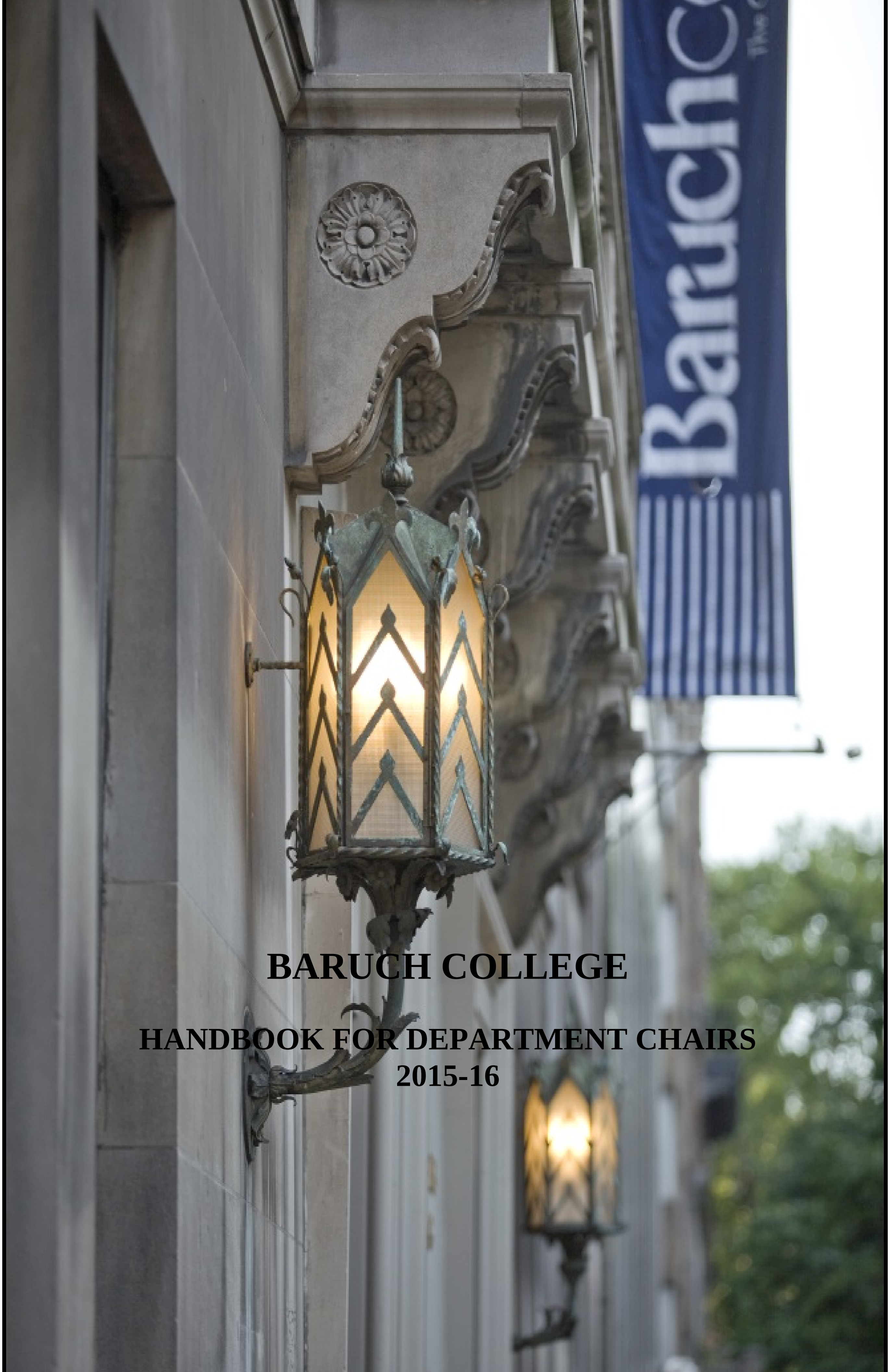

BARUCH COLLEGE

HANDBOOK FOR DEPARTMENT CHAIRS
2015-16

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INTRODUCTION

This handbook is a summary of the information often needed by department chairs. It does not form an agreement of any kind, nor does it supersede the collective bargaining agreement between the Professional Staff Congress ("PSC") and the City University of New York ("CUNY"). This manual may be changed, modified, or revoked at the discretion of the College.

