelines and Procedures

- Please see <http://www.cuny.edu/about/alumni-students-faculty/faculty/dp/guidelines.html> for CUNY nomination guidelines. There are no deadlines for the submission of DP candidate materials to CUNY. Nominations are accepted on a rolling basis.
- The number of CUNY DPs is limited to 175 under the terms of the collective bargaining agreement.
- CUNY requires that each college provides documentation of the processes used, up to the point of submission of the case from the College, including an account of the process by which external evaluators' letters were solicited.

## Hunter Guidelines and Procedures

1. The Dean and Department Chair must discuss all prospective DP candidates with the Provost prior to the beginning of any candidate's consideration.
2. Once the Provost recommends proceeding with the nomination, the department may begin to assemble a portion of materials required for the DP nomination:
  - Candidate's CV (any academic format);
  - Candidate's research statement;
  - List of proposed external reviewers, including a short paragraph for each that establishes each evaluator as a widely recognized authority in the candidate's field who can provide an objective analysis of the candidate's qualifications. Which is based on list from DP applicant and Department P&B committee;
  - Original copies of the external letters of evaluation (CUNY requires at least 10 letters, Hunter usually includes 15-25);
  - CVs of the external letter writers;
  - Representative articles/books/creative works;
3. Candidates' nomination package for DP must be voted on by their departments' P&B, their school/division P&B, the FP&B subcommittee on DPs, and FP&B, and approved by the President of Hunter College.

If it is decided that Hunter College will nominate a faculty member, the Provost's Office works with the candidate and the candidate's chair to complete four (4) nomination packages with the following required materials and then forwards it to the CUNY Executive Vice Chancellor and Provost:

1. A letter of nomination by the President.
2. A letter of nomination by the Provost.
3. Department P&B, Divisional P&B, Sub-Committee on Distinguished Professorship and FP&B vote memos.
4. The candidate's CV.
5. The candidate's research statement.
6. A report from the candidate's department chair.
7. Documentation of the Hunter College approval process, including an account of the process by which external evaluator's letters were solicited.
8. A list of the external reviewers, including a short paragraph for each that establishes each evaluator as a widely recognized authority in the candidate's field who can provide an objective analysis of the candidate's qualifications
9. External letters of evaluation on letterhead (CUNY requires at least 10 letters; Hunter usually includes 15-25).
10. CVs of the external letter writers.
11. Representative articles/books/creative works.

## Hunter College Process to Move Faculty Holding CCE to Tenured Professorial Lines

Doctoral Lecturers and Lecturers may earn a Certificate of Continuous Employment (CCE) based on their teaching and service to the college. They have no expectation of creative or scholarly productivity. Although Hunter is under no contractual or by-law obligation to offer promotion opportunities to persons holding a CCE, at times a CCE Lecturer/Doctoral Lecturer may compile a record of creative or scholarly output such that the college wishes to consider a promotion to a tenured professorial position at the Assistant, Associate, or (in truly exceptional cases) Full Professor level. The process for approving such a promotion shall mimic the standard promotion process, as outlined below:

1. To initiate the promotion process for a CCE faculty member, the department P&B must request and secure approval from the administration in writing. Absent such prior approval, no formal promotion/tenure action may begin. In granting the approval, the administration shall specify the rank to which the CCE faculty member shall be eligible for promotion. The administration may also initiate the process by asking the department to consider a CCE for tenure/promotion.
2. The administration will request a search waiver from CUNY, with an anticipated start date. The waiver is necessary because no vacancy in the professorial title will have been advertised.
3. Once the process is approved, the candidate shall be informed and invited to prepare a promotion packet, as with other tenure and promotion cases.
4. The department P&B shall solicit external reviews from the same minimum required number of referees as for standard tenure and promotion cases (e.g., at least four for tenure and promotion to Associate Professor).
5. When the department P&B receives the requisite letters, it shall vote by secret ballot on whether to recommend tenure and promotion. As always, these are separate ballots. The chair shall inform the candidate of the outcome of the vote, without revealing the vote count.
6. The chair will inform the dean of the P&B outcome. If the vote is favorable, the dean will schedule a divisional P&B vote, allowing adequate time for members to review the candidate's materials. (Note: if the process coincides with the regular tenure and promotion clock, the candidate will be considered in the same meetings as other candidates.) In the event of a negative department P&B vote, the dean will invite the candidate to appeal. If the candidate declines, the process terminates and the candidate continues in the CCE title.
7. The division shall interview the candidate and vote by separate secret ballots on tenure and promotion. The candidate must receive positive votes for both tenure and promotion to advance to FP&B. In the event of a negative recommendation for either or both, the candidate will be given the opportunity to appeal to the FP&B subcommittee on personnel actions. If the candidate declines, the process sends and the candidate remains in the CCE title.

8. The provost shall allow adequate time for the review of the candidate's materials before placing the tenure and promotion case the FP&B agenda. FP&B shall vote on its recommendation to the president.

## Faculty Department/Human Resources Office Files

*From the Office of Legal Affairs*

There are two types of personnel files to be maintained by the Department: personal and administrative. There is a file maintained by Human Resources containing onboarding and other documents generated by Human Resources.

- A. All files have to be properly maintained and kept in a safe place.
- B. Personal personnel files can only contain documents seen and initialed by the employee.
- C. Personal personnel files and HR files are accessible to the employee upon request and viewed under supervision. The employee may request copies of any and all documents contained in these files.
- D. Administrative personnel files are not available to the employee.
- E. The complete department personnel files must be reviewed by the P&B in their entirety in relation to any personnel actions.

### **Department Personal Personnel Files contain:**

- Appointment and reappointment letters
- Annual Evaluation Conference Memoranda
- Teaching Observation reports
- Post Observation Conference reports
- Dean's third year review
- Any response or rebuttal to those evaluation and observation documents
- Any other documents containing guidance, and any response to those documents
- Student Evaluation information if such information is used in evaluation and reappointment/tenure/promotion decisions
- Any other documentation relevant to job performance or reappointment/tenure/promotion decisions, including things provided by the faculty member such as invitations to present at conferences, thank you letters from students, email exchanges about projects or committee work, etc.
- CV's
- Duplicate HR onboarding and other HR generated documents

### **Department Administrative Files contain:**

- External review letters
- Confidential letters of recommendation
- P&B meeting records



**Documents in Human Resources files that are duplicated in Department Files:**

- Onboarding documents
- Other HR generated documents (PAFs, Leave applications, etc.)

## **CHAPTER 2: Adjuncts**

Office of Legal Affairs Adjunct Notification Letter Memo

Adjunct Appointment/ Non-Appointment notification templates

Hunter Adjunct Absence Policies Memo

Adjunct Teaching Load Limitations Memo

Comprehensive Review Process for Three-year Adjunct Appointments

## Adjunct Notification Letter

*From the Office of Legal Affairs*

**To:** Deans, Department Chairs, and Program Directors

**From:** Suzanne Piper, Deputy General Counsel

**Cc:** President Jennifer Raab  
Provost Lon Kaufman  
Galia Galansky, Assistant Vice President of Human Resources

**Date:** April 1, 2020

**Re:** Reminder: Adjunct Notification Letter Semester-by-Semester

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As you may know, Article 10.3 of the PSC CUNY Collective Bargaining Agreement requires the College to provide **adjuncts appointed on a semester-by-semester basis** notice of whether or not they will be appointed for the Fall 2020 semester by **May 15, 2020**. Kindly note that the PSC takes the position that if an adjunct teaching the Fall 2020 semester does not receive an Adjunct Notification Letter by December 1, 2020 stating that s/he will not be appointed, the adjunct is entitled to an appointment for the Spring 2021 semester.

As a reminder, the PSC CUNY Collective Bargaining Agreement entitles certain adjuncts to a two-semester appointment. Those individuals should be notified in the Spring 2020 semester by **May 15, 2020** as to whether they are appointed for the 2020-2021 academic year in its entirety. These two-semester adjuncts should not require an Adjunct Notification Letter again until Spring 2021, when they must be notified as to whether or not they are being appointed for the 2021-2022 academic year.

Two draft templates of the Adjunct Notification Letter are attached for your convenience. Please use these templates for both teaching and non-teaching adjuncts. It is advisable that the Adjunct Notification Letter include the employee's title and hourly rate of pay.

Please note that this notification, which is required by the PSC-CUNY Agreement, is separate and distinct from the procedures of the Adjunct Employment Management System.

Please feel free to contact Galia Galansky, Executive Director of Human Resources, (ext. 14511) if you have any questions.

## Templates for Adjunct Appointment/ Non-Appointment Notices

Notification Deadlines	
December 1	Adjuncts appointed on a semesterly basis
May 1	Adjuncts appointed on an annual basis (Fall and Spring semesters)

### Appointment Notice

[Date]

Dear \_\_\_\_\_:

I am writing to inform you that Hunter College intends to appoint you as an Adjunct [title] in the Department of \_\_\_\_\_ for the [\_\_\_\_\_ semester] OR [Fall \_\_\_\_ and Spring \_\_\_\_ semesters] with an hourly rate of pay of \_\_\_\_/hr.

NOTE: If the department intends to appoint an adjunct who has served for the six consecutive semesters immediately preceding the appointment (with no break in service, other than to serve in a full-time substitute position), the adjunct must be appointed for both the fall and spring semesters, and must be notified of this appointment by May 15.

This appointment is subject to sufficiency of registration, changes in curriculum, financial ability and the approval of The City University of New York. The other terms and conditions of employment are those in the By-laws of The City University of New York, the Agreement between the City University of New York and the Professional Staff Congress/CUNY and the rules and policies promulgated under and consistent with such By-laws and Agreement.

At a later date, you will be provided with your class assignment and will be required to agree in writing to this appointment. If you have any questions about this appointment, please call me at \_\_\_\_\_.

Sincerely,  
[Department Chair]

cc: Galia Galansky, Executive Director of Human Resources

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## TEMPLATE 2 FOR ADJUNCT NON-APPOINTMENT NOTICES

[Date]

Dear \_\_\_\_\_:

I write to inform you that you will not be appointed as an Adjunct [title] in the Hunter College Department of \_\_\_\_\_ for the \_\_\_\_\_ semester. I thank you for your service to Hunter College and wish you well in your future endeavors.

Sincerely,  
[Department Chair]

cc: Galia Galansky, Executive Director of Human Resources

## Three Year Adjunct - TEMPLATE

DATE

NAME

ADDRESS

Dear NAME:

I am pleased to inform you that based upon the comprehensive review of your performance and an assessment of the fiscal and programmatic needs of the program and/or college, your reappointment to a 3-year adjunct appointment has been approved. You are reappointed for the academic years 2020-21, 2021-22, and 2022-23 in the DEPARTMENT at Hunter College of The City University of New York at the rank of TITLE for which your salary will be RATE per hour, representing the appropriate step in the corresponding salary schedule in Article 24 of the PSC/CUNY Agreement.

Under the terms of the 3-year adjunct appointment, you will be assigned at least 6 contact hours for each semester. This appointment is not subject to sufficiency of registration, changes in curriculum and financial ability. There is no presumption of employment beyond the period indicated. You will receive notification of your specific assignments at the beginning of each academic year.

Section 15.2 of the PSC/CUNY Agreement provides that an individual appointed to a teaching adjunct title 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 in another unit of The City University of New York. For non-teaching adjuncts the limits are not more than 225 hours in one unit of The City University of New York and 150 at another unit of The City University of New York during a semester. You will be required to complete a workload reporting form on which you certify your compliance with the above terms as of the commencement of your assignment and further certify that if there are any changes in the information you supplied, you will submit a revised form reflecting the changes.

Adjunct faculty assigned to three (3) or more but fewer than six (6) classroom contact hours will be paid their fully hourly rate for fifteen (15) office hours/semester, those assigned to teach six (6) or more but fewer than 9 classroom contact hours will be paid their full hourly rate for thirty (30) office hours/semester, and those assigned to nine (9) or more classroom contact hours will be paid their full hourly rate for forty-five (45) office hours/semester.

The hours are to be spent engaged in or available for student contact, except that the colleges may direct that up to three (3) office hours per semester (or up to six (6) per semester for those who are responsible for and paid for more than 15 office hours) be used for activities such as required trainings; professional development; attendance at college orientation sessions; and meetings with the union pursuant to Section 208.4(b) of the NYS Civil Service Law for meetings, which may be conducted individually or in a group, as agreed to with the PSC; or as otherwise directed by the colleges.

Please indicate, by signing below, whether you accept or decline to accept this position and return the copy with your original signature to the College Human Resources Department within ten (10) calendar days. Please be advised that your signature will also serve as acknowledgement that a copy of this letter will be placed in your personal personnel file.

Sincerely,

Lon S. Kaufman  
Provost and Vice President for Academic Affairs

I accept: \_\_\_\_\_ Date \_\_\_\_\_

I decline to accept: \_\_\_\_\_ Date \_\_\_\_\_

Cc: Department Chair  
Dean  
Galia Galansky, Human Resources

## Hunter Adjunct Absence Policies Memo

MEMO TO: Academic Chairs

FROM: Lisa Peterson, Legal Affairs

DATE: July 6, 2017

RE: Adjunct Absence Policy and Related Matters

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This memo addresses the **Absence Policy** as it pertains to adjuncts, Paid Leave, and the relevant contractual terms controlling an adjunct's abandonment of his/her position.

Set forth below is the relevant information, including a link to the source of the information, provided to adjuncts:

### **Absences**

You should make every possible effort to meet your class at the scheduled times. If you find it necessary to miss a class, inform the department office as early as possible and try to arrange for substitute coverage approved by the department chairperson or supervisor. Make-up classes are difficult to arrange because most students work and have little schedule flexibility to attend classes at other times. If for any reason you anticipate missing a class due to conferences, or other scheduled events that interfere with scheduled instruction time, please discuss this with your department chairperson or supervisor.

### **Paid Leave**

You may be excused for one hour per session or semester for each hour you teach per week (equivalent to a period of 1/15 of the total number of clock hours in the particular session or semester), without loss of pay, for reasons of personal illness or personal emergency including religious observance, death in the immediate family or similar personal needs which cannot be postponed. Requests for such leave must be made in advance, when possible, and in writing. If it is not possible to make such a request in advance, the department chairperson or supervisor should be informed as soon as possible. The reason must be satisfactory to the chairperson or supervisor. Request in advance is not expected in cases of a death in the immediate family, but employees covered by this section are expected to give advance notice to their department chair or supervisor of the need for the leave. An immediate family member is defined as a spouse, domestic partner, parent, step-parent, father-in-law, mother-in-law, child, stepchild, sibling, grandparent or grandchild. Only the department chairperson or supervisor may authorize arrangements among colleagues to cover or reschedule classes and work assignments.

<http://www.hunter.cuny.edu/hr/benefits/Adjuncts>



Here is some additional information to be aware of:

1. Adjuncts have no contractual right to receive allowable hours without loss of pay for absences other than those described above, such as an absence to attend a conference or similar type of event.<sup>2</sup>
2. Under no circumstances may an adjunct (or other faculty member) be asked to pay another adjunct/faculty member for covering his/her class AND under no circumstances may an adjunct (or other faculty member) pay another member for such coverage. This also means that there can be no “docking” of the pay of the “absent” adjunct for the purpose of paying the covering adjunct.

### **Abandonment of Position**

Issues concerning an adjunct’s abandonment of position are governed by Article 9, Section 9.1, of the PSC-CUNY 2007-2010 Contract. Please see below:

When a non-tenured or non-certificated member of the instructional staff does not appear at the college to perform his/her duties and fails to receive an authorized leave of absence, the individual shall be considered to have abandoned his/her position, and the college shall have no further obligation to that individual under the following circumstances: for a full-time member of the instructional staff, such abandonment shall be deemed to have occurred after 10 consecutive days of absence, other than Saturdays, Sundays or legal holidays. **For an adjunct, such abandonment shall be deemed to have occurred after unauthorized absence from the first week of scheduled classes or other assigned duties** (emphasis added). In either case the college shall notify the staff member in writing by certified mail that abandonment of his/her position has occurred.

In any grievance filed pursuant to abandonment of a position based upon the above, the burden of proof shall be upon the adjunct to show that such person:

1. Taught assigned classes or performed his/her duties on the days at issue, or
2. Applied for and received a prior approved leave for the days at issue, or
3. Was unable to report for work or give notice because of an emergency which made it impossible to report for work or give notice.

<http://www.cuny.edu/about/administration/offices/lr/lr-contracts/2007-2010CUNY-PSCcollectivebargainingagreement.pdf>

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Adjuncts may apply for travel funds for attendance at professional meetings and conferences under Article 28 (Travel Allowances) of the PSC/CUNY 2007-2010 Contract.

## Adjunct Teaching Load Limitations

To: Departmental Chairs  
From: Legal Affairs  
Re: Adjunct teaching load limitations  
Date: July 6, 2017

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As discussed, please see the following regarding limitations on adjunct instructional staff workload.

1. Adjunct instructional workload during the fall and spring semesters is governed by Section 15.2 (a) of the PSC/CUNY collective bargaining agreement. Pursuant to this provision, adjunct teaching faculty (excluding Graduate Assistants) may not be assigned more than nine classroom contact hours per semester at one unit of the City University and one additional course of not more than six classroom contact hours during the same semester at another CUNY unit.
2. Please note that the workload limitation at the first unit is expressed only in terms of classroom contact hours, while the limitation at the second unit is expressed both in terms of the number of courses (one course) and the number of classroom contact hours (no more than six). Because a semester is, generally speaking, 15 weeks long, the workload limitation has been construed to be 135 (50-minute) periods of instruction at the first unit and 90 (50-minute) periods of instruction at the second unit.
3. During the winter semester, the limitation is 8 classroom contact hours, and these hours do not affect fall and spring limitations- they are a separate category of hours.
4. During the summer semester, adjunct titles are limited to 105 hours, except in departments with four credit courses for which a 120-hour assignment is permitted. Non-teaching adjuncts are limited to 175 hours during summer months. Adjuncts may combine teaching and non-teaching hours provided the total number of hours does not exceed the applicable teaching or non-teaching adjunct limit.
5. There is an exception to these limitations, known as “adjunct overloads”, which permit an adjunct to teach up to three additional classroom contact hours. HOWEVER, per a negotiated agreement, each college is limited to no more than **5 (five)** such overloads **for the entire college** each semester. They are intended for true emergencies and highly unusual circumstances.
6. Legal Affairs **does not have the authority to approve adjunct overloads.** Chairs requesting such overloads must receive approval for overloads from the relevant school dean **and** the provost. Once written (email is fine) approval is received from the dean and the provost, that written approval should be forwarded to Melissa Gonzalez ([melissa.gonzalez@hunter.cuny.edu](mailto:melissa.gonzalez@hunter.cuny.edu)) in the Office of Legal Affairs, who will assist with and process the necessary paperwork.

## Three-year Adjunct Appointments

Hunter College, City University of New York

*From the Office of Legal Affairs*

Adjuncts who have taught at least **6** contact teaching hours (generally 2 classes) per semester within the same department of the college for the **10** most recent consecutive sessions (excluding summer) prior to effective date for those being considered, shall be considered for a 3 year appointment, subject to “comprehensive review and assessment”. (See below) Adjuncts shall be notified on or before May 15 concerning appointment or lack thereof.

1. As part of the Comprehensive Review Process at Hunter College, the Department Chair should request a hard copy or electronically, by April 3, of the following: (If the Department does not have a copy on file)
  - a) A syllabus from a recent course section that the Adjunct has taught. If the department uses a common syllabus for this course, a copy that includes the adjunct’s contact information and any notes is acceptable;
  - b) A recent mid-term or final exam prepared by adjunct for adjunct’s students. If adjunct’s department uses a common final exam, adjunct should submit a mid-term exam prepared by the adjunct.
  - c) The adjunct may submit an updated resume.
2. If the department wants to conduct a teaching observation, the Department Chair should schedule and participate in a peer teaching observation, consistent with the terms of the contract, between March 6, and April 7, with a timely post-observation conference soon thereafter.
3. The post-observation conference should be recorded in memorandum form. The observed adjunct should receive and be asked to sign this memorandum, which will be placed in the adjunct’s personal personnel file. The adjunct may submit a rebuttal if the adjunct so chooses.
4. The Department Executive Committee should review each eligible adjunct’s personal personnel file including the post-observation conference memorandum and the syllabus and exam, and make a recommendation to the President:
  - a) For a three-year period as an adjunct member of the faculty, or
  - b) A one-year appointment, with specific guidance regarding issues to be addressed before the adjunct may be considered for a three-year appointment,<sup>3</sup> or
  - c) Non reappointment as an adjunct to teach at Hunter College.

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<sup>3</sup> The one year reappointment with guidance should be used in the instance where the Department determines in good faith, as part of its comprehensive performance review that the adjunct will be able to respond to the guidance and improve his or her performance.

## **CHAPTER 3: Hiring and Human Resources**

Sample Offer Letter Template, Fall Start Date

Sample Offer Letter Template, Spring Start Date

Sample Offer Letter Template, Conditional on Completion of PhD

Appointment with Immediate Tenure

Process when hiring faculty member without a PhD

Immigration considerations when advertising for New Hires

Recruitment and Search Procedures

## Search Checklist: Faculty and Department Administrative Positions

- Approval for a search needs to be confirmed by Department Chair, School Dean, and Provost.
- Once a search has been approved you need to prepare the Search Authorization form for Budget and fill out the requested information. Submit signed form to the Provost Office.
- Once the **Budget Authorization** has been approved the Budget Office will send a copy to the Diversity and Compliance Office. Once this is received the Diversity and Compliance Office will reach out to the Department and request the Search Plan documents.
- The **Search Plan documents** include a PVN in Word format, an Ad Plan, a list of Search Committee Members, and if you are an underutilized Department you must submit Department specific affirmative action plan.
- Once the search plan is received by the Diversity and Compliance Office it will be reviewed and approved by Dean Rose, with a corresponding email to the Department and HR.
- Once the **Search Plan approval** email is sent HR will begin the upload to CUNYFirst. The Chair of the Department or Hiring Manager will receive an email from CUNYfirst to approve the posting.
- Once the job is posted in CUNYfirst applicants can begin to apply. Please allow 30 days before the review of applicants.
- Review applicants based on criteria generated by the Department e.g. minimum and preferred qualifications.
- Once the Search Committee has selected applicants that meet the criteria and that they wish to interview a **Short List** needs to be sent to the Diversity and Compliance Office. The **Short List** needs to include what criteria was used in reviewing applicants, why other applicants were not selected, list all applicants that the Search Committee would like to interview.
- Dean Rose needs to review and **approve the Short List** before the Search Committee can interview candidates. In addition, the applicant pool needs to be certified as diverse by Dean Rose. An email with approval will be sent to the Search Committee at which point interviews can be set up with applicants.
- The Search Committee needs to input who was **interviewed in CUNYfirst**.
- If the Search Committee chooses to conduct a second round of interviewees a Second Round Short List needs to be submitted, explaining why certain candidates were chosen to move forward to a second round and why others were not, as well as, what the second round of interviewees consist of e.g. presentations, interview with Deans, etc.
- Once all candidates have been interviewed by the Search Committee the Committee must submit a **Final Selection Rationale** to the Diversity and Compliance Office. This rationale needs to include who was interviewed, who is selected as the candidate to offer the position, why the other candidates were not selected, and if there is a numerical order of choice (e.g. second or alternate choice if the first candidate declines).

- The Final Selectin Rationale will be reviewed by the Diversity and Compliance Office and needs to be approved by Dean Rose. An email will be sent out once the Final Selection Rationale has been approved.
- Once the Final Selection is approved the Search Committee Chair can discuss the terms of hire with the Provost Office and HR and begin the negotiation process with the candidates. The Provost Office will assist in creating an offer letter which needs to be signed by the designated parties. If this is **not a faculty search** then “**Green Forms**” need to be submitted to the Provost Office who will submit them to the Diversity and Compliance Office for Dean Rose’s approval.

**Important Documents and Links:**

Search/Budget Authorization: <http://hr.hunter.cuny.edu/forms/Authorization%20for%20Search.pdf>

Green/Appointment Forms: [http://www.hunter.cuny.edu/hr/repository/forms/nonteachinstaction\\_greenform.pdf](http://www.hunter.cuny.edu/hr/repository/forms/nonteachinstaction_greenform.pdf)

CUNY Search Guide: <http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/recruitment-diversity/recruitment-retention/CUNY-Search-Committee-Guide-1.2-1.pdf>

Organizations for Ad Plan: <http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/recruitment-diversity/recruitment-retention/Professional-Organizations-for-Women-and-Minorities-1.pdf>

<http://www2.cuny.edu/wp-content/uploads/sites/4/page-assets/about/administration/offices/hr/recruitment-diversity/recruitment-retention/Organizations-by-Profession-1.pdf>

Diversity and Compliance Office: <http://www.hunter.cuny.edu/diversityandcompliance/searches-and-recruitment>

Human Resources: <http://www.hunter.cuny.edu/hr>

**Important Contact Information**

**Name and Title**

John Rose, Dean for Diversity and Compliance  
 Laura Nelson, Director of Equity and Compliance  
 Galia Galansky, Executive Director of Human Resources  
 Marice Rivera, Recruitment Manager  
 Geralyn Lederman, Office of the Provost

**Email**

[John.Rose@hunter.cuny.edu](mailto:John.Rose@hunter.cuny.edu)  
[Lne@hunter.cuny.edu](mailto:Lne@hunter.cuny.edu)  
[Galia.Galansky@hunter.cuny.edu](mailto:Galia.Galansky@hunter.cuny.edu)  
[Marice.Rivera@hunter.cuny.edu](mailto:Marice.Rivera@hunter.cuny.edu)  
[Geralyn.Lederman@hunter.cuny.edu](mailto:Geralyn.Lederman@hunter.cuny.edu)

## Sample Tenure-Track Offer Letter, Fall Start Date

[DATE]

[CANDIDATE]  
[ADDRESS]

Dear [NAME]:

We are pleased to offer you a full-time, tenure track faculty appointment at Hunter College at the rank of [TITLE] in the Department of [DEPARTMENT], effective [DATE]. Your annual salary will be [SALARY].

As is the case for all faculty appointments at Hunter College, this appointment is subject to the approval of the Chancellor of the City University of New York and financial ability. The terms and conditions of employment are those of CUNY's Bylaws and Manual of General Policy and the collective bargaining agreement between the University and the Professional Staff Congress (PSC), the labor union that represents the faculty. The Bylaws may be viewed at <http://www.psc-cuny.org/cuny-bylaws>.

As a full-time faculty member whose appointment commences at the beginning of the academic year, you will earn two months of paid annual leave from the day subsequent to the spring commencement until the third day, excluding Saturday and Sunday, preceding the 30<sup>th</sup> of August that follows such commencement. During the annual leave period, you may be eligible for additional compensation of up to a maximum of three-ninths of your annual salary earned through teaching, non-teaching assignments, and/or grant-funded activities during June, July and August.

The tenure period begins in the first fall semester of your appointment. Until tenure is attained, each reappointment will be for one academic year. Tenure and promotion at Hunter College are based upon teaching, scholarly productivity (including, where appropriate, grant activity), and service to the college. Tenure deliberations usually begin during the spring semester of the sixth year of continuous service in a tenure-bearing title. Reappointment with tenure is effective on the first day of September of the eighth year of continuous fulltime appointment in a tenure-bearing title.

Under the PSC-CUNY contract, the 21-hour per year workload for full-time faculty in the professorial ranks requires 18 contact hours per year with three workload hours for research or student support activities. The contract also provides for 18 credit hours of reassigned time for research that must be used within the first five years and before you receive tenure. You will receive your workload assignment from the department chair each semester.

The college will provide you with an office with desk, chair and filing cabinets, and a new computer (either a laptop or a desktop) to be chosen from those available through the college. This computer is for your use while you are employed by the college.

We are delighted with the prospect of your joining us for the fall [year] semester. If you have any questions, please contact us at your earliest convenience. We ask that you sign and return this letter to confirm acceptance of this offer within two weeks of receiving it.

Sincerely,

[NAME]  
Department chair

[NAME]  
Dean

Lon S. Kaufman  
Provost and Vice President for Academic Affairs

Livia Cangemi  
Vice President for Budget and Financial Planning

I agree to these conditions \_\_\_\_\_ Date: \_\_\_\_\_  
[CANDIDATE NAME]



## Sample Tenure-Track Offer Letter, Spring Start Date

[DATE]

[CANDIDATE]  
[ADDRESS]

Dear Professor [NAME]:

We are pleased to offer you a full-time, tenure track faculty appointment at Hunter College at the rank of [TITLE] in the Department of [DEPARTMENT], effective [DATE]. Your annual salary will be [SALARY].

As is the case for all faculty appointment at Hunter College, this appointment is subject to the approval of the Chancellor of the City University of New York and financial ability. The terms and conditions of employment are those of CUNY's Bylaws and Manual of General Policy and the collective bargaining agreement between the University and the Professional Staff Congress (PSC), the labor union that represents the faculty. The Bylaws may be viewed at <http://www.psc-cuny.org/cuny-bylaws>.

As a full-time faculty member whose appointment starts at the beginning of the spring 20XX semester, you are eligible for one month of paid annual leave (July 20XX). The one month earned is split at 50% for the month of July and 50% for the month of August so that you can remain on payroll to maintain your health coverage for July and August 20XX. During the annual leave period, you may be eligible for additional compensation of up to a maximum of three-ninths of your annual salary earned through teaching, non-teaching assignments, and/or grant-funded activities during June, July and August.

The tenure period begins in the first fall semester of your appointment. Since your appointment will commence on January XX, 20XX, your tenure period begins on September 1, 20XX. Until tenure is attained, each reappointment will be for one academic year. Tenure and promotion at Hunter College are based upon teaching, scholarly productivity (including, where appropriate, grant activity), and service to the college. Tenure deliberations usually begin during the spring semester of the sixth year of continuous service in a tenure-bearing professorial title. Reappointment with tenure is effective on the first day of September of the eighth year of continuous full-time appointment in a tenure-bearing title. Early tenure may be considered if exceptional accomplishments in research, teaching, and service relative to the expectations for tenure are demonstrated.

Under the PSC-CUNY contract, the 21-hour per year workload for full-time faculty in the professorial ranks requires 18 contact hours per year with three workload hours for research or student support activities. The contract also provides for 18 credit hours of reassigned time for research that must be used within the first five years and before you receive tenure. You will receive your workload assignment from the department chair each semester.

We are delighted with the prospect of your joining us for spring [year] semester. If you have any questions, please contact us at your earliest convenience. We ask that you sign and return this letter to confirm acceptance of this offer within two weeks of receiving it.

Sincerely,

[NAME]  
Department chair

[NAME]  
Dean

Lon S. Kaufman  
Provost and Vice President for Academic Affairs

Livia Cangemi  
Vice President for Budget and Financial Planning

I agree to these conditions \_\_\_\_\_ Date: \_\_\_\_\_  
[CANDIDATE NAME]

## Sample Tenure-Track Offer Letter, Conditional on PhD

[DATE]

[CANDIDATE]

[ADDRESS]

Dear Professor [NAME]:

We are pleased to offer you a full-time, tenure track faculty appointment at Hunter College at the rank of [TITLE] in the Department of [DEPARTMENT] beginning [EFFECTIVE DATE], conditional on receipt of your Ph.D. by September 30, 20XX. The terms of your appointment are as follows:

Should your Ph.D. not be awarded by August XX, 20XX, you will be appointed as an Instructor at an annual salary of \$XXX and subject to all the requirements within that title. If you receive your Ph.D. and confirm receipt of it with the college by September 30, 20XX, you will be moved to the title of Assistant Professor, retroactively to August XX, 20XX at an annual base salary of \$XXX for the 20XX-20XX academic year. If you receive your Ph.D. and confirm receipt of it with the college after September 30, 20XX and by the end of the fall semester, you will be moved to the title of Assistant Professor at an annual salary of \$XXX effective the first day of the spring 20XX academic semester. If you do not complete your Ph.D. by the end of the fall 20XX academic semester, the college will have the option to decline your appointment for the following academic year.

As is the case for all faculty appointments at Hunter College, this appointment is subject to the approval of the Office of the Chancellor of the City University of New York and financial ability. The terms and conditions of employment are those of CUNY's Bylaws and Manual of General Policy and the collective bargaining agreement between the University and the Professional Staff Congress (PSC), the labor union that represents the faculty. The Bylaws may be viewed at <http://www.psc-cuny.org/cuny-bylaws>.

Under the PSC-CUNY contract, the annual workload for full-time faculty in the professorial ranks is 18 contact hours with three workload hours for research or student support activities. The contract also provides for 18 credit hours of reassigned time for research that must be used within the first five years and before you receive tenure. You will receive your workload assignment from the department chair each semester.

The tenure period begins in the first fall semester of your appointment as Assistant Professor. If you are appointed as an Assistant Professor effective August XX, 20XX your tenure period begins on September 1, 20XX; however, if you are appointed as an Assistant Professor effective January XX, 20XX, your tenure clock begins on September 1, 20XX. Until tenure is attained, each reappointment will be for one academic year. Tenure and promotion at Hunter College are based upon teaching, scholarly productivity (including, where appropriate, grant activity), and service to the college. Tenure deliberations usually begin during the spring semester of the sixth year of continuous service in a tenure-bearing professorial title. Reappointment with tenure is effective on the first day of September of the eighth year of continuous fulltime appointment in a tenure-bearing title. Early tenure may be considered if exceptional accomplishments in research, teaching, and service relative to the expectations for tenure are demonstrated.