Please email comments to erec.koch@baruch.cuny.edu

This manual is based on information found in the following sources:

CUNY bylaws http://policy.cuny.edu/bylaws/#Navigation_Location
PSC-CUNY contract http://www.psc-cuny.org/our-contracts/psc-cuny-2007-10-contract

Baruch College Charter http://www.baruch.cuny.edu/administration/charterselect.html
Baruch College Faculty Senate http://www.baruch.cuny.edu/facultysenate/index.htm
Provost's website http://www.baruch.cuny.edu/provost/
Baruch College Faculty Handbook http://www.baruch.cuny.edu/provost/handbooks.htm
Baruch Policies Index http://www.baruch.cuny.edu/bpi/
School of Public Affairs website http://www.baruch.cuny.edu/spa/home.php
Weissman School of Arts and Sciences website http://www.baruch.cuny.edu/wsas/
Zicklin School of Business website http://zicklin.baruch.cuny.edu/

DEPARTMENTAL AND COLLEGE GOVERNANCE

Department Chair

Duties: The Department Chair has overall responsibility for the management of the department. Responsibilities include: implementing departmental policies; presiding at department meetings; overseeing the recruitment, hiring, guidance, evaluation, reappointment, and promotion of faculty members; managing the departmental budget; overseeing curriculum and curricular changes; preparing class schedules; assigning teaching and administrative responsibilities to faculty members; and maintaining departmental records. See the Board of Trustees Bylaws, section 9.3, and Baruch College Charter, Article 8, for details.

Qualifications (required unless a waiver is obtained): A Department Chair must hold the rank of Assistant Professor, Associate Professor, or Professor. Unless the department is less than seven years old, he or she must be tenured or have been approved for tenure at the time of the election.

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

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

See the CUNY bylaws, section 9.1, for details on qualifications, terms, and election procedures for department chairs.

Executive Committee.
The Executive Committee makes recommendations on instructional staff appointments and reappointments without tenure, including reappointments with a Certificate of Continuous Employment.

Qualifications (required unless a waiver is obtained): The Executive Committee consists of the Department Chair and between four and six other members of the department (as determined by department bylaws). Members must hold the rank of Assistant Professor, Associate Professor, or Professor, and where possible, a majority of the Committee shall consist of tenured persons in the Department. In the case of the School of Public Affairs, the Tenure Committee shall perform the duties of a department executive committee.

Term of office: The term of office for the Executive Committee is the same as for the Department Chair. The terms of the Executive Committee are not affected if the Chair does not complete his or her term.

Election procedures: Election is by secret ballot by a majority of eligible voters. Eligible voters are the same as for the Chair.

See the CUNY bylaws, section 9.1, for details on the Executive Committee. See also the Baruch Charter, article 8.A.

Tenure Committee.
The Tenure Committee in each department shall consist of all tenured professorial members of

the department. This committee shall consider and make recommendations for appointments and reappointments with tenure to the appropriate School Personnel and Budget Committee. The School of Public Affairs functions as a department of the whole, and its School Tenure Committee, comprised of all tenured faculty, assumes the functions and responsibilities of the departmental tenure committee. Normally, the Tenure Committee is chaired by the most senior faculty member who is not the department Chair.

See the Baruch Charter, article 8.

The Promotion Committee.
The Promotion Committee is made up of all tenured faculty above the current rank of the candidate standing for promotion. The Promotion Committee shall be given timely written notice by the Chair of such candidacies and of the availability of the files for their review. For promotion to associate professor, normally concurrent with tenure, departments convene the Promotion Committee, constituted of faculty as described above. That committee votes on promotion and forwards its recommendation, as a tally of votes, to the School P&B. For promotion to full professor, the Promotion Committee may convene to discuss the merits of the candidacy before individual faculty offer their written advice to the School P&B. Normally, the Promotion Committee is chaired by the most senior faculty member who is not the department Chair.

The School of Public Affairs functions as a department of the whole, and its School Promotion Committee, comprised of all faculty at the appropriate rank, assumes the functions and responsibilities of the departmental tenure committee.