As a full-time faculty member whose appointment commences at the beginning of the academic year, you will earn two months of paid annual leave from the day subsequent to the spring commencement until the third day, excluding Saturday and Sunday, preceding the 30<sup>th</sup> of August that follows such commencement. During the annual leave period, you may be eligible for additional compensation of up to a maximum of three-ninths of your annual salary earned through teaching, non-teaching assignments, and/or grant-funded activities during June, July and August.

The college will provide you with an office with desk, chair and filing cabinets, and a new computer (either a laptop or a desktop) to be chosen from those available through the college. This computer is for your use while you are employed by the college.

We are delighted with the prospect of your joining us for Fall [year]. If you have any questions, please contact us at your earliest convenience. We ask that you sign and return this letter to confirm acceptance of this offer within two weeks of receiving it.

Sincerely,

[NAME]  
Department chair

[NAME]  
Dean

Lon S. Kaufman  
Provost and Vice President for Academic Affairs

Livia Cangemi  
Assistant Vice President for Budget and Financial Planning

I agree to these conditions \_\_\_\_\_ Date: \_\_\_\_\_  
[CANDIDATE NAME]

# CUNY Memorandum: Appointment with Immediate Tenure



Office of the Executive Vice Chancellor  
and University Provost

535 East 80th Street  
New York, NY 10075  
212 794-5414 tel  
212 794-5692 fax

## MEMORANDUM

March 11, 2013

To: The Presidents of the Colleges  
The Dean of the CUNY School of Law  
The Dean of the Macaulay Honors College  
The Dean of the School of Journalism  
The Dean of the School of Professional Studies  
The Dean of the School of Public Health

From: Alexandra W. Logue, Executive Vice Chancellor and University Provost  
Gloriana B. Waters, Vice Chancellor for Human Resources Management

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Effective Monday, March 18, 2013, offers of appointment with immediate tenure that are made at the rank of Associate or Full Professor to individuals having previously earned tenure at an accredited institution will no longer need approval from the University Office of Academic Affairs. The CUNY colleges and schools are free to make these appointments in line with their own governance plans and as per Bylaw§6.2(2)b. These personnel actions continue to be subject to the approval of the CUNY Board of Trustees and therefore need to be entered into the Personnel Matters section of the Chancellor's University Report. Please note that appointments with immediate tenure at the rank of assistant professor, as well as at any rank in cases in which an individual has not previously earned tenure at another accredited institution, will continue to require approval of the University Office of Academic Affairs.

This action is an extension of the initial streamlining of approval processes for faculty actions announced in our joint memo of February 17, 2010, in which we stated that oversight of some faculty personnel actions was shifted from the Office of Human Resources Management to the Office of Academic Affairs; in some other cases the requirement for Central Office approval of faculty actions was rescinded.

The elimination of the requirement for review of offers of appointment with immediate tenure made at the ranks of Associate and Full Professor when the candidate has previously earned tenure at another accredited institution has been undertaken to decrease administrative burdens on the campuses and to simplify procedures. For further assistance on this matter, please contact Director Ekaterina Sukhanova or Manager Kenneth Norz in the Central Office of Academic Affairs.

Cc: Chancellor Matthew Goldstein  
Chancellor's Cabinet  
Associate University Provost Julia Wrigley  
Chief Academic Officers  
Chief Administrative Officers  
Human Resources Directors

## Procedure When New Hire Hasn't Obtained a Doctorate Degree

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*CUNY Bylaw 6.2 e. Where an appointee begins his/her service after September thirtieth the tenure period shall not begin until the succeeding September first, and when an appointment is made during the month of September, the appointment shall date as of September first of that year for the purposes of tenure.*

CUNY practice is that the person is initially hired as an Instructor.

- If the person receives the relevant degree and the college receives confirmation by September 30<sup>th</sup>, then the person is moved to the title of Assistant Professor, retroactively to August 26 and the college will change the salary step to that of an Assistant Professor, retroactive to that date.
- If the person receives the relevant degree and the college receives confirmation after September 30<sup>th</sup>, then the person is moved to the title of Assistant Professor only in the following Spring semester and begins his/her tenure clock in the subsequent September 1.

**Note:** Hiring the person initially in the Assistant Professor title, when s/he does not have a degree, is problematic in terms of salary.

For example: If the college hires this person as an Assistant Professor at, *e.g.*, the first step= \$47,340 (in 2017) and the person does not receive the degree by September 30<sup>th</sup>, s/he will have to be moved to the Instructor title and the salary would have to change/lower to the relevant step in the Instructor salary schedule (first step= \$43,503). This would mean adjustment of overpayment and recoupment. This should be clarified with the academic department and the hiree, prior to any offer.

# Immigration Considerations When Advertising for New Hires

**Please note that the information in this memo is valid as of August 2019, and is not intended as comprehensive legal guidance. Questions on this topic should be directed to Legal Affairs.**

All offers of employment at Hunter College are subject to appropriate documentation being received by the Human Resources Department showing that the person to be hired is authorized to work in the United States. This memorandum summarizes Hunter's basic policies and procedures related to hiring nonresident aliens who do not yet have (and therefore need to obtain) such U.S. work authorization. As discussed below, the consequences of not following these procedures can be costly and could affect the ability of faculty members to retain their positions at Hunter. Again, if these procedures are not followed, faculty members may not only lose their positions at Hunter, but may lose their ability to remain in the United States. For that reason, we request that you read this memorandum carefully and make every effort to follow the procedures described herein.

For any questions about these matters or if you need any additional information, please contact Sandra Nuñez ([sn302@hunter.cuny.edu](mailto:sn302@hunter.cuny.edu)) or Suzanne Piper ([sp3898@hunter.cuny.edu](mailto:sp3898@hunter.cuny.edu)) in the Office of Legal Affairs: (212) 772-4220.

## I. TEMPORARY NONIMMIGRANT VISAS

New hires who do not already have U.S. work authorization will typically be sponsored by Hunter College for a nonimmigrant, temporary work visa, such as an H-1B.

### **Who will Hunter sponsor for a nonimmigrant visa?**

It is Hunter policy to sponsor **only** tenure track faculty members and, on occasion, CCE track lecturers for temporary nonimmigrant visas. Typically this involves an application for an H-1B visa, although in certain circumstances other types of visas may be appropriate. **Please note that legal affairs cannot grant approval for sponsorship. A chair who wishes to embark on the sponsorship process must receive written approval from the school dean and the provost (email is fine). Until that approval is provided to legal affairs, no action can be taken to begin the visa process.**

### **What if my department wishes to hire a nonresident alien for a non-tenure track or staff position?**

Absent extraordinary circumstances, Hunter will **not** sponsor any other faculty or staff for a visa. Exceptions may be granted only via written approval from a Vice-President of the College based on demonstration by the chair to the VP of extraordinary justification. **No exceptions will be granted for part-time personnel.** Note that this policy is based in part on the fact that the standards for

obtaining a visa and the procedures required are often more difficult for staff members other than faculty.

### **Who Pays?**

As required by the relevant immigration regulations, Hunter will bear the legal fees and the standard filing fees for temporary nonimmigrant visa applications that it files on behalf of College faculty. This amounts to approximately \$3,000 of out-of-pocket expenses for the College per application. If the employee candidate needs to have the application expedited, the employee may be asked to bear the expedite fee, which is an additional \$1,225.

### **Can the department sponsor a non-tenure track position or staff position if the employee agrees to bear the costs?**

NO. Immigration regulations mandate that the **employer only** pay the standard legal and filing fee costs of an H-1B visa. Any other arrangement would be illegal.

### **What if the faculty member already has an H-1B visa from another employer?**

H-1B visas are employer-specific. This means that an H-1B visa from one employer does not permit the beneficiary to work for any other employer. Therefore Hunter will still need to file a new application for the faculty member. In addition, it is important that prospective faculty understand that an H-1B visa with Hunter means that they may **only** work for Hunter. In other words, such faculty members may not take on consulting or part-time assignments for other employers (which they may believe they can do pursuant to the CUNY multiple positions policy) in order to generate additional income.

### **Timing**

Unfortunately, our immigration system is **very, very, very s-l-o-w** and **unpredictable**. This means that unless either the college or faculty member is going pay the extra fee to expedite an application, nonimmigrant visa petitions can easily take upwards of 4 months to be adjudicated. For this reason, please contact Legal Affairs as soon as you learn that immigration assistance is required and have obtained the necessary approvals.

### **Counsel – Who actually prepares and files these applications**

Since the petitions must be signed and submitted by the College as the employer, and since the College is making various legal representations therein to which it is legally bound, faculty will be required to work with Hunter's designated immigration counsel for all visa applications. Hunter's



Office of Legal Affairs will work with immigration counsel and will serve as the liaison between the department and immigration counsel. Faculty and chairs must be aware that unless they respond promptly and completely to requests for information from counsel, the immigration process may be delayed or derailed.

## **I. PERMANENT RESIDENCY a/k/a “GREEN CARDS”**

### **Why must the College eventually sponsor faculty for a Green Card?**

Non-immigrant visas cannot be extended indefinitely. For example, absent very limited circumstances, the H-1B visa can be used only for up to 6 years. This means that if the faculty member has not secured lawful permanent residency status by the end of that period, he/she will have to leave the country. **If the faculty member worked for another employer under an H-1B visa, that time is counted against the 6 year total. Therefore, if a faculty member worked for another employer for 2 years under an H-1B, that employee has only 4 years remaining to work at Hunter in that visa status.**

### **Who will the College sponsor for a Green Card?**

As with temporary visas, absent truly extraordinary circumstances, Hunter will not sponsor any faculty or staff other than tenure track faculty and CCE track lecturers for permanent residency. Exceptions may be granted only with approval by a Vice-President of the College based on demonstration of extraordinary justification. No exceptions will be granted for part-time personnel.

### **Timing – when does the College begin the Green Card process?**

To take advantage of a specialized, easier (relatively speaking) and cheaper process that is available only to faculty at institutions of higher education, Hunter must begin preparing the first step of the process (known as PERM) **within 12 months of the date of the initial offer letter** sent to the faculty member (see more, below). The PERM itself must be filed within 18 months of the date of that offer letter.

Thus, sometime after the first semester of employment and before the 12-month anniversary of the offer letter, the department chair and the department P&B must determine whether the department wishes to ask the College to sponsor the faculty member for permanent residency. This is not a commitment to grant tenure, but it should not be undertaken lightly or without a high level of satisfaction with the candidate’s performance to date. If the department determines that it wants to ask the College to sponsor a faculty member for permanent residency, the department should request approval from the Dean and the Provost and make sure those written approvals are passed on to the Office of Legal Affairs.

**So why do I need to give any thought to the Green Card process *before* I even know whether I will be hiring someone who requires immigration assistance and before this person has even been sponsored for a nonimmigrant visa?**

Once the time to sponsor a faculty member for permanent residency comes around, the advertisements that were placed long ago that led to him/her being hired become relevant for immigration purposes. This is because the somewhat easier and cheaper permanent residency sponsorship process referred to above, is **only** available to the College **if** certain immigration mandated advertising requirements are met when the department **first advertises** any given position.

**What benefits does the department derive from following these immigration-mandated advertising requirements in the initial advertising phase?**

If the advertisements that led to the faculty member's initial hiring were not immigration compliant, the department will have to take the following steps before it can sponsor a faculty member for a Green Card:

- re-advertise the position (which is not only expensive, but for obvious reasons, is usually very uncomfortable for both the faculty member and the department);
- convene another search committee;
- evaluate all applicants; and
- justify why the faculty member is “the most qualified” applicant (if, this is in fact the case)

**What are these advertising requirements?**

Surprisingly, the immigration-mandated advertising requirements for colleges are neither complicated nor overly burdensome – even if they do not always align with the “real world” needs. However, compared with the time, effort and costs associated with having to re-advertise and re-do the entire recruitment process, they are certainly worth following.

How do you make sure that your advertisements are immigration-compliant from the outset? The guidelines set forth below are intended to help. Additionally, it is **strongly** suggested that you run ads by our outside immigration counsel before they are placed, so as to be sure that all the necessary conditions are met.

**i. Must advertisements be placed in any particular publication/s?**

**YES.** In order to satisfy the Green Card sponsorship requirements, at least one advertisement must be placed in a “**national professional journal**.”

- The best example of such a journal is *The Chronicle of Higher Education*.
- This advertisement can be online or in print.
- There are some limitations imposed by immigration on what constitutes an acceptable journal. For example, the journal cannot be one for which membership of any organization is required in order to access the ad. It cannot be an ad that is password-

protected in any way. And it cannot be placed in a journal that comprises only job listings without also offering substantive content. Because these do's and don'ts are constantly evolving and changing, and because the consequences of an ad not qualifying can be so dire, we ask that if you decide to use a journal other than the Chronicle, that you run your choice by our outside immigration counsel before you place the ad. Simply contact Legal Affairs to be put in touch directly with our immigration counsel.

**ii. Must we advertise anywhere else?**

Other than placing an advertisement in a national professional journal, the regulations only require that you follow the standard CUNY and/or Hunter recruitment policy, and that you advertise wherever required by this policy. Dean John Rose can provide guidance on the CUNY procedures.

**iii. Must any specific language be used in the advertisements?**

**YES.** And this is typically where departments have run into difficulty. Case law over the years has served to highlight some pitfalls to be avoided as well as some language that should be used. If any of the below seems unclear to you or you have questions about a draft ad, please contact legal affairs, who will assist you and/or connect you with our outside immigration counsel.

a) The advertisement must be “detailed enough to apprise applicants of the job opportunity.”

- Not every duty and responsibility must be enumerated. But there must be sufficient information to demonstrate a nexus between the advertisement and the position being sponsored. We ask that all ads clearly state the title and department. For example, “Chemistry Department seeks to hire Assistant Professor.” Please also include the field of specialty. For example, “to teach organic chemistry, general chemistry at the undergraduate and/or graduate level.”

b) State the minimum requirements for the position.<sup>1</sup>

- This means that the advertisement must state clearly what level degree is required, AND what fields of study are acceptable. For example, “Ph.D. by time of hire in organic chemistry, chemistry or closely related field required” is fine.
- If you require teaching experience, please quantify the minimum length that you will accept. For example “one year teaching experience required” is fine. Simply stating “Teaching experience required” is not acceptable. If there is an acceptable kind of alternative

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<sup>1</sup> Note that the beneficiary will ultimately have to prove to the satisfaction of USCIS that s/he meets each of the advertised minimum requirements as of the time they were hired, and **without taking into account any teaching experience gained at Hunter**, the sponsoring employer. So if you are advertising a position for which you already have a candidate in mind, remember that if you require one year of college-level experience and the only experience this individual has was gained at Hunter College, **for immigration purposes they do not qualify.**

experience in lieu of college-level teaching, please clearly specify the nature and length thereof. For example, “two years full-time college level teaching required. Employer will also accept one year college level teaching plus one year clinical experience.”

- Other requirements can be stated more generally, such as “strong record of scholarly productivity required” or “must have ability to obtain funding for research.”
- Please do not include statements such as “excellent teaching skills required” unless you plan to verify the existence thereof through the use of a model class, references, or some other way. In the past immigration has specifically required us to show proof of how the candidate was verified in this regard.

c) Give clear instructions on how to apply.

- **It is not sufficient to simply direct applicants to go the CUNY website.** Either give an exact mailing address to send resumes, or if you wish to direct applicants to apply online, be sure to use the following text:

*Applications must be submitted on-line by accessing the CUNY Portal on City University of New York job website (<http://www.cuny.edu/employment.html>) and following the CUNYfirst Job System Instructions. Current users of the site should access their established accounts; new users should follow the instructions to set up an account. To search for this vacancy, click on Search Job Listings, select More Options To Search For CUNY Jobs and enter the following Job Opening ID number \_\_\_\_\_. The required material, as stated on the CUNYfirst vacancy notice, for the application package must be uploaded as ONE file in .doc, .docx, .pdf, .rtf, or text format. Incomplete applications will not be considered.*

d) Clearly state the employer’s name.

- It may be obvious, but all ads must clearly state the name of the college.

e) If there is any chance that you might seek permission for a second line/hire two faculty members, please so state in the ad.

- We routinely encounter the situation in which a department finds two candidates that it wishes to hire, and then seeks a second line. In such case, if one of the candidates is already a U.S. citizen or permanent resident and the other is a nonresident alien, the College is precluded from sponsoring the nonresident alien for a Green Card **unless the advertisement specifically stated that multiple openings existed.** The reason for this is that in the eyes of USCIS, a sufficiently qualified US candidate was found to fill the position, thereby obviating the need to sponsor a nonresident. It is easy enough to avoid this problem by simply stating “Seeking Assistant Professorss” or “multiple openings.”