See the Baruch Charter, article 8.

The Curriculum Committee.
Departments elect a Curriculum Committee, which exercises initiatives for the expression of faculty rights over programs and course offerings in the appropriate disciplines or across disciplines of the Department. (See also section headed “Curriculum” below.)

Programs within a department are subject to its governance system. Programs developed as collaborative efforts between or among departments are governed as agreed upon by the departments concerned. The maximum life of an interdepartmental program is three years before a written governance plan for such a program must be approved by each participating department.
See the Baruch Charter, article 8.

Other Departmental Committees.
Each department may have its own standing and *ad hoc* committees. These vary from one department to another and may be specified in departmental bylaws. Copies of the departmental bylaws should be available in each department.

Department Meetings.
Departmental Bylaws include a minimum requirement for regular department meetings.

School- and College-level Committees:

School Personnel and Budget Committee.
Department chairs in schools with departments serve on the School Personnel and Budget Committee, which elects a chair from that group; the School Dean serves *ex officio* as a non-voting member of that P&B. That committee receives from departments all recommendations for faculty appointments and reappointments, with or without tenure or certificate of continuous employment; for promotions in rank; for special salary increments; and for applications for leaves. The School P&B forwards its recommendations on these matters to the College P&B.

For schools that function as a department of the whole, the School P&B functions in accordance with the bylaws of that unit.

The Library and the Student Development and Counseling Personnel and Budget Committee is composed of seven voting members consisting of the Chair of the Library Department (the Chief Librarian), the Chair of the Student Development and Counseling Department (the Vice President for Student Development/Dean of Students), a tenured Associate or Full Professor from each of these departments elected by their respective department members with faculty rank or faculty status, and a tenured Associate or Full Professor, other than a Chair, from each of the three Schools of the College, elected by their respective school faculty. The Committee elects its Chair, who cannot be a department Chair. The Committee receives from the constituent departments all recommendations for appointments and reappointments, with or without tenure or certificate of continuous employment to the instructional staff; for promotions in rank; for special salary increments; and for applications for leaves. That Committee also hears appeals from departmental decisions regarding the above, except in the matter of initial appointments. That body recommends action regarding all of these matters to the College Personnel and Budget Committee.
See the Baruch Charter, article 7 .

College Personnel and Budget Committee.
Membership of the College Personnel and Budget Committee includes: the President as the non-voting chair; the Vice President for Academic Affairs; the Vice President for Student Development/Dean of Students; the Deans of the Schools; the Chairs of the School Personnel and Budget Committees; the Chair of the Personnel and Budget Committee for the Department

of the Library and Department of Student Development and Counseling (Independent Units), who is of faculty rank and not a department Chair; at least nine additional members of faculty rank who are not be department Chairs; and one matriculated student in good academic standing appointed by the Council of Student Governments.

The additional faculty members are elected by the faculties of the College in the following manner:

(1) Each school elects one representative to the College P&B for every hundred faculty or part thereof, computed as one-half of the sum of full-time and full-time equivalent faculty on October 15 of the fall preceding the election;

(2) The faculty of the Independent Units elect one member;

(3) If the number of faculty members elected by the above is below the required nine members, additional members shall be nominated from the floor of, and elected by, the General Faculty. When several members are elected by the General Faculty, they cannot all be from the same School.

(4) The Council of Student Governments appoints the student member and an alternate.

Elections are conducted in the Spring semester for terms of office in the following academic year.

See the Baruch Charter, article 5.

PERSONNEL

Titles and Functions.
Instructional staff: Most faculty members hold the rank of Lecturer, Assistant Professor, Associate Professor, or Full Professor. A few are Distinguished Lecturers or Distinguished Professors. “Instructor” is a transitional title used for professorial faculty until the PhD or other terminal degree has been conferred.

Instructional staff members may be full time, adjunct, substitute, or visiting. Adjunct appointments are always part time. Visiting appointments are full time and may be made for 1 or 2 semesters.

The CUNY Graduate Center assigns some doctoral students as Graduate Teaching Fellows (GTFs) and Graduate Chancellor’s Fellows, Writing-Across-the-Curriculum (WAC) Fellows, or Quantitative Reasoning (QR) Fellows to departments with faculty members who hold Graduate Center appointments. Those appointments are made and paid for by the Graduate Center. The

Executive Officer of each program negotiates them with Department Chairs. Departments are responsible for formally evaluating, providing guidance to, and mentoring those fellows. Restrictions on the number of hours these employees can work are governed by the PSC-CUNY contract .

Other professional staff: The non-teaching instructional staff includes people in the categories of College Laboratory Technician (CLT, Senior CLT, and Chief CLT), Research Associate, and Higher Education Officer (Assistant to HEO, HEO Assistant, HEO Associate, and HEO). CLTs at all ranks may be full-time or adjunct.

All instructional and professional staff members above are covered by the PSC-CUNY contract . Their appointments, the reappointments, tenure, and promotion of appropriate instructional staff are managed by the offices of the Deans and the Provost.

Full-time classified staff: The full-time classified staff includes people with various clerical and administrative duties. Their appointments are managed through the Office of Human Resources. (http://www.baruch.cuny.edu/hr/)

College Assistants: College Assistants are part-time employees who perform a variety of clerical, administrative, and technical functions. Their appointments are managed through the Office of Human Resources.

Salaries.
Salary levels for all instructional staff covered by the PSC-CUNY contract. Current salary schedules, which have not changed since 2010, are found on the PSC-CUNY website.

The salaries for new professional staff members are negotiated by the Dean, who confers as appropriate with the Provost. After the initial appointment, they change only according to the contract, based on the number of years of service at each level in each rank. If a professional staff member is reclassified, his or her salary moves to *the closest salary without a decrease*. Promotion usually entails little or no immediate increase in salary, but it increases the maximum salary that a person may attain within a rank.

Adjunct faculty members are normally appointed at the lowest salary in the rank for which they qualify: Adjunct Lecturer for people without doctoral degrees and Adjunct Assistant Professor for people with doctoral degrees or other terminal degree. Requests to hire new adjuncts at higher salary levels must be approved by the Dean in consultation with other administrative offices as needed. They should be addressed to the Dean and should include information about the adjunct's background, previous teaching or special experience, and the course(s) he or she is scheduled to teach for the semester. Adjunct salaries increase according to a formula based on the number of semesters of service. Detailed information on eligibility for adjunct salary increases is available in Article 24 of the PSC-CUNY Contract 2007-10. See also the salary schedule for adjunct faculty.

The Office of Human Resources has details about salary levels for classified employees.

Hiring and Faculty Searches.
Search procedures for full-time faculty members and college laboratory technicians (CLTs) are detailed immediately below.

I. SEARCH PRIORITIES.

In early summer, the Provost issues a call inviting Deans to submit full-time faculty search priorities for the coming academic year. School Deans discuss their priorities with the Provost. Normally, the Provost will pre-approve prioritized searches before the end of summer. The Provost may subsequently approve additional searches in the fall.

Department Chairs are encouraged to begin discussing search priorities with the School Dean in late spring of the academic year before the proposed search will be conducted. Chairs should apprise the Dean of special circumstances such as disciplinary timelines for faculty searches.

KEY CONTACTS: SCHOOL DEANS
PROVOST DAVE CHRISTY

II. REQUEST TO SEARCH.

Once the search has been pre-approved, the Department Chair[2] completes a

- Recruitment Authorization Form (RAF), which includes justification for the position, and
- Job description.

The Chair submits those documents to the School Dean.

A fillable PDF version of the RAF is available from the Provost's website, Faculty Resources, Academic Administration, Searches, at this link: http://www.baruch.cuny.edu/provost/resources.htm

The Department conducting the search will expedite III below by formatting the job description according to CUNY "Job Announcement" templates. Annotated templates for each faculty rank and for open rank searches are available from the Provost's website, Faculty Resources, Academic Administration, Searches: http://www.baruch.cuny.edu/provost/resources.htm

[2] In SPA, the Associate Dean performs all functions assumed by Department Chairs/Hiring Managers in Zicklin and Weissman.

The signature chain for RAFs is as follows: Department Chair ➔ School Dean ➔ Provost ➔ Office of Human Resources (OHR) ➔ Budget Office ➔ President.