## **Other than checking that the advertisement complies with these requirements, will I have to do anything else?**

Before the College can begin the PERM process for any faculty member, the chair of the search committee who recommended the candidate must complete and submit to the Office of Legal Affairs both a Search Committee Report and a Statement of Hiring Official. Templates for these will be provided to you at the time of H-1B sponsorship and we **strongly suggest that you complete them at that time**, while the necessary information is still fresh and easily at hand. The Search Committee Report involves completing a chart that lists each and every applicant as well as the reason why the nonresident alien was “more qualified.” We recognize that these forms can be cumbersome, but they are mandated by Immigration and we will do our best to assist you in this regard. If you wait to complete these forms until months or a year after the initial hiring, it may be very difficult to reconstruct the necessary information.

## **Who pays for the Green Card process?**

In short, the College pays for part of the process and the faculty member is required to pay for the balance. It is very, very important that prospective faculty be advised at the time of the offer that the college, while paying for the nonimmigrant visa, will **NOT** pay for 2/3 of the Green Card process (or about one half of the cost thereof). In addition, the college will pay for **NONE** of the cost of the Green Card process for family members. Faculty members must be willing and prepared to bear these costs when the time comes. In most cases, the Green Card process comprises three separate applications/petitions. In accordance with the immigration regulations, the College covers all costs associated with the first stage of this process, known as PERM. This typically runs about \$5,000 per application. Thereafter, the faculty member is required to pay for the remaining two steps in the process (I-140 Petition for Alien Worker and I-485 Application for Adjustment of Status), which together run to approximately an additional \$5,000. This does **not** include the cost of sponsoring family members.

In some instances, particularly accomplished faculty members may be able to by-pass the PERM and take advantage of a shorter process (EB-1). In such cases, the College will cover an amount equal to the standard process and the faculty member will be required to pay the balance.

To manage expectations, we suggest you consider explaining these policies and potential costs to new faculty members at this time they are offered employment.

## **Counsel**

For both the PERM and the I-140, Hunter signs the petitions and files it with USCIS (listing the faculty member as the beneficiary). For that reason, the College requires that the faculty member must work with the College’s designated immigration counsel. In contrast, the Adjustment of Status is purely a personal filing and does not require a Hunter signature. Accordingly, the faculty member is free to select his/her own counsel for this part of the process if s/he wishes to do so. Of course, the faculty member may also use Hunter’s designated counsel for this purpose. In certain cases, the

Adjustment of Status and the I-140 can be filed concurrently, which saves time and possibly, expense.

## **II. IN CONCLUSION**

When in doubt, please ask. We recognized that immigration regulations are cumbersome and at times feel burdensome. Rest assured that the Legal Affairs office does its best to simplify the process as much as possible, but is constrained by regulations over which it has no control. The same is true of the College's outside immigration counsel. The process will be best served if we all work together and we are always available to you to answer any questions that you may have in this regard. And if needed, we will not hesitate to put you in touch directly with our outside immigration counsel.

## **CHAPTER 4: Leaves**

CUNY Code of Practice Regarding Instructional Staff Academic Leaves

Fellowship Leave (Sabbatical Leave)

Partial leave with Partial Pay

Professional Reassignments in the Libraries

Scholar Incentive Award

Special Leave of Absence without Pay

Family Medical Leave Act (FMLA)

# Code of Practice Regarding Instructional Staff Academic Leaves

CUNY OFFICE OF HUMAN RESOURCES MANAGEMENT

[http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures/CodeofPractice\\_AcademicLeavesofAbsence\\_Final08062013\\_2.pdf](http://www.cuny.edu/about/administration/offices/ohrm/policies-procedures/CodeofPractice_AcademicLeavesofAbsence_Final08062013_2.pdf)

## **FELLOWSHIP LEAVES SCHOLAR INCENTIVE AWARDS SPECIAL LEAVES OF ABSENCE WITHOUT PAY PARTIAL LEAVES WITH PARTIAL PAY PROFESSIONAL REASSIGNMENT LEAVES IN THE LIBRARY OTHER AUTHORIZED LEAVES OF ABSENCE WITHOUT PAY**

### **1 FELLOWSHIP LEAVES**

#### **1.1 Purposes for Which Fellowship Leaves May Be Granted**

Fellowship leaves may be granted for conducting research (including study and related travel), improvement of teaching, and/or production of creative works in literature or the arts.<sup>1</sup>

#### **1.2 Eligible Titles**

The following titles are eligible for the award of a fellowship leave:

- Tenured Assistant Professor, tenured Associate Professor, and tenured Professor,
- Tenured College Laboratory Technician, tenured Senior College Laboratory Technician, and tenured Chief College Laboratory Technician,
- In the Hunter College Campus Schools, tenured Teacher, tenured Guidance Counselor, tenured Campus Schools College Laboratory Technician, and tenured Campus Schools Senior College Laboratory Technician,
- Tenured Assistant Medical Professor (Basic Sciences), tenured Associate Medical Professor (Basic Sciences), tenured Medical Professor (Basic Sciences), tenured Assistant Medical Professor (Clinical), tenured Associate Medical Professor (Clinical), and tenured Medical Professor (Clinical),
- Tenured Law School Assistant Professor, tenured Law School Associate Professor, tenured Law School Professor, tenured Law School Library Assistant Professor, tenured Law School Library Associate Professor, tenured Law School Library Professor, and
- Lecturers with a Certificate of Continuous Employment.

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<sup>1</sup> In addition, employees in eligible titles who were appointed before July 1, 1965 may be awarded a fellowship leave for educational travel or restoration of health at 50% of the bi-weekly salary rate. A fellowship leave for restoration of health may be awarded to an eligible employee who was appointed before July 1, 1965 only after such employee has exhausted all available temporary disability leave.



### 1.3 Eligibility Criteria

In order to be eligible for consideration for a fellowship leave, the individual must be in an eligible title and be tenured or have a Certificate of Continuous Employment. Untenured individuals in professorial titles who are on leave from the Lecturer title in which they have a Certificate of Continuous Employment are also eligible to apply.<sup>2</sup>

In addition, the individual must have six years of continuous paid full-time service with the University exclusive of fellowship leaves and most other leaves.<sup>3</sup> Full-time service in an eligible title prior to achieving tenure, including contiguous substitute service, counts as service towards a fellowship leave.<sup>4</sup> A fellowship leave breaks service toward another fellowship leave.

At the expiration of a fellowship leave, the individual must accumulate another six years of continuous paid full-time service before being again eligible for a fellowship leave. A leave without pay or a Scholar Incentive Award acts as a bridge, that is, continuous paid full-time service before and after these leaves may be aggregated to achieve the required six years of service.<sup>5</sup>

### 1.4 Types of Fellowship Leaves

There are three types of fellowship leaves:

- A full year leave at 80% of the bi-weekly salary rate,
- A one-half year leave at 80% of the bi-weekly salary rate, and
- A one-half year leave at full pay.<sup>6</sup>

A full-year fellowship leave may be for the fall and succeeding spring semester or for the spring and succeeding fall semester. In addition, the University has permitted a full year fellowship leave to be taken with one semester intervening between halves of the leave, for example, on successive fall semesters or on successive spring semesters, when such an arrangement is determined to be mutually advantageous to the fellowship leave recipient and the college.

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<sup>2</sup> If an untenured faculty member on leave from the Lecturer title with a Certificate of Continuous Employment is granted a one-half year fellowship leave at full pay, the leave counts toward the period of time necessary to achieve tenure. The period of all other fellowship leaves acts, for tenure purposes, as a bridge linking full years of service creditable towards tenure before and after the fellowship leave.

<sup>3</sup> Temporary Disability Leave at full pay and other full pay leaves will be counted as service.

<sup>4</sup> Service in a school or college maintained in whole or in part with City funds immediately preceding service in CUNY also counts as service, up to a maximum of three years.

<sup>5</sup> For purposes of counting full years of service towards a Fellowship Leave, full-time service is counted by semesters. Thus, for example, active full-time service in a fall semester followed by active full-time service in a spring semester or active service in a spring semester followed by service in a fall semester will count as a year of service. This is true even if there is a break in active full-time service between semesters.

<sup>6</sup> There is an expectation that there will be at least one one-half year leave at full pay every other year at each college.

## **1.5 Review and Approval**

A University application is submitted to the Department Personnel and Budget committee, or its equivalent. On the application, the faculty member sets forth his/her plan of work for the period of the fellowship leave.

If the Department Personnel and Budget Committee approves, the application is sent to the College-wide Personnel and Budget Committee. If that Committee approves, the application is forwarded to the President. The Committee endorsement includes the representation that the work of the department can be carried out effectively during the period of the leave and that the applicant's work while on the leave is consonant with the principles of the fellowship leave. Upon receiving the College-wide Committee's endorsement, the President makes his/her own recommendation to the Board of Trustees via the Chancellor's University Report for its approval. The President may confer with Vice Presidents, Deans, or other campus executives before making a recommendation. Before the fellowship leave is forwarded to the Board of Trustees for approval, the College's Office of Human Resources, or other appropriate college office, should review the application to ensure that it is consonant with applicable rules and procedures.

## **1.6 Early Termination of a Full-Year Fellowship Leave**

The staff member may terminate a full-year fellowship leave after one semester upon written notice to the President. Such notice is required by October 30 to cancel the leave for the subsequent spring semester and March 30 to cancel the leave for the subsequent fall semester. This termination relieves the University of any obligation to further claims for the second half of the leave. The staff member will be eligible for another fellowship leave after six years of service following the termination of the leave.

## **1.7 Post-Fellowship Leave Requirements**

### **1.7.1 Return to Active Service for One Year**

When applying for a fellowship leave, the staff member commits to return to active service in the University for at least one (1) year following the end of the leave,<sup>7</sup> unless the Board of Trustees expressly waives this requirement. Waivers of this return-to-service requirement must be reviewed and approved by the Office of Human Resources Management before submission to the Board of Trustees for approval via an entry on the Chancellor's University Report Addendum. Waivers have been granted when the return to service would be impossible or very difficult, usually due to personal illness. Waivers have also been granted to permit a fellowship leave recipient to participate in an Early Retirement Incentive authorized by statute.

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<sup>7</sup> Travia Leave is counted as service for this purpose.

### 1.7.2 Post-Fellowship Leave Report

Within 30 days of the expiration of the fellowship leave, the staff must submit a written report to the Department Chair on the recipient's activities during the fellowship leave.

### 1.8 Creditable Service for Retirement

The University will request the appropriate retirement system to credit the period of the fellowship leave as service for retirement purposes.<sup>8</sup> The period of the fellowship leave shall be credited for increment purposes.

### 1.9 Calendar

Fellowship Leaves conform to the following schedule.

- Leave for the Full Academic Year: The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on the day before the beginning of the following Fall semester (that is, the leave ends at the close of business on the fourth day preceding the following August 30, excluding Saturday and Sunday.)
- Leave for the Fall semester: The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on January 31 or the day before the first day of classes of the spring semester (whichever is earlier).
- Leave for the Spring semester: The leave begins on February 1 or the first day of classes in the Spring semester (whichever is earlier) and ends on June 30.

### 1.10 Summer Compensation

Faculty members who have the summer annual leave period prescribed by Article 14.1 (teaching faculty) or Article 14.3 c) (faculty in counselor titles) of the PSC/CUNY collective bargaining agreement will be compensated for the months of July and August as follows:

A full year leave at 80% of the bi-weekly salary rate: The months of July and August (up to the commencement of the subsequent fall semester) will be paid at 80% of the bi-weekly salary rate.<sup>9</sup>

A one-half year leave at 80% of the bi-weekly salary rate: If the fellowship leave was taken in the fall semester and the faculty member returned to active service for the spring semester, the faculty member will be paid at 100% of the bi-weekly salary rate for the month of July

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<sup>8</sup> Service credit does not apply to members of the Optional Retirement Program (TIAA-CREF).

<sup>9</sup> If the full year fellowship leave at 80% of the bi-weekly salary rate is taken in successive fall semesters, the month of July following each academic year in which a semester of the leave was taken will be paid at 100% of the bi-weekly rate, while the two months of August will be paid at 80% of the bi-weekly rate (up to the commencement of the fall semester following the second academic year in which the leave was taken). If the full year fellowship leave at 80% of the bi-weekly salary rate is taken in successive spring semesters, the month of July following each academic year in which a semester of the leave was taken will be paid at 80% of the bi-weekly rate, while the two months of August will be paid at 100% of the bi-weekly rate (up to the commencement of the fall semester).

and at 80% of the bi-weekly rate for the month of August (up to the commencement of the subsequent fall semester). If the faculty member was in active service in the fall semester and took the fellowship leave in the spring semester, the faculty member will be paid at 80% of the bi-weekly salary rate for the month of July and at 100% of the bi-weekly salary rate for the month of August (up to the commencement of the subsequent fall semester).

A one-half year leave at full pay: If the leave was taken in either semester and the faculty member was in active service in the other semester, both July and August will be paid at 100% of the bi-weekly salary rate.

### **1.11 Fellowship Leaves and Summer Employment**

For the purposes of the Board of Trustees' "Statement of Policy on Multiple Positions," fellowship leaves cover periods within the boundaries of the academic year, and do not include the period of annual leave of teaching faculty, as defined in the PSC/CUNY collective bargaining agreement.<sup>10</sup>

## **2 SCHOLAR INCENTIVE AWARDS<sup>11</sup>**

### **2.1 Purpose for which Scholar Incentive Awards May Be Granted**

The purpose of Scholar Incentive Awards is to facilitate bona fide and documented scholarly research. Applications that reflect other purposes, such as meeting degree requirements, service outside the University, or other professional, career or personal reasons, shall not be considered for these Awards.

### **2.2 Eligible Titles**

In order to be eligible for consideration for a Scholarship Incentive Award, the individual must be a full-time instructional staff member in one of the following titles: Professor, Associate Professor, Assistant Professor, Instructor, Lecturer, University Professor, Distinguished Professor, Assistant Medical Professor (Basic Sciences), Associate Medical Professor (Basic Sciences), Medical Professor (Basic Sciences), Assistant Medical Professor (Clinical), Associate Medical Professor (Clinical), and Medical Professor (Clinical).

### **2.3 Eligibility Criteria**

In addition to appointment to an eligible title, the individual must have completed not less than one full year of continuous paid full-time service with the University before becoming eligible for a Scholar Incentive Award. An individual shall be eligible for a subsequent Scholar Incentive Award after six (6) years of creditable service with the University since the completion of the last Scholar Incentive Award.<sup>12</sup> A Scholar Incentive Award may not be held

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<sup>10</sup> Library instructional staff do not accrue annual leave during the period of the fellowship leave.

<sup>11</sup> Scholar Incentive Awards are authorized pursuant to Article 25.5 of the PSC/CUNY collective bargaining agreement.

<sup>12</sup> For purposes of counting full years of service towards a Scholar Incentive Award, full-time service is

concurrently with a Fellowship Leave.

#### **2.4 Duration of Scholar Incentive Award**

A Scholar Incentive Award shall be for not less than one semester nor more than one year in duration.

#### **2.5 Review and Approval**

A University application is submitted to the Department Personnel and Budget committee, or its equivalent. On the application, the faculty member sets forth his/her plan of work for the period of the Scholar Incentive Award.

If the Department Personnel and Budget Committee approves, the application is sent to the College-wide Personnel and Budget Committee. If that Committee approves, the application is forwarded to the President. The Committee endorsement includes the representation that the work of the department can be carried out effectively during the period of the leave and that the applicant's work while on the leave is consonant with the principles of the Scholar Incentive Award. Upon receiving the College-wide Committee's endorsement, the President makes his/her own recommendation to the Board of Trustees via the Chancellor's University Report for its approval. The President may confer with Vice Presidents, Deans, or other campus executives before making a recommendation. Before the Scholar Incentive Award is forwarded to the Board of Trustees for approval, the College's Office of Human Resources, or other appropriate college office, should review the application to ensure that it is consonant with applicable rules and procedures.

#### **2.6 Creditable Service**

If a Scholar Incentive Award is immediately preceded by full-time continuous service creditable for tenure or a Certificate of Continuous Employment or Fellowship Award and immediately followed by such full-time continuous service, the period of creditable service immediately preceding the Scholar Incentive Award shall be counted in computing the years of service required for the granting of tenure, Certificate of Continuous Employment or eligibility for a Fellowship Leave.

#### **2.7 Calendar**

Scholar Incentive Awards conform to the following schedule.

- **Leave for the Full Academic Year:** The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on the day before the beginning of the following Fall semester (that is, the leave ends at the close of business on the fourth day preceding the following August 30, excluding Saturday and Sunday).

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counted by semesters. Thus, for example, active full-time service in a fall semester followed by active full-time service in a spring semester or active service in a spring semester followed by service in a fall semester will count as a year of service. This is true even if there is a break in active full-time service between semesters.

- Leave for the Fall semester: The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on January 31 or the day before the first day of classes of the spring semester (whichever is earlier).
- Leave for the Spring semester: The leave begins on February 1 or the first day of classes in the Spring semester (whichever is earlier) and ends on June 30.

## 2.8 Compensation

An individual may be compensated by the University for up to 25% of the annual salary rate. The total amount of money earnable with outside support and University salary may not exceed 100% of the annual salary rate that the person would have received without the leave. The amount of compensation by the University may be less than 25% if the amount of any outside fellowship and grant support received would result in earnings above 100% of salary.

Faculty members who have the summer annual leave period prescribed by Article 14.1 (teaching faculty) or Article 14.3 c) (faculty in counselor titles) of the PSC/CUNY collective bargaining agreement will be compensated for the months of July and August as follows:

- Full Year Scholar Incentive Award: If the Scholar Incentive Award was taken for the entire academic year, the months of July and August (up to the commencement of the subsequent fall semester) will be paid at the same percentage of the bi-weekly rate as the University paid during the Scholar Incentive Award.
- Scholar Incentive Award for One Semester: If the Scholar Incentive Award was taken in the fall semester and the faculty member returned to active service for the spring semester, the faculty member will be paid at 100% of the bi-weekly salary rate for the month of July and at the same percentage of the bi-weekly rate as the University paid during the Scholar Incentive Award for the month of August (up to the commencement of the subsequent fall semester). If the faculty member was in active service in the fall semester and took the Scholar Incentive Award in the spring semester, the faculty member will be paid at the same percentage of the bi-weekly rate as the University paid during the Scholar Incentive Award for the month of July and at 100% of the bi-weekly salary rate for the month of August (up to the commencement of the subsequent fall semester).

## 3 SPECIAL LEAVES OF ABSENCE WITHOUT PAY<sup>13</sup>

### 3.1 Purpose

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<sup>13</sup> While the faculty member is in unpaid status, he/she is not eligible for University-paid health insurance and must file appropriate COBRA forms to continue coverage.

Special leaves of absence without pay may be requested for study, writing, research, a creative project, or public service of reasonable duration.<sup>14</sup> The colleges are encouraged to consult with the Office of Academic Affairs should there be any questions concerning the purpose for which a particular leave is being requested.

### **3.2 Eligible Titles**

Tenured faculty, tenured instructional staff in the College Laboratory Technician (CLT) series and in the Registrar series, and Lecturers with a Certificate of Continuous Employment are eligible for special leaves of absence without pay.<sup>15</sup>

### **3.3 Types of Special Leaves of Absence Without Pay**

Special Leaves of Absence Without Pay are characterized as follows:

- a) Special Leave with Increment Credit, with Retirement Credit
- b) Special Leave with Increment Credit, without Retirement Credit
- c) Special Leave without Increment Credit, with Retirement Credit
- d) Special Leave without Increment Credit, without Retirement Credit

Retirement service credit does not apply to employees in the Optional Retirement Program (TIAA/CREF), which bases the retirement benefit on annual contributions rather than on years of service. In limited circumstances, retirement service credit for the period of a special leave without pay or an authorized leave without pay may be recommended to TRS or ERS. The recommendation to the pension system is advisory only and is generally limited to employees in Tier I or, to a lesser extent, in Tier II of TRS or ERS.

As a general rule, no increment credit should be awarded for special leaves without pay or authorized leaves without pay of one year or longer. The president may, however, recommend such credit, subject to approval by the Board of Trustees, if the leave is being taken for a project of academic, scholarly or public importance that brings honor and recognition to the college.<sup>16</sup>

### **3.4 Duration**

Generally, special leaves of absence without pay are granted for a full academic year, although leaves for one semester may be granted. The President may approve a leave through a second consecutive year. However, a special leave of absence without pay for a third consecutive year requires the Chancellor's express approval. An application for a special leave beyond two consecutive years must be submitted to the Office of Academic Affairs for approval.

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<sup>14</sup> Section 13.3.b. of the *Bylaws of the Board of Trustees*.

<sup>15</sup> On occasion, special leaves may be granted to untenured faculty and CLTs, and uncertificated Lecturers.

<sup>16</sup> *Bylaws*, Section 13.3.b.



### **3.5 Review Procedures**

A University application is submitted to the Department Personnel and Budget committee, or its equivalent. The applicant fills out the first part of the form, explaining in detail the purpose for which the leave is requested and signing an acknowledgement of the terms on which the leave would be granted. The chairperson of the department completes the second part of the form, indicating how the department will arrange for academic work to be done during the faculty member's leave and attesting to the positive recommendation of the Department Personnel & Budget Committee. The Chair of the College-wide Personnel & Budget Committee completes the third part of the form, attesting to that committee's approval of the leave and stating whether retirement and increment credit should be recommended. Finally, the President, or the President's designee, signs the application to indicate his/her approval. The President may confer with Vice Presidents, Deans, or other campus executives before making a recommendation. Approval by the Chancellor is required only for applications for a third consecutive special leave of absence without pay or a third consecutive partial leave with partial pay.

All special leaves of absence without pay are subject to approval by the Board of Trustees via the Chancellor's University Report. The colleges are responsible for ensuring that the leaves that they approve are submitted to the Board of Trustees for approval via the Chancellor's University Report and are in accord with University policy and practices.

### **3.6 Effect on Service Credit Toward Tenure or a Certificate of Continuous Employment**

A special leave of absence without pay represents a break in service towards the achievement of tenure or a Certificate of Continuous Employment (for a lecturer).

### **3.7 Calendar**

Special leaves of absence without pay conform to the following schedule.

- Leave for the Full Academic Year: The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on the day before the beginning of the following Fall semester (that is, the leave ends at the close of business on the fourth day preceding the following August 30, excluding Saturday and Sunday).
- Leave for the Fall semester: The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on January 31 or the day before the first day of classes of the spring semester (whichever is earlier).
- Leave for the Spring semester: The leave begins on February 1 or the first day of classes in the Spring semester (whichever is earlier) and ends on June 30.

### **3.8 Summer Compensation**

Faculty members who have the summer annual leave period prescribed by Article 14.1



(teaching faculty) or Article 14.3 c) (faculty in counselor titles) of the PSC/CUNY collective bargaining agreement will be compensated during the months of July and August as follows:

A full year special leave of absence without pay: The months of July and August (up to the commencement of the subsequent fall semester) will be unpaid. While the faculty member is in unpaid status, he/she is not eligible for University-paid health insurance and must file appropriate COBRA forms to continue coverage.

A one-half year special leave of absence without pay: If the special leave of absence without pay was taken during one semester and the faculty member provided active service in the other semester, the faculty member will be paid during the months of July and August (up to the date of the commencement of the subsequent fall semester) at 50% of the bi-weekly salary rate, thereby retaining health insurance coverage for both months.

## **4 Partial Leaves with Partial Pay**

### **4.1 Purposes**

Partial leaves with partial pay are granted for special projects, such as writing a book, when the leave would be to the mutual benefit of both the faculty member and the college. It is expected that partial leaves of absence with partial pay will be granted in rare and unusual circumstances, *i.e.*, infrequently. A partial leave with partial pay releases a faculty member from a percentage of his/her teaching responsibilities, with a corresponding reduction in salary, but does not relieve the faculty member of any other responsibilities.

### **4.2 Eligible Titles**

Faculty in the following titles with teaching workloads<sup>17</sup> are eligible for a partial leave with partial pay:

- Assistant Professor, Associate Professor, and Professor,
- Assistant Medical Professor (Basic Sciences), Associate Medical Professor (Basic Sciences), Medical Professor (Basic Sciences), Assistant Medical Professor (Clinical), Associate Medical Professor (Clinical), and Medical Professor (Clinical),
- Law School Assistant Professor, Law School Associate Professor, Law School Professor, Law School Library Assistant Professor, Law School Library Associate Professor, Law School Library Professor,
- Lecturers, and

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<sup>17</sup> Since the partial leave with partial pay involves a reduction in teaching workload, faculty assigned as counselors or as librarians are not eligible for partial leaves with partial pay.

- Instructors.

Tenure is not required.

### **4.3 Duration**

Generally, partial leaves with partial pay are granted for a full academic year, although leaves for one semester may be granted. The president may approve a leave through a second consecutive academic year, but a third consecutive year would require the prior approval of the Chancellor. An application for a partial leave with partial pay beyond two consecutive years must be submitted to the Office of Academic Affairs for approval before it is entered on the Chancellor's University Report.

### **4.4 Review Procedures**

A University application is submitted to the Department Personnel and Budget committee, or its equivalent. The applicant fills out the first part of the form, explaining in detail the purpose for which the leave is requested and signing an acknowledgement of the terms on which the leave would be granted. The chairperson of the department completes the second part of the form, indicating how the department will arrange for academic work to be done during the faculty member's leave and attesting to the positive recommendation of the Department Personnel & Budget Committee. The Chair of the College-wide Personnel & Budget Committee completes the third part of the form, attesting to that committee's approval of the leave. Finally, the President, or the President's designee, signs the application to indicate his/her approval. The President may confer with Vice Presidents, Deans or other campus executives before making a recommendation. Approval by the Chancellor is required only for applications for a third consecutive partial leave with partial pay.

All partial leaves of absence with partial pay are subject to approval by the Board of Trustees via the Chancellor's University Report. The colleges are responsible for ensuring that the leaves that they approve are submitted to the Board of Trustees for approval via the Chancellor's University Report and are in accord with University policy and practices.

### **4.5 Effect on Service Credit Toward Tenure, a Certificate of Continuous Employment, or a 13.3.b. Appointment**

A partial leave with partial pay represents a break in service towards tenure or a Certificate of Continuous Employment (for a lecturer). An instructor who receives a partial leave with partial pay is still limited to five appointments in the title and will not be eligible for a Certificate of Continuous Employment pursuant to Section 12.6 of the PSC/CUNY collective bargaining agreement.

### **4.6 Calendar**

Partial Leaves of Absence with Partial Pay conform to the following schedule.

- Leave for the Full Academic Year: The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on the day before the beginning of the following Fall semester (that is, the leave ends at the close of business on the fourth day preceding the following August 30, excluding Saturday and Sunday).
- Leave for the Fall semester: The leave begins on the third day, excluding Saturday and Sunday, preceding August 30 and ends on January 31 or the day before the first day of classes of the spring semester (whichever is earlier).
- Leave for the Spring semester: The leave begins on February 1 or the first day of classes in the Spring semester (whichever is earlier) and ends on June 30.

## **4.7 Retirement Credit and Increment Credit**

### **4.7.1 Retirement Credit**

Retirement service credit does not apply to employees in the Optional Retirement Program (TIAA/CREF), which bases the retirement benefit on annual contributions rather than on years of service. Retirement service credit for a partial leave with partial pay is determined by the particular retirement system, *i.e.*, New York City Teachers Retirement System (TRS) or New York City Employees Retirement System (ERS).

### **4.7.2 Increment Credit**

Faculty on partial leaves with partial pay receive increment credit.

## **4.8 Compensation**

A faculty member who takes a partial leave of absence with partial pay will have his/her bi-weekly salary rate reduced by the same percentage as his/her teaching workload is reduced during the period of the leave. For example, a faculty member who would ordinarily have taught 12 classroom contact hours during the fall semester, but who is only teaching 6 classroom contact hours pursuant to a partial leave of absence without pay, would be compensated at 50% of the bi-weekly rate during that semester. Faculty members who have the summer annual leave period prescribed by Article 14.1 (teaching faculty) or Article 14.3 c) (faculty in counselor titles) of the PSC/CUNY collective bargaining agreement will be compensated for the months of July and August as follows:

- Full Year Partial Leave with Partial Pay: If the partial leave with partial pay was taken for the entire academic year, the months of July and August (up to the commencement of the subsequent fall semester) will be paid at the same percentage of the bi-weekly rate as the University paid during the partial leave with partial pay.

- **Partial Leave With Partial Pay for One Semester:** If the partial leave with partial pay was taken in the fall semester and the faculty member returned to active service for the spring semester, the faculty member will be paid at 100% of the bi-weekly salary rate for the month of July and at the same percentage of the bi-weekly rate as the University paid during the partial leave with partial pay for the month of August (up to the commencement of the subsequent fall semester). If the faculty member was in active service in the fall semester and took the partial leave with partial pay in the spring semester, the faculty member will be paid at the same percentage of the bi-weekly rate as the University paid during the partial leave with partial pay for the month of July and at 100% of the bi-weekly salary rate for the month of August (up to the commencement of the subsequent fall semester).

## **5 PROFESSIONAL REASSIGNMENT LEAVES IN THE LIBRARIES**

### **5.1 Purposes**

Professional reassignment leaves are granted to members of the instructional staff who serve in the libraries to permit them to engage in research, scholarly writing, and other recognized professional activities that enhance their contribution to the University. There is a goal of 50 such leaves University-wide during each year (September 1 through August 31).

### **5.2 Eligibility**

Only members of the instructional staff who serve in the libraries are eligible for these leaves.

### **5.3 Duration**

The professional reassignment leave is not to exceed five weeks, which need not be consecutive.

### **5.4 Review Procedures**

A University application is submitted to the Department Personnel and Budget committee, or its equivalent. Professional reassignment leaves are subject to approval by the personnel and budget committee of the library and appropriate college-wide committees<sup>18</sup> and must be submitted to the Board of Trustees for approval via the Chancellor's University Report.

### **5.5 Compensation**

During the period of the professional reassignment leave, the instructional staff member is paid at 100% of the bi-weekly salary rate.

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<sup>18</sup> Pursuant to the *Mbugua Arbitration*, approval by the President is not required.

## 6 Other Authorized Leaves Without Pay

### 6.1 Purposes

These are extraordinary leaves, which should be very rare and only recommended by the President for valid purposes that are not covered by other leave categories. As in the case of special leaves of absence without pay, they may not be taken to assume a tenure track position or an administrative position at another institution of higher learning.

### 6.2 Duration

Although there is no stated maximum duration for authorized leaves without pay, because of their extraordinary nature, they should be scrutinized carefully both as to purpose and duration.

### 6.3 Effect on Service Credit Toward Tenure, a Certificate of Continuous Employment, or a 13.3.b. Appointment

An authorized leave of absence without pay represents a break in service toward tenure, a certificate of continuous employment (for a lecturer) or a 13.3.b. appointment (for a HEO) in the same manner as special leaves of absence without pay.

### 6.4 Summer Compensation

A full year authorized leave of absence without pay: The months of July and August (up to the commencement of the subsequent fall semester) will be unpaid. While the faculty member is in unpaid status, he/she is not eligible for University-paid health insurance and must file appropriate COBRA forms to continue coverage.

A one-half year authorized leave of absence without pay: If the authorized leave of absence without pay was taken during one semester and the faculty member provided active service in the other semester, the faculty member will be paid during the months of July and August (up to the date of the commencement of the subsequent fall semester) at 50% of the bi-weekly salary rate, thereby retaining health insurance coverage for both months.

## 7 ACADEMIC LEAVES AND MULTIPLE POSITIONS

While on leave the faculty member is expected to devote his/her time and energy to the purposes for which the leave was granted. As a general rule, employment within or outside of the University during leaves is prohibited, unless such involvement is integral to the purpose for which the leave is granted<sup>19</sup> or there is a compelling college justification and

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<sup>19</sup> For example, a fellowship leave might be granted in conjunction with an honorary appointment at another University, which requires the individual to participate in a symposium or to present a paper. A special leave of absence without pay may be granted to permit a faculty member to serve as a visiting professor; however, a

may only be engaged in with the prior approval of the president.<sup>20</sup> In such extraordinary situations, the President may approve, on a strictly limited basis, some additional activities within or outside of the University.

## **8 RECORDKEEPING**

The college should designate an office responsible for maintaining records on academic leave requests and the disposition of those requests

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special leave may not be taken to assume a tenure track position or an administrative position at another institution of higher learning.

<sup>20</sup> For example, the faculty member may continue dissertation advisement while he/she is on fellowship leave.

## Fellowship Leave & Scholar Incentive Awards

Members of the instructional staff who wish to apply for either a Fellowship Leave (Sabbatical) or Scholar Incentive Award for 2021-2022 must notify their department chair and administrator by November 16, 2020. The department administrator will create a Fellowship Leave or Scholar Incentive Award case in Hunter's Interfolio system to allow the staff member to complete and submit the necessary application, which is due December 1, 2020.

Applications must be typed using only the most current form:

Fellowship Leave application: <https://tinyurl.com/Fellowship-Leave-Application>

Scholar Incentive Award application: <https://tinyurl.com/Scholar-Incentive>

The forms are also accessible directly from the Hunter College Human Resources website.

Department Chairs are asked to forward application materials in Interfolio no later than December 14, 2020. *Note: There is no need for a signature; forwarding the application will be sufficient for indicating that the chairperson has reviewed it.*

Deans are asked to forward the application materials in Interfolio no later than January 11, 2021. There is no need for a signature; forwarding the application will be sufficient for indicating that the dean has reviewed it.