The signed RAF is returned to OHR, and scanned copies are forwarded to the Director of Academic Administration, Office of the Provost, and to the Chief Diversity Officer (CDO), head of the Office of Diversity, Compliance, and Equity Initiatives.

Once the "Manager Self Service" module of CUNYfirst HCM has been refined and implemented, it should be possible to submit and track "Position Requisitions," which will replace RAFs, through the approval cycle within CUNYfirst HCM. Until that time, OHR and the Office of the Provost will be able to inform the Department Chair when signatories have approved the RAF. This process may take one or two weeks.

KEY CONTACTS: SCHOOL DEANS OR ASSOCIATE DEANS
ASSOCIATE PROVOST EREC R. KOCH
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR

III. RECRUITMENT PLAN AND POSTING/ADVERTISING OF POSITION.

Once the RAF has been approved, the Department determines the Search Committee membership and Search Chair, the search process, and the search timeline. The Department Chair, who serves as "Hiring Manager," and Search Chair confer, complete the Recruitment Plan,[3] and submit it with the job announcement to the School Dean, who then submits those documents to the CDO for review and approval. (Departments may begin the planning process and drafting of the plan before the RAF has completed the signatory circuit if they are confident of its approval.) Ideally, the Department has already drafted the position description in CUNY "Job Announcement" format. After consultation with the CDO, the Department may want to modify that announcement based on variables particular to that search. For example, does the committee want to consider ABDs as eligible applicants, and if so, what are the consequences for the applicant pool? What should the Department set as the closing date and the date for the launch of application review if they are to capture a diverse pool of outstanding candidates? Does the application timeline coincide with disciplinary annual conferences?

The Recruitment Plan must also specify venues in which the job announcement will be published. Some venues will be discipline specific; others, such as the *Chronicle of Higher Education*, will address a broader academic audience; others, such as CUNY's Employment Opportunities website and HigherEdJobs.com, are two of six default venues; yet others, such as diverseeducation.com and the PhD Project, for Zicklin searches, are intended to enhance the diversity of the applicant pool (and are also

[3] In SPA, the Equity Advocate, who is a member of the Diversity Committee, will generally play a role in the formulation of the Recruitment Plan.

default venues). The CDO will convey a list of list of possible print venues, the Miller Advertising list, to the Department Chair and Search Chair and will assist in identifying the final venues. The College will subsidize the publication of job announcements in venues appearing in the Miller Advertising list; however, the School Dean or the Department must subsidize other venues that are discipline-specific.

The current version of the Faculty Recruitment Plan is available from the CDO or from the Provost's website, Faculty Resources, Academic Administration, Searches: http://www.baruch.cuny.edu/provost/resources.htm

The approval chain for Recruitment Plans is as follows: Department Chair → School Dean → CDO.

Again, annotated job announcement templates for each faculty rank and for open rank searches are available from the Provost's website, Faculty Resources, Academic Administration, Searches: http://www.baruch.cuny.edu/provost/resources.htm

The CDO provides the OHR recruitment unit with the approved Recruitment Plan and, copies the Department Chair, and authorizes OHR to proceed with the posting and advertising on CUNY's Employment Opportunities website, default venues, and venues identified on the Miller Advertising list. In consultation with OHR, the Department may create a second, condensed version of the job announcement for publication in venues outside of CUNYfirst; however, the posting on CUNYfirst must conform precisely to the Job Announcement template. Again, the vacancy may also be posted in other discipline-specific venues in accordance with the Recruitment Plan, but, again, those announcements are normally placed (and subsidized) by the appropriate School Dean's Office or the Department.

All searches and job announcement postings on CUNYfirst require approval of the Central Office. That process, from submission to posting, may take from one week to ten days.