The Faculty Personnel and Budget Committee will vote on recommended candidates at one of its **March 2021** meetings.

### Guidelines for preparation of applications

Applicants must complete all items in sections I – III of the relevant application form and sign section III where indicated.

1. **Fellowship Leave Category:** There are three areas in which the applicant may apply for fellowship leave: a) research; b) improvement of teaching; c) creative work in literature or the arts. Applicants should make clear the category in which they are applying so that the committee may evaluate the relative merits of proposals within each category.
2. **Description:** Applicants must prepare a brief description (no more than 2 single-spaced pages) of the proposed project. Although it is understood that there will be differences among applications in the various categories, all applicants should write for an audience of academics not in the field of expertise of the applicant. The description should address:
  - The significance of the proposed project to the field and to the individual development and long-range goals of the applicant.
  - How the project relates to the applicant's previous work and research experience. Include reference to presentations, publications and grants that relate to this project.

- The timeliness of the proposed project and an explanation of why the work needs to be conducted during a leave rather than during the academic year or summer. Applicants may include a contract or invitation for their work, if there is one.
  - The product that will be available at the end of the leave (description of articles, books, a plan for the development of curricula, exhibits, films, etc.).
3. The completed forms should be uploaded in Interfolio using the link provided by the department administrator. Additionally, all applicants must include an updated CV. **No applications will be accepted in hard copy.**

***N.B.*** As indicated in section III, **faculty awarded a Fellowship Leave or Scholar Incentive Award must submit a written report detailing his or her relevant activities during the leave. This report should be sent to department chairperson within thirty (30) days following the expiration of the leave.**

4. Chairs must complete Section IV. There is no need for a signature as forwarding it is sufficient. The decision of the departmental P&B must be included.
5. The relevant Dean should review and then forward to the Provost's Office. *There is no need for a signature as forwarding it is sufficient for indicating that it has been reviewed by the dean's office.*

### Review Procedures for Fellowship Leave & Scholar Incentive Award Applications:

1. Department P&B reviews all applications and votes to recommend or not recommend leave. Applications that are not recommended do *NOT* move forward.
2. Department Chairs forward to their Dean the cases of recommended candidates along with a written plan for covering teaching and other departmental responsibilities of recommended candidates.
3. The Deans review department plans for covering teaching and other departmental responsibilities and forwards the list of candidates and applications to the Provost's Office. *There is no need for a signature; forwarding the application will be sufficient for indicating that the dean has reviewed it.*
4. The Provost's Office will submit all applications to the FP&B Subcommittee on Research Fellowship Leaves for review by early February. The FP&B will vote on Fellowship Leave & Scholar Incentive Award applications at one of its March 2021 meetings.

\*Procedures adopted by FP&B at its October 22, 2002 meeting.  
cc: Deans, Human Resources, Legal Affairs

TENTATIVE Document 07/9/2020



## Faculty Leaves

Faculty are eligible for a variety of leaves of absence, including:

Fellowship (Sabbatical) Leaves

Scholar Incentive Awards

Partial Leave with Partial Pay

Professional Reassignment Leave in the Libraries

Special Leave of Absence without Pay

Family Medical Leave Act (FMLA)

Paid Parental Leave (see also the description on the [PSC-CUNY website](#))

See the CUNY [Code of Practice Regarding Instructional Staff Academic Leaves](#) for policies, definitions, and descriptions.

Forms are available on Hunter's [Human Resources website](#). Faculty are advised to consult with HR for answers to questions about leave policies, including how leaves impact tenure progress, and check the site for the most current forms.

## Review Procedures for Fellowship Leave Applications

Hunter College applies the following procedures for review of Fellowship Leave Applications:

1. Department Administrators open an Interfolio case for each faculty requesting a fellowship leave. Submitting a scanned copy of a completely filled out form, faculty updated CV, and a brief description (no more than 2 single-spaced pages) of the proposed project.
2. Department P&B reviews all applications via Interfolio and votes to recommend or not recommend leave. Applications that are not recommended do *NOT* move forward. Department Admins upload P&B vote memo if application was approved.
3. Department Chairs forward recommended Interfolio cases to their Dean. Separately a written plan for covering teaching and other departmental responsibilities of recommended candidates should be sent to the Dean as well.
4. The Deans review department plan for covering teaching and other departmental responsibilities. The Dean forwards recommended Interfolio cases to the Provost's Office.
5. The Provost's Office will submit all applications to the FP&B Subcommittee on Research Fellowship Leaves for review by early February. The FP&B will vote on Fellowship Leave applications at one of its March, 2021 meetings.

## **CHAPTER 5: Funding Opportunities**

President's Initiative for Student Engagement

President's Fund for Faculty Advancement

Hunter College Fundraising Policy and Procedures for Cultivation and Solicitation of Grants and Gifts from Private Individuals, Corporations and Foundations

## President's Fund for Faculty Advancement

Date: July 20, 2020  
To: Full-time Tenured or Tenure-Track Professorial Rank Faculty  
From: Lon S. Kaufman, Provost and Vice President for Academic Affairs  
Subject: 2020 - 2021 President's Fund for Faculty Advancement

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We are pleased to announce another round of funding via **The President's Fund for Faculty Advancement**, which seeks to provide faculty with the resources they need to publish completed work or obtain external funding for their research or creative work. In response to your requests and in support of Hunter's strategic plan, President Raab created this fund to help ensure that Hunter faculty have the resources they need to advance their careers and the research mission of Hunter College. Full-time tenured or tenure-track professorial rank faculty are eligible to apply.

The President's Fund for Faculty Advancement is specifically designed to provide you with the resources you need to publish completed or nearly completed work or obtain external funding for your research, scholarship or creative work. While all requests that address these goals will be considered<sup>1</sup>, we provide the following examples of requests that are particularly appropriate for this program:

- Seed money (e.g., to collect pilot data, including new collaborative projects, necessary to submit a major grant proposal)
- Page charges for journal articles
- Costs related to the creation of a book index or professional illustrations
- Funds to pay for statistical consultation on publishable manuscripts or grant proposals
- Funds to pay for short-term research assistance to collect or analyze data for publication or grant proposals
- Costs related to the purchase of specialized datasets, software, or other scholarly materials necessary to complete a publishable scholarly or creative project or general pilot analyses for grant proposals

This year, applications will be accepted for proposals of **up to \$3000** per faculty member.

Applications must be completed online and include the following components:

1. **A brief proposal**, written for a non-disciplinary audience that:
  - a. describes the specific project for which the proposed items/services are requested
  - b. explains why the requested items/services are necessary to submit your external grant proposal or publish your work within the specified time frame.

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<sup>1</sup> Requests for travel funds to conferences and meetings and course release are NOT appropriate for this program. Travel funds should be requested via the [Presidential Travel Awards](#) program.

- c. Specifies the target outcome (e.g., grant proposal, publication, creation of creative work, etc.)
2. **A budget** for the requested items/services that indicates if any of the costs will be covered by another source.
3. **An up-to-date *curriculum vitae***
4. **Outcomes for internal (Hunter College) funding you've received over the past 4 years.** Please enter outcomes (e.g., publications, grant proposals submitted and/or funded) based on funding received from the following internal funding sources: Shuster Faculty Fellowship Fund, the President's Fund for Faculty Advancement and Presidential Travel Awards (if the travel award was for research or data collection).

Requests for funding from the President's Fund for Faculty Advancement will not be considered if faculty do not enter outcomes from internal funding received over the past 3 years.

If funded, requested items/services must be purchased and used for a new or continuing research, scholarship, or creative project during the period of January 1, 2021 - December 31, 2021.

**All applications must be submitted using the online form:** <https://tinyurl.com/Presidential-Faculty-Advanceme>

**Paper applications will not be accepted.**

All faculty who receive funding via this program are asked to submit an abstract of the submitted paper or grant proposal (or similar summary of the funded work) to their chairs and deans once the book, article, grant proposal, or other scholarly or creative work has been submitted.

**All applications are due by** October 14, 2020. Completed applications will be forwarded to department chairs and deans. We anticipate that final awards will be announced in November 2020.

If you have any questions, please do not hesitate to email the Office of the Provost at [provost@hunter.cuny.edu](mailto:provost@hunter.cuny.edu) or call 212-772-4150.

## President's Initiatives for Student Engagement

The goal of the three **Presidential Initiatives to Increase Student Engagement** is to enhance student success by increasing opportunities for Hunter faculty to engage students beyond the confines of their classrooms. These initiatives are intended to benefit undergraduate students.

***Co-curricular Activity Initiative:*** Provides funding for student-faculty activities that are related to faculty courses or their scholarship. Activities may include student-faculty lunches, receptions, seminars, award ceremonies, film screenings, colloquia, or field trips.

***Student Presentation Initiative:*** Provides funding to offset travel expenses for faculty-nominated students who will present their work at professional conferences that they attend with Hunter faculty; or to organize a faculty sponsored, student-scholarship conference at Hunter.

***Student-Faculty Research Initiative:*** Provides funding to support students participating in faculty research, scholarship, and creative projects. Hunter faculty may request up to \$1,000 per student, per academic year.

### **Proposals**

- are accepted on a rolling basis from Hunter faculty (students may not submit proposals)
- should be submitted email at [student.engagement@hunter.cuny.edu](mailto:student.engagement@hunter.cuny.edu), with a copy to President Jennifer J. Raab at [president@hunter.cuny.edu](mailto:president@hunter.cuny.edu).
- should include
  - the initiative category
  - the name and department of the Hunter faculty sponsor(s)
  - the name of the associated course or project
  - a description of the activity or event, including how it will enhance student learning and/or engagement
  - the name(s) of all participating student(s)
  - the date and location of the activity or event
  - a budget for the activity or event

**Funding** may be partial and priority is given to faculty who have not been funded by these initiatives during the prior two years.

- if approved for funding, faculty must pay out-of-pocket for the event and submit original receipts and other required documentation in order to be reimbursed OR faculty must arrange for the event venue to invoice the college directly

**Outcomes:** Faculty who receive funding through these initiatives are asked to submit a brief (2-page) post-activity assessment report.

**For more information,** go to <http://www.hunter.cuny.edu/student-engagement> or email [student.engagement@hunter.cuny.edu](mailto:student.engagement@hunter.cuny.edu).

# Hunter College Fundraising Policy and Procedures for Cultivation and Solicitation of Grants and Gifts from Private Individuals, Corporations and Foundations

## Clearance Policy and Procedures

Like all public institutions, Hunter College increasingly relies on philanthropy to enhance its academic programs, capital improvements, faculty and student research initiatives, student scholarships and internships, student activities, and a host of other projects. The college's policy and procedures for the cultivation and solicitation of grants and gifts have been designed to promote an environment in which fundraising is encouraged, supported, and guided. The purpose of a prospect clearance process is to facilitate and maximize Hunter's fundraising potential by ensuring that solicitations are:

- broadly compatible with the mission and goals of the college
- presented in ways that represent the college, requester, and proposal to best advantage
- targeted to donors in ways that ensure the most appropriate match of donor interests and college priorities
- coordinated to prevent competing or multiple proposals

As the college continues its successful capital campaign to raise our academic profile, we must continually upgrade and coordinate our fundraising efforts. Coordinated fundraising efforts will strengthen Hunter's ability to support a community of scholars that strives for excellence in teaching, learning, and research. Furthermore, the policy will provide a systematic and transparent process by which to review proposals that call for a commitment of college resources.

### Scope

This policy is intended to cover solicitations to private individuals (alumni and non-alumni), corporations, and foundations, even those with whom you or your programs have had long-standing relationships. A separate policy and procedures regarding the solicitation of public officials, elected representatives, city and state agencies, councils, and legislatures, and various community organizations is available at <http://www.hunter.cuny.edu/provost/reports-policies/policies>.

With few exceptions, this policy does not cover competitions for federal government grants from, for example, the Department of Defense, the National Endowment of the Arts, the National Institutes of Health, or the National Science Foundation<sup>2</sup>. One important exception is when the government agency will accept only one grant or cooperative agreement application from Hunter. In these cases, we request that you vet your application through the Office of the Provost at least four weeks before the due date. This should help avoid unnecessary effort on the part of multiple parties when only one proposal can ultimately be submitted.

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<sup>2</sup> Applications for federal government grants and contracts, including those that are subcontracted through other non-profit organizations, should be routed through the Department Chair, the School Dean and the Office of Research Administration as has long been standard practice at Hunter College. Additional information can be found on the website of the Office of Research Administration: <http://www.hunter.cuny.edu/research/>

## Process

***When a donor, corporation, or foundation contacts a faculty member:*** Upon receiving an unsolicited inquiry from a private individual, corporation, or foundation, you should contact the Executive Director of Development, Office of Institutional Advancement, at 212-772-4085.

***Applications for foundations, corporations, and major gift prospects/donors:*** Faculty, staff and students with funding requests should complete the attached project/prospect clearance form. Among other things, the form requires disclosure of any resources requested from Hunter College, including faculty release time and the use of Hunter space and facilities. After being signed by the Department Chair and School Dean, the form should be sent to the Provost's Office for clearance review by the Provost and Executive Director of Development.

In most cases, proposals will be vetted expeditiously by the Provost and the Executive Director of Development, who will consult with other experts as necessary. In rare instances, such as when multiple or competing applications are being submitted to the same foundation and there are no clear guidelines for choosing one proposal over another, the Provost may request additional information and will organize and chair a meeting of a Clearance Committee that is composed of "Regular" and "Ad Hoc" members.

- "Regular" members include:
  - Provost (or designee), who would serve as chair of the committee
  - Executive Director of Development
  - Deans of the School of Arts & Sciences, Education, Health Professions or Social Work (or an appropriate representative)
- Ad Hoc members will be invited based on the nature of the specific funding requests under review. Ad Hoc members might include:
  - Vice President of Finance & Administration (or designee)
  - Vice President of Student Affairs (or designee)
  - Director of the Office of Research Administration
  - Faculty from related fields, as appropriate
  - College attorney, as appropriate
  - Other experts from the community, as appropriate

If a proposal is denied, the Provost and/or Executive Director of Development will offer guidance about the ways in which the proposal could be amended to increase the likelihood of clearance.

***Brochures, direct mail campaigns and newsletters to alumni and friends*** require that a prospect contact request form be completed and forwarded to the Office of the Provost, which will coordinate a quick response in conjunction with the Executive Director of Development. A draft of the solicitation letter, brochure, or any other promotional materials must accompany the request. Requests will be considered within the broader context of mailings and outreach.

## Time Line

Requests should be submitted to the Office of the Provost ***at least one month before the proposal is due***. In most cases, a response will be received within two weeks of submission. *Clearance will be granted for specified projects, donors, and periods of time*. If there are any changes in the nature or scope of the project, the list of potential donors, or the period of time for which clearance is sought,



the Provost needs to be notified of the change in writing. Any questions should be directed to the Office of the Provost, 212-772-4150.

**Hunter College**  
**Cultivation and Solicitation of Grants and Gifts**  
**from Private Individuals, Corporations and Foundations**  
**Request Form**

*All solicitations of corporations, foundations, and private individuals (alumni and external) by Hunter College faculty, staff, and students require prior approval. Please provide the following information via email to [provost@hunter.cuny.edu](mailto:provost@hunter.cuny.edu); a hard copy should also be sent to the Office of the Provost, Room 1701, East Building.*

Date \_\_\_\_\_

Name \_\_\_\_\_

Department \_\_\_\_\_

Phone number \_\_\_\_\_

Email Address \_\_\_\_\_

Corporation(s), Foundation (s), and/or  
Individual(s) you plan to contact \_\_\_\_\_

Anticipated Date of the Meeting with the  
Potential Donor or Organization \_\_\_\_\_

Please provide a brief description of project you hope to fund (attach separate sheet if needed):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Anticipated Costs of the project you hope to fund \_\_\_\_\_

Funding source deadline or solicitation submission date \_\_\_\_\_

Time frame for which clearance is requested \_\_\_\_\_

Is your application in response to a Request for Proposals  
(RFP) or a Request for Applications (RFA)? \_\_\_\_\_

If yes, indicate website or attach the RFP/RFA \_\_\_\_\_

Have you contacted this organization and/or received funding from  
this organization before? \_\_\_\_\_

If yes, attach a separate sheet with details, including the date(s) and details of your previous contact. For a funded project, include a description of the project, the period for which you were funded, and amount of funding you received.

Please indicate if the project involves any of the following (attach separate page with details):

Additional or renovated space at Hunter College \_\_\_\_\_  
Space at a facility other than Hunter College \_\_\_\_\_  
Use of special facilities \_\_\_\_\_  
Facilities & administrative costs to Hunter College \_\_\_\_\_  
Faculty release time \_\_\_\_\_  
“Matching” funds from Hunter College \_\_\_\_\_  
Human subjects/IRB approval \_\_\_\_\_  
Animal Subjects/IACUC approval \_\_\_\_\_  
Biohazards/IBC Approval \_\_\_\_\_

***No proposal will be considered without the following***

Department Chair’s approval:

Signature \_\_\_\_\_ Date \_\_\_\_\_

Dean’s Approval:

Signature \_\_\_\_\_ Date \_\_\_\_\_

## **CHAPTER 6: Assessment, Evaluation and Reporting**

Annual Reports for Academic Departments and Programs

CUNY Faculty Scholarship Report: 2020

CUNY Multiple Position Memo

Evaluation Procedure for Member of the non-teaching staff, including Librarians, CLTs, Counselors, Student Personnel Services staff, Registrar series, HEO series and other non-teaching members of the Instructional Staff

Faculty Workload

Hunter College Guide for Entering Faculty Workload Data

Multiple Position Policy and Procedures

Sample Peer Teaching Observation for Online Courses

Student Learning Assessment: Brief for Chairs

Teaching Faculty Evaluation Procedure

## Annual Reports for Academic Departments and Programs

Each spring, the Provost Office requests annual reports from academic departments and programs. The purposes of these reports are to:

- 1) provide a forum for each school, department, and program to share its progress and request support, and
- 2) help the College assess its achievement of the Strategic Plan goals and make adjustments as needed.

In an ongoing effort to make this report as simple and as useful as possible, we have eliminated long narratives. Instead we request departments provide succinct commentaries on a short set of questions, each aligned with the Strategic Plan.

These reports are shared among senior administrators. We ask that chairs consult with their departments or programs, specifically the departmental or program P&B, before submitting the annual report. We also ask that chairs make the final report available to the entire department or program.

Assessment Progress Reports are also requested at the same time.

If you have any questions regarding the Annual Report please contact the Provost's Office: [provost@hunter.cuny.edu](mailto:provost@hunter.cuny.edu).

Reports are submitted electronically in early June each year. Sample forms follow so that you can collect the requested information over the course of the academic year.

# 2019 - 2020 Annual Report for Academic Departments and Programs

**Department:** \_\_\_\_\_

The Annual Report is mainly a critical review of progress against strategic goals over the last year and a plan with strategies for the coming year. *Of course, we understand that this semester the transition to remote teaching has profoundly affected your activities as a Department and reshaped your planning for the summer and fall. As you respond to the standard instructions and questions in this template, you will have to take account of that transition and the uncertainty about the next academic year. Please do evaluate your activities up to March of this year, and do the best you can to think about the challenges and opportunities going forward.*

Plans for next year should reflect on progress with goals you specified in last year's report, and where relevant you should respond to the attached data trends, which are expanded this year. In considering goals and strategies for the upcoming year, please avoid being overly ambitious. You may want to focus on one particular broad area, like student engagement or assessment of student learning. The challenge will be making an observable difference over the course of the year.

Please note that the Annual Assessment Report is distinct from the Departmental Annual Report; you have likely received the assessment template and instructions separately from Joel Bloom, Director of Assessment. The Assessment Report paired with the Departmental Annual Report will provide a good understanding of the aspirations and achievements of each Department. In order to learn more about Departments, we met with nearly all Department Chairs over the past academic year to discuss both reports, and we will continue that practice.

**For this cycle, we encourage you to submit before the end of the current academic year, but if that's not possible, please submit your report no later than September 25<sup>th</sup>. Because of the later due date this year, we have removed "Section 5. Space Requests and Maintenance Items," and will send it to you separately with a due date of May 31. The point is to know about maintenance projects early enough to act on them, when possible, this summer.**

## REPORT

**Executive Summary. Briefly describe the main points presented in your report.**

### **Section 1: Faculty Update**

Please report on developments in your department/program regarding faculty profile, awards, grants, and fellowships. Please evaluate this information *relative to your expectations for last year*. Please note that the scholarship report we normally distribute at this time from CUNY has been delayed until July 20. When we receive it, we will distribute to Departments.

### **Section 2: Student Update**

Please report progress to date on the following:

- transition to remote teaching and student support--broadly and briefly considered—ideally with lessons learned that we as an institution can act on,
- recruitment of new majors,
- retention,
- advising,
- student/faculty engagement,
- student participation in experiential learning opportunities (internships, fieldwork, study abroad, capstone courses)

**Section 3: Goals and strategies for the upcoming year**

Based on your goals and strategies from last year’s report and from your seven-year action plan, please evaluate your progress since then in specific terms. Evaluating how you did with those goals will be the starting point for the next year’s Annual Report. Indicate what you hope to accomplish in the coming year and briefly describe the strategies you will use to be successful. *It’s understood that in many respects planning ahead with any confidence is very difficult this year.*



#### **Section 4: Potential Faculty Hires**

Briefly describe any faculty hires you would be requesting as part of addressing your goals: 1) Area of scholarship 2) Projected space requirements 3) Projected start-up costs.

#### **Section 5: Space Requests and Maintenance Items (Sent Separately in 2020)**

#### **Section 6: Other Requests**

Please identify any areas where you think we can be supportive of your department. This includes projects around which the College may want to raise funds, for either programmatic or physical improvements.

**Departmental Annual Reports -- Data Supplied by Institutional Research**  
**You are receiving an expanded college-wide report of comparative data. Individual departmental reports will be available upon request, although all departmental data is in the comparative report.**

***Faculty Productivity.***

- “Faculty Scholarship Activity by School & Department” **Delayed from CUNY, not yet available.**

***Enrollment and Class Size.***

- Number of majors in undergraduate programs, five-year trend. If there is capacity (faculty, space, other resources) for growth and a strategic desire to do so, what is your target enrollment?
- Enrollment in graduate programs, five-year trend.
- Number of students enrolled in minors and five-year trend.
- Certificate program enrollment, graduate and undergraduate, five-year trend.
- New enrollment in Graduate programs, five-year trend. An indicator of interest and effort of the department to attract new students. If new enrollment increases, but degrees awarded remains constant, there may be a problem.
- Class size distribution, fall, 2019, undergraduate.
- Average headcount per section in undergraduate lecture courses, five-year trend. This is a measure of class size and as such a contributor to cost per FTE. For reasons related to pedagogy and cost, we may want to see this go up or, in other cases, down.

### ***Teaching Activity: Overall***

- Total FTEs generated, broken down by lower division, upper division, and graduate programs, current and five-year trend. The trends are good indicators of where the teaching resources and dollars are going. Large lower-division enrollment, taught often by part-time faculty, is less expensive per student than more specialized upper-division and graduate courses. If the trend is changing in your department, what accounts for that?
- Number of FTE faculty (full-time faculty plus one-third of adjuncts). Five-year trend. NEW metric and a measure of the gross teaching capacity of a department. NEW metric
- Graduate sections taught as percentage of all sections taught. Five-year trend.
- FTEs generated by Departmental undergraduate majors as proportion of all departmental FTEs, five-year trend. This tells us to what extent the department serves other majors.
- Graduate sections taught at Hunter or the Graduate Center

### ***Teaching Activity: General Education Contributions***

- FTEs from General Education courses. When compared with other departments, this helps us understand enrollment patterns in General Education as a whole.
- Percentage of courses that contribute to General Education.

### ***Teaching Activity: Online***

- Number of sections online, by fully online, online, and hybrid, Undergraduate. (through fall 2019) NEW metric
- Number of sections online, by fully online, online, and hybrid, Graduate. (through fall 2019) NEW metric

### ***Student Progress and Success***

- Number of bachelor degrees awarded. Five-year trend.
- Number of graduate degrees awarded. Five-year trend.
- Time to degree, by first-year students and transfers.
- Percentage of students declaring major by 60-credits, first-time and transfers. Prompt declarations are linked with student success. NEW metric

### ***Full-Time Faculty Engagement with Students***

- Percent of undergraduate FTEs delivered by full-time faculty, a former PMP metric. Five-year trend. In general, we want more full-time faculty coverage, especially in introductory and core courses within the major.
- Number of all sections (Undergrad and Grad) taught by full-time faculty. Five-year trend
- Percent of undergraduate sections taught by full-time faculty. Should be compared with percentage of FTEs delivered by full-time faculty. If the section figure is high but FTE's low we see capacity to shift full-time faculty to courses with larger enrollments.

### ***Faculty Workload Metrics***

- Average number of sections (grad and undergrad) taught by full-time faculty. Simple average with all sections taught by full-time faculty in the numerator. NEW metric.
- Ratio: Student Credit Hours taught per FTE faculty. Five-year trend. Includes all credit hours, grad and undergrad. NEW metric.
- Workload distribution by activity: teaching, leaves of absence, administrative release time, junior faculty contract release time, unsponsored research, sponsored research, other.
- Full-Time faculty teaching workload, proportion.
- Full-Time faculty administrative workload, proportion.
- FTE Students taught by faculty type (Regular, tenured and tenure-track; Other Regular, full-time; Adjunct; Teaching Assistant). Shows teaching activity by faculty type. NEW metric

### ***DFW Data for Fall 2019***

- Separate report but only for departments with a DFW rate exceeding 25% in any section with more than 10 students for fall and spring 2019.



## CUNY Faculty Scholarship Report: 2020

CUNY requires that all full time professorial faculty who were active in both the spring and fall terms of the previous calendar year provide details about their scholarship and/or creative work for that calendar year. **Faculty will receive an announcement when the web application opens to submit scholarship and creative activity reports for calendar year 2019.** Instructions for how to file scholarship and creative activity reports will be included with the announcement. Deadlines are typically in June.

These scholarship reports are used as measures of the scholarly productivity and research/ creative capacity of the college, and impact how we are assessed and funded by CUNY. Hunter has long been a leader within CUNY in the quality and quantity of scholarship and creative work produced by the faculty.

For those who have no activity to report **must** still log in and indicate no eligible scholarship/ creative work for calendar year.

If you experience any problems or have any questions, please contact the Provost's Office at [provost@hunter.cuny.edu](mailto:provost@hunter.cuny.edu) or 212-772-4150.

Thank you for your attention to the Faculty Scholarship Report, and for all your efforts to advance scholarly and creative activity at Hunter.

## Multiple Position Policy and Procedures

Multiple Position activities must be reported to your department chair and approved by the department Personnel and Budget Committee at the beginning of each fall and spring semester. Please complete the [multiple position report form](#) and submit it in accordance with deadlines listed below. Should your commitments evolve over the course of the semester, the form must be updated.

Note to chairs: Please indicate the date of P&B approval on the multiple position form.

### Fall 2020 Deadlines

<b>September 7</b>	Faculty submit forms to department chairs for approval
<b>September 18</b>	Chairs submit forms to deans for review
<b>October 2</b>	Deans submit forms to the Provost's Office

### Spring 2021 Deadlines

<b>February 12</b>	Faculty submit forms to department chairs for approval
<b>February 19</b>	Chairs submit forms to deans for review
<b>March 1</b>	Deans submit forms to the Provost's Office

Visit the [Provost's webpage](#) for information on the CUNY Multiple Position Policy and guidelines for completing the form.

Please note the following aspects of the policy:

1. Tenure track faculty may not take on overload teaching assignments. Be sure to indicate tenure status on the multiple position form.
2. The maximum for overload teaching within CUNY for fall and spring is **8 contact hours**.
3. Non-teaching assignments are limited to **150 hours** per semester or **300 hours** for the academic year.
4. Compensated and/or uncompensated work outside CUNY is limited to **7.5 hours** per week or its equivalent over the course of the academic year.
5. Faculty on leave wishing to engage in employment within or outside CUNY may do so only with the approval of the president or the chancellor.
6. Hunter College faculty who teach or do hourly work at another CUNY college and who are TIAA-CREF members should send copies of their multiple position forms to the school where the hourly work is performed in order to receive pension contributions for all work. Instructions on how to do this are [here](#).

# **Evaluation Procedure for Members of the non-teaching staff, including Librarians, CLTs, Counselors, Student Personnel Services staff, Registrar series, HEO series and other non-teaching members of the Instructional Staff**

*From the Office of Legal Affairs*

## **EVALUATION PROCEDURE for Members of the non-teaching staff, including Librarians, CLTs, Counselors, Student Personnel Services staff, Registrar series, HEO series and other non-teaching members of the Instructional Staff covered by the PSC/CUNY Collective Bargaining Agreement (CBA)**

1. The evaluation process under Article 18 of the PSC/CUNY CBA requires the Chair or a Supervisor designated by the Dean or the President (C/S) to have a one on one evaluation conference with the employee, preferably once each semester, but at least once a year. This conference should be scheduled in November/ early December<sup>1</sup> and completed no later than the end of January.<sup>2</sup> The manner in which evaluations are conducted and documented is strictly dictated by the terms of our Collective Bargaining Agreements and may differ from the way evaluations are conducted in other contexts.
2. Under the CBA, no written evaluations are to be given to an EE prior to or during the evaluation conference. The C/S may prepare an outline of his/her thoughts or bullet points prior to the conference but should not distribute those materials to the EE in advance of, or during, the meeting.
3. The conference should be a **one-on-one meeting** between the C/S and the EE. After the evaluation conference, the C/S is required to prepare a final written record of the evaluation discussion. A copy of this written evaluation must be given to the EE within 10 days of the conference.
4. At the conference, the EE's total performance for that year and cumulatively to date should be reviewed. Since the purpose of professional evaluations is to encourage the improvement of individual professional performance and to provide a basis for decisions on re-appointment and promotions, it is important that the C/S:

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<sup>1</sup> It is advisable to conduct a guidance meeting with an EE weeks or months prior to the formal evaluation if the employee is not performing satisfactorily, to put the employee on notice that job performance needs improvement and to provide the employee with guidance on how to improve job performance. This guidance meeting will not count as a substitute for a formal evaluation meeting, but will show that the employee was put on notice and given guidance before receiving an unsatisfactory rating in the formal evaluation process.

<sup>2</sup> This is recommended, since it gives the employee time to follow goals for improvement before reappointment date. N.B. 18.3(d) states that "In the event that a date for yearly evaluation is not scheduled by March 1, the employee shall, within ten (10) working days thereafter, file a request for an observation and/or conference with the chairperson or supervisor. A copy of the request shall be sent to the appropriate dean and the Office of the President. Failure of the employee to file the request shall bar the employee from subsequent complaint regarding such non-compliance with the above-stated scheduling requirement. Upon receipt of the request, the dean or President shall cause appropriate remedial action to be taken to insure compliance with this provision.



- A) Communicates his/her assessment of EE's overall performance.
- b) Recommends how performance can be improved.
- c) States his/her expectations going forward, and
- d) Gives EE an opportunity to respond and discuss the issues raised.

5. Within 10 working days following the conference, C/S must give FM the written evaluation memo, which lays out what C/S discussed in the conference (including FM's comments). It should be signed by C/S, and C/S should ask the FM to sign it and return it to C/S.

6. The C/S should make it clear that the signature does not mean the EE agrees with the contents; it just indicates that he/she received the evaluation.

7. The C/S should also tell the EE that if he/she disagrees with anything in the evaluation or wants to clarify anything or respond to anything in writing, he/she is free to submit a written rebuttal at any time, and the rebuttal will be attached to the evaluation and kept in his/her personnel file.

8. The EE should immediately be given a copy of the fully signed evaluation for his/her records. It is OK to ask the EE to sign it on the spot so C/S can make a copy on the spot and give it to him/her. However, if the EE refuses, C/S should NOT force the issue. It's reasonable for the EE to want to read the document, take his/her time, and consult the union if applicable, before signing (we cannot discourage that), and it is fine if he/she takes a few days before returning it. Be sure to send a follow up email to the EE within the week reminding him/her to return the evaluation. Save a copy of the email.<sup>3</sup>

9. The signed evaluation must then be submitted to the Office of Human Resources no later than January 31. If the EE provides any response material after the memoranda have been submitted to HR, forward a copy of those responses to HR.

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<sup>3</sup> C/S should keep a copy of the evaluation that C/S gave him/her, signed by C/S, in case the EE ends up not returning it. If the EE refuses to sign the evaluation, C/S should write a note by the signature line (signed or initialed by C/S and the EE) saying that C/S gave the EE the signed evaluation on X date and that he or she refused to sign it. Keep a copy of this a) in C/S files and b) send a copy to HR that will be kept in the EE's official personnel file.

## Faculty Workload [FWL]

Each semester colleges must report to the University on the activity of their instructional staff. It is **important that all instructional [teaching] and non-instructional [administrative, released time, leaves of absence, etc.] workload** be properly entered and coded every semester as the resulting data are used for budgeting, human resources reporting, and addressing union issues.

The data that initially populates the faculty workload system comes from the Schedule of Classes and HR. Please be sure that the information in both systems is correct since it will reduce the number of corrections on the back end.

Departments must ensure that:

- All instructional staff are correctly assigned to the courses they are teaching;
- Correct number of teaching hours have been assigned for each faculty member for each course;
- Appropriate credit has been given for non-instructional activities.