KEY CONTACTS: KIERAN B. MORROW, ESQ., CDO
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR
ASSOCIATE PROVOST EREC R. KOCH
SCHOOL DEAN OR ASSOCIATE DEAN

IV. COMMITTEE CHARGE.

Shortly before the review of candidate applications begins, the Search Chair and/or Hiring Manager should confer with the CDO's office to schedule the charge meeting, which all members of the Search Committee and the Chair, as Hiring Manager, must attend. The CDO charges the Search Committee with conducting a fair search and treating candidates equitably. The search is to be followed in a manner consistent with the University's non-discrimination, equal employment opportunity, and affirmative action programs. A faculty-member Equity Advocate, who should be identified prior to the charge meeting, sits on each of the search committees to ensure that the search is in compliance with those policies. The Office of Diversity, Compliance, and Equity Initiatives provides training for all Equity Advocates. This training is valid for two years. The search committee reviews policies on conflict of interest and confidentiality, and it reviews procedures for evaluating candidates, their screening interviews (first-round interviews),[4] interviews (finalists), and recommending the selected finalist for appointment. All search members must be willing to commit the time necessary to conduct a thorough and effective search.

The Search Chair and Committee are also reminded to retain the materials listed below during the course of the search process. The Search Chair or Department Chair will have to submit scanned versions of those documents at the conclusion of the search. (See VIII below.)

1. A copy of the job description;
2. Copies of the cv's of all candidates who had screening interviews and of all finalists (campus visits) interviewed;
3. Copies of the completed CUNY Applications of candidates interviewed [screening and finalist interviews (see VI below)];
4. Screening (first-round interview) and finalist interview notes and/or evaluations for each of the candidates, aggregated from all of the search committee members;
5. A copy of the screening interview and interview questions;
6. A candidate grid for pre-screening applications, if one was used;
7. Any other materials used to manage the search process.

V. <u>APPLICATION ON TALENT ACQUISITION MANAGER (TAM), REVIEW OF APPLICANT DIVERSITY, AND CONFIRMATION OF POOL</u>.

Candidates will submit all application materials through the on-line recruitment program, Talent Acquisition Manager (TAM), a CUNYfirst module. Due to technical limitations of the module, candidates will have to submit applications through two portals: one for the cv and cover letter; the other for letters of recommendation, writing samples, and other application materials. The second portal is structured in such a way that candidates may submit or have submitted letters of recommendation. The second portal also accommodates requests for submission from dossier services.

TAM will collect pertinent confidential data (e.g., race and gender of applicants). TAM will generate applicant acknowledgement letters (sample immediately below). The CDO will review on an ongoing basis the applicant pool to assess its diversity. The Search Chair will also have access to those candidacies and will be able to make a preliminary assessment about the size and quality of the applicant

[4] While it is our understanding that not all search processes currently include first-round interviews, Skype screening interviews are strongly recommended as an intermediate step for any position where communication skills and/or the quality of personal interactions are crucial to success in the position.

pool. OHR will provide the Search Chair training on navigating TAM as needed; additional support may be provided by school-based tech support (see VI below).

The CDO may request an extension of the job posting period ("closing date") in order to advertise the position in additional venues if the applicant pool is insufficiently diverse. The Search Chair may also ask for an extension of the closing date if, for example, the pool is not sufficiently strong. Of course, the Search Chair should make this request of the CDO as far in advance of the closing date as possible. The job announcement is removed immediately after the closing date, and no further applications can be submitted.

Once the Search Chair and committee have been charged, they will be able to review applications at two-week intervals after the first two weeks of posting (see VI below). The Search Committee must review applications in a way that is consistent with its Recruitment Plan and the committee charge.

All applicants receive the following acknowledgement email:

> **cunyfirst-do-not·reply@maiI.cuny.edu**
> 8:46 AM **(11**minutesago)
> (Please Note: His message was automatically generated. Please do not respond.)
> Dear Jane Doe,
> Thank you for your interest in employment at The City University of New York. **The** City University of New York is an equal opportunity employer and is committed to building a diverse workforce and strongly encourages applications from minority and women candidates.
> <u>This letter acknowledges receipt of your resume for the following position(s) submitted on 2012-12-09 at the City University of New York:</u>
> □6313-AssistanlProfessor. Accounting.
>
> We will contact you as the review process proceeds to inform you of your status. To review your information, click the following link:
> https:/lhrsa.curyfirst.cuny.edu/lpsc/cnyhcprd/GUEST/HRMS/cHRS HRAM.HRS

KEY CONTACTS: KIERAN B. MORROW, ESQ., CDO
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR

VI. <u>REVIEW OF APPLICATIONS, SELECTION OF CANDIDATES TO INTERVIEW, AND INTERVIEWS</u>.

The Search Committee reviews and evaluates applications submitted via TAM and in compliance with the Recruitment Plan and position announcement. At a future date, it should be possible for all members of the Search Committee to access applications directly on TAM. Until that time, OHR staff will email a spreadsheet listing candidates and all current applications to the Search Chair at two-week intervals after the first two weeks of posting or at some other interval selected by the Search Committee at the charge meeting. Note that these installments of spreadsheets and applications are cumulative: the second wave will include all applications delivered in the first wave. The last installment will be delivered shortly after the closing date.

The Search Committee may review, assess, and track applications in any manner that it finds effective, but the Committee may want to make use of a platform such as Confluence. School-based tech support is provided by Glova Smith (Zicklin), Danny Cayas (Weissman), and Yvette Kelly (SPA), as their other responsibilities permit.

As the Search Committee identifies a pool of compelling candidates, it may want to inform some applicants that their candidacies will not be pursued. The Search Chair should inform OHR of the names of candidates in that group so that that office can send them TAM-generated rejection letters. This brief letter simply identifies the position and states that the addressee's candidacy is no longer under active consideration. Any candidates who are eliminated during an initial screening for obvious failure to meet minimum qualifications (do not have the required degree, etc.) should be recorded on an Excel spreadsheet, which will be provided to the CDO.

Once the Search Committee has selected the candidates with whom it wishes to conduct screening interviews, and prior to scheduling those interviews, it must forward those candidates' application packets to the CDO along with the Excel spreadsheet of candidates eliminated for failure to meet minimum qualifications. The CDO will review the interviewee pool against the remaining candidate pool for diversity purposes and either approve the interviews or reach out to the search chair with follow-up questions within two to three business days.   The Search Committee and Department may conduct screening interviews in a way consistent with the charge by the CDO. All candidates invited to participate in screening interviews must complete and return to the search chair (by email, if the screening interview is conducted by Skype or telephone) Part One of the CUNY Employment Application by the day of the screening interview. A fillable PDF CUNY Application is available at this link:[5] http://www.baruch.cuny.edu/hr/documents/CUNY_Employment_Application_PARTONE-1-23-15.pdf

Interviews, normally campus visits, are conducted for finalists. All finalists must be provided with Part Two of the CUNY Employment Application prior to a campus interview, and that part of the application is to be returned directly to HR at employmentapplication@baruch.cuny.edu.

[5] You may have to use Internet Explorer as your browser in order to access that document.

Part Two of the fillable PDF CUNY Employment Application is available at this link:[6]
http://www.baruch.cuny.edu/hr/documents/CUNY_Employment_Application_PARTTWO-1-23-15.pdf

KEY CONTACTS: KIERAN B. MORROW, ESQ., CDO
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR
SCHOOL DEAN OR ASSOCIATE DEAN
ASSOCIATE PROVOST EREC R. KOCH

VII. SELECTION OF CANDIDATE FOR APPOINTMENT, NEGOTIATION, AND OFFER.

After finalists' campus interviews and departmental selection have been completed, the Department Chair recommends to the Dean the candidate to whom the Department would like to make an offer. The Dean or his/her designate, conferring as appropriate with the Provost, negotiates with the candidate a mutually acceptable offer and writes a draft of the Dean's Agreement Letter, which memorializes the rank, salary, and any other terms negotiated with the candidate. When the candidate has orally accepted the offer, the School P&B should ratify the appointment (if timing permits). The Dean's Office submits a "Request to Send Letter of Offer for Full-time Faculty Position" form with the candidate's cv and other supporting documents to the Office of the Provost. That office will then send an offer letter to the finalist. ***The signed offer letter should be received by April 15***. When the signed offer letter has been received, the final version of the Dean's Agreement Letter is mailed to the candidates (drafts may have been shared with the candidate prior to this point). Ideally, the P&B approval process should conclude with the May College P&B meeting.

Once the selected candidate has formally accepted the position, the Search Chair should send a personalized letter to all candidates interviewed but not selected for appointment. The letter should be crafted from the template below. Any changes