**Deadlines** for the Faculty Workload Reports are:

Fall Semester is due no later than February 1;

Spring Semester is due no later than July 15;

Summer Semester is due no later than August 31.

**Note:** Winter workload is now counted with spring – summer stands alone.

The department Chair should review the information entered by the department workload coordinator [i.e. workload credit as well as assignment of that workload].

You may also contact the Office of Institutional Research with any questions involving faculty workload:

[Lillian P. Buckley](#), 212-650-3171, or [Joan Lambe](#), 212-772-5462

## Gift Policy Memorandum

**TO:** Department Chairs

**FROM:** Office of the Provost  
Office of Legal Affairs  
Office of Institutional Advancement

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Thank you for all you do to support and enhance Hunter's position as a premiere public educational institution. We appreciate your ongoing efforts to promote Hunter and to cultivate new relationships that lead to funding. On that note, we would like to remind you, and please remind your faculty and staff, of Hunter's gift policy: no gifts (cash, checks, or securities) or gifts-in-kind (such as equipment) to the College or department may be accepted by you, your faculty or staff. The Vice President of Institutional Advancement is responsible for accepting and processing all gifts for the benefit of the College.

The protocol is as follows:

- If gifts for the College (cash, checks, securities, gifts-in-kind) are offered to you, you need to alert the Vice President of Institutional Advancement (Helen Adams-Keane). Helen may be reached at [helen.adams-keane@hunter.cuny.edu](mailto:helen.adams-keane@hunter.cuny.edu) or 212-650-3733. If any gifts for the College are offered to your faculty or staff, they should promptly make you aware, so that you can alert Helen.
- If you are approached directly by a potential donor, you need to alert Helen so that a follow-up may be coordinated, as appropriate. If your faculty or staff is approached directly by a potential donor, they should notify you so that you can make Helen aware and she can follow up, as appropriate.
- If a donor offers to provide a donation to the Hunter College Foundation, please tell them it should be sent to the Helen Adams-Keane, the Vice President of Institutional Advancement and if you do not have the email or address with you, that you will email them promptly the information as to where the donation should be sent.
- If a donor hands you a check, please bring it right away to the Office of Institutional Advancement (E1313A) and it will be recorded appropriately.
- Do not accept cash. Ask the donor to please use a check or refer the donor to Helen to discuss the best way for them to make a donation.
- Gifts designated for your department's use must also be directed to Helen who will arrange for them to be deposited into the appropriate account(s).
- Equally important, faculty and staff should not engage with existing donors on substantive development matters prior to informing and coordinating with the Vice President of Institutional Advancement.

If faculty or staff is offered a gift for their personal use, as opposed to for College use, they should consult with Hunter Legal for guidance on what to do. Please remind your faculty and staff that CUNY employees may not solicit or accept gifts of more than nominal value, either directly or indirectly, from any interested source, regardless of whether the gift was intended to influence or reward them. For CUNY purposes, interested sources, such as vendors, students, parents and publishers, include not only those persons and business entities with which CUNY (Hunter) is doing business, but also those persons and business entities interested in doing business with CUNY (Hunter), or who have a history of doing business with CUNY (Hunter) in the recent past. It is important that we remain vigilant in complying with our gift policy and protocol. Thank you for your part in facilitating our compliance.

## Student Learning Assessment: Brief for Chairs

➔ *What is student learning assessment (SLA) and why is it important?*

Student learning assessment is the process of exploring what students are learning as a result of completing a course, a major, or a degree. It is very useful for improving what and how we teach and exploring what resources are needed.

➔ *What are the SLA responsibilities of each department or program?*

- Engage in ongoing course- and department/program-level assessment in order to ensure a sustained commitment to improvement over time.
- Provide evidence by completing the assessment section in the annual report to the Provost.
- Provide evidence by developing a long-term assessment plan.
- Include expected student learning outcomes on all syllabi.
- Provide evidence by keeping an updated archive of all course syllabi.

The latest reports, policies, and guidelines related to assessment can be found on the Office of Assessment website: <http://www.hunter.cuny.edu/academicassessment/PoliciesAndReports>

➔ *How do departments or programs engage in SLA?*

Student learning assessment is a four-step cycle:

1. Setting learning outcomes
2. Mapping outcomes to assignments
3. Analyzing data
4. Making improvements (“closing the loop”)

This cycle should be occurring at both the course- and department/program-levels on an ongoing, sustained basis. For assistance on how to complete each of these steps, visit the **Office of Assessment** website: <http://www.hunter.cuny.edu/academicassessment/HowTo>



You can schedule an individual or group consultation by contacting the Director of Assessment through the [Office of Assessment website](#).

# Teaching Faculty Evaluation Procedure

## *From the Office of Legal Affairs*

1. The evaluation process under Article 18 of the PSC/CUNY collective bargaining agreement (CBA) requires the Chair or a member of the departmental P&B designated by the Chair (C/D) to conduct an evaluation conference with the faculty member (FM) at least once a year.<sup>4</sup> Tenured full professors may be evaluated. The manner in which evaluations are conducted and documented is strictly dictated by the terms of the CBA and may differ from the way evaluations are conducted in other contexts.
2. Under the CBA, no written evaluations are to be given to the FM prior to or during the evaluation conference. The C/D may prepare an outline of his/her thoughts or bullet points prior to the conference but should not distribute those materials to the FM in advance of, or during, the meeting. While the evaluator may consult with others prior to conducting an evaluation conference, the evaluation conference and memorandum should reflect the opinion of the evaluator.
3. The conference should be a **one-on-one meeting** between the Chair or Designee and the FM. No third party may be present without prior consultation with the Labor Designee and a settlement agreement with the PSC. After the evaluation conference, the C/D is required to prepare a final written record of the evaluation discussion. A copy of this written evaluation must be given to the FM within 10 days of the conference.
4. At the conference, the FM's total academic performance and professional progress for that year and cumulatively to date should be reviewed. Since the purpose of professional evaluations is to encourage the improvement of individual professional performance and to provide a basis for decisions on reappointment, tenure and promotions it is important that the C/D:
  - a) communicates his/her assessment of FM's overall academic performance, with special attention to teaching effectiveness, including, but not limited to, such elements as classroom instruction and related activities; administrative assignments; research;<sup>5</sup> scholarly writing; departmental, college and university assignments; student guidance; course and curricula development; creative works in individual's discipline and public and professional activities in field of specialty.
  - b) Recommends how performance can be improved.
  - c) States his/her expectations going forward and
  - d) Gives FM an opportunity to respond and discuss the issues raised.
5. Then, within 10 working days following the conference, C/D must give FM the written evaluation memo, which lays out what was discussed in the conference (including FM's comments). It should be signed by C/D, and C/D should ask the FM to review the memo, initial it and return it to C/D by a date certain for placement in the faculty member's personal personnel file.

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<sup>4</sup> After four semesters of service, annual evaluations for adjunct personnel shall be held at the request of the chairperson or the adjunct, provided, however, that if such evaluations are conducted at the request of the adjunct, such evaluations may not be conducted more than once every four semesters.

<sup>5</sup> It is understood that Lecturers and Teachers in the Hunter College Campus School shall not be required to have a research commitment.

6. C/D should make it clear that initialing the evaluation memo does not mean the FM agrees with the contents; it just indicates that he/she received the evaluation and had the opportunity to review it.
7. The faculty member must be given a reasonable opportunity to review the evaluation conference memo and attach comments before it is placed in his/her personnel file. If the employee refuses or fails to initial the memo within the allotted time, it should be placed in his/her file with a notation of the employee's refusal or failure to sign (and with notice to the employee that the memo is being placed in his/her file). Be sure to send a follow up email to the FM within the week reminding him/her to return the evaluation. Save a copy of the email. <sup>6</sup>
8. The signed evaluation must then be submitted to the Office of Human Resources. If the FM provides any response material after the evaluation have been submitted to HR, forward a copy of those responses to HR.

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<sup>6</sup> C/D should keep a copy of the evaluation that given to the FM, signed by C/D, in case the FM ends up not returning it. If the FM refuses or fails to initial the evaluation, C/D should write a note by the signature line (signed or initialed by C/D and the FM) saying that C/D gave the FM the signed evaluation on X date and that he or she refused or failed to sign it. Keep a copy of this a) in C/D's files and b) send a copy to HR that will be kept in the FM's official personnel file.

Form 11

PROFESSIONAL EVALUATION FORM

**Annual Evaluation Rating Instrument**

PERSONAL FILE

ACADEMIC YEAR: \_\_\_\_\_

HUNTER COLLEGE OF THE CITY UNIVERSITY OF NEW YORK DEPARTMENT OF  
\_\_\_\_\_

**ANNUAL EVALUATION RATING INSTRUMENT**

FACULTY MEMBER: \_\_\_\_\_

RANK: \_\_\_\_\_

DATE:  
\_\_\_\_\_

A. CLASSROOM INSTRUCTION AND RELATED ACTIVITIES

Comments:

1. Teaching (Student Evaluation)	S	NI	U	NA
2. Teaching (Peer Observation)	S	NI	U	NA
3. Student Guidance	S	NI	U	NA
4. Other (specify):	S	NI	U	NA

B. PROFESSIONAL ACTIVITIES

Comments:

1. Research*	S	NI	U	NA
2. Scholarly Writing	S	NI	U	NA
3. Creative Works	S	NI	U	NA
4. Public and Professional Activities	S	NI	U	NA
5. Other (specify):	S	NI	U	NA



\* It is understood that lecturers (full-time) shall not be required to have a research commitment.

C. INSTITUTIONAL SERVICE

Comments:

1. Elected Office (FDA)	S	NI	U	NA
2. Administrative Assignment ( )	S	NI	U	NA
3. Committee Work	S	NI	U	NA
4. Course & Curriculum Development	S	NI	U	NA
5. Other (Specify):	S	NI	U	NA

OVERALL EVALUATION:

Satisfactory\_\_\_\_\_ Needs Improvement\_\_\_\_\_

Unsatisfactory\_\_\_\_\_

Comments:

Suggestions for Improved Performance:

\_\_\_\_\_

Signature of Department Chair

\_\_\_\_\_

Date

I understand that my signature means only that I have read this evaluation and I may attach any comments I wish.

\_\_\_\_\_

Signature of Department Chair

\_\_\_\_\_

Date

EVALUATION CONFERENCE MEMORANDUM

PERSONAL FILE

ACADEMIC YEAR \_\_\_\_\_

HUNTER COLLEGE OF THE CITY UNIVERSITY OF NEW YORK DEPARTMENT OF

\_\_\_\_\_

EVALUATION CONFERENCE MEMORANDUM

\_\_\_\_\_  
FACULTY MEMBER

\_\_\_\_\_  
P & B REPRESENTATIVE

\_\_\_\_\_  
DATE

\_\_\_\_\_

\_\_\_\_\_  
Signature of P&B Representative

\_\_\_\_\_  
Date

I understand that my signature means only that I have read this memorandum and that I may attach any comments I wish.

\_\_\_\_\_  
Signature of Faculty Member

\_\_\_\_\_  
Date

We agree that discussion of this evaluation is unnecessary.

\_\_\_\_\_  
Signature of Faculty Member

\_\_\_\_\_  
Signature of P&B Representative

## **Teaching Faculty Observation Procedure**

### ***From the Office of Legal Affairs***

Teaching observation, as described below, is one factor in the total evaluation of academic performance of the teaching staff. Article 18.2 states that

1. 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 and the employee shall be given no less than 24 hours of prior notice of the observation.
2. (a) Each department P & B committee shall designate a panel, the size to be specified by the chairperson, of department observers (which shall include members of the P & B committee). The department chairperson shall schedule the members of this panel to conduct observations as necessary. Each observer shall submit, through the department chairperson, a written observation report to the department P & B committee within one week of the observation. These observation reports shall be considered by the committee in its total evaluation of the employee.

(b) The department chairperson shall schedule the post observation conference for the employee within two weeks after receipt of the written observation report. The post observation conference shall include the employee and the observer. Either a member of the P & B committee or a member of the department with the rank of tenured Associate Professor or tenured Professor may be assigned by the chairperson to attend the post-observation conference at the request of the employee or the observer.

(c) Following the post observation conference, the assigned P & B representative or the assigned senior faculty member shall prepare a record of the discussion in memorandum form for submission to the chairperson. If the post observation conference includes only the observer and the employee, then the observer shall prepare the record of the discussion in memorandum form. The original conference memorandum shall be placed in the employee's personal file after the employee reads the memorandum, initials it and add any comments if he or she chooses. The employee may have a copy of this document provided a signed receipt is tendered. The observation report shall be placed in the personal file after the employee reads the memorandum, initials it and add any comments if he or she chooses.

Article 19.2 c states:

(e) Observation reports of the employee's academic and professional performance.

No materials shall be placed in the employee's file until the employee has been given the opportunity to read the contents and attach any comments he or she may so desire. Each such document shall be initialed by the employee before being placed in his or her file as evidence of his or her having read such document. This initialing shall not be deemed to constitute approval by the employee of the contents of such document. If the employee refuses to initial any document after having been given an opportunity to read the same, a statement to that effect shall be affixed to the document.

N.B. The difference in the process between a teaching observation and an evaluation is that an evaluation has to be written after the conference, so the issues discussed are memorialized in the evaluation. This way the teacher signs his/her evaluation (incorporating the discussion about his/her evaluation in one form.

In an observation the written record already exists before the conference, so a follow up memo memorializing what was discussed in the already existent written observation is necessary and both have to be signed.

<sup>1</sup> Tenured and certificated members of the teaching staff may be observed once each semester

## PSC-CUNY Contract

### **Classroom Teaching Observations of Online Courses:**

**Amend** Article 18.2 (b) 1 and **add** a new section, Section 18.2 (b) 3, as follows:

18.2 (b) 1.

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, except as specified below in Article 18.2 (b) 3 for classes conducted wholly or in part through online technology, during the first ten weeks of the semester. Except as otherwise provided, the employee 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.

18.2 (b) 3. Teaching Observations for Online Courses:

- a. For teaching observations of online or partially online courses, the parties intend to replicate as closely as possible the longstanding teaching observation practices established pursuant to this Agreement. Therefore, the provisions of Article 18.2 (b) 2 shall apply except as specifically modified herein.
- b. In a fully online synchronous course (that is, a course that meets online for 100% of the semester's class meetings with a regularly scheduled class period during which students and the instructor are online at the same time), the designated observer shall be given limited access to the course platform, usually defined as "student" or "guest" access but in no event "instructor" or "administrator" access, only for the scheduled class period to be observed. Via the method for announcements normally employed by the instructor in the course, the instructor shall inform the students that the teaching observation is occurring. In no event shall the classroom teaching observation memorandum refer to the conduct of course activities outside of the observation period.
- c. In a fully online asynchronous course (that is, a course conducted entirely online without a scheduled class period), the designated observer shall be given limited access to the course platform, usually defined as "student" or "guest" access but in no event "instructor" or "administrator" access, for no more than a 48-hour period that will commence at a specified time not earlier than seven calendar days after the notice of the teaching observation has been given to the instructor. Within 48 hours of receiving notice of the observation, the instructor shall inform the students of the teaching observation and its beginning and end time via the method for announcements normally employed by the instructor in the course.

- d. In a fully online mixed course (that is, a course conducted entirely online using both synchronous and asynchronous instruction), the teaching observation shall take place according to the procedures for a fully online synchronous course, as specified above. At the request of the instructor, and with the consent of the Department Chairperson, the teaching observation may be conducted as it would be for a fully online asynchronous course, as specified above.
- e. In a hybrid or blended course (that is, a course in which some face-to-face classroom periods are replaced by online instruction or any other modality that is not face-to-face), the following rules shall apply:
  - i. If at least 50% of the class sessions are conducted in a traditional face-to-face classroom setting, the observation shall normally take place during a face-to-face classroom period as set forth in Article 18.2(b). At the request of the instructor, and with the consent of the Department Chairperson, the observation may be conducted during an online class session. In such cases, the observation shall be conducted according to the procedures for a fully online synchronous course or a fully online asynchronous course, as applicable.
  - ii. If fewer than 50% of the class sessions are conducted in a traditional face-to-face classroom setting, the observation shall be conducted according to the procedures for a fully online synchronous course or a fully online asynchronous course, as applicable.
  - iii. The Department Chairperson may decide that an instructor teaching a hybrid course who has been observed under this provision may have his or her next observation conducted in the other modality used for the course.
- f. For observations of other than a fully online synchronous course, the observer shall not review online activity that occurred more than seven calendar days prior to the 48-hour period of access to the course platform, nor shall the post-observation memorandum refer to any course activities that occurred more than seven calendar days prior to the 48-hour period of access.
- g. For a fully online course, the post-observation conference set forth in Article 18.2.b may be held, at the request of the instructor, in person, by telephone, or by video conference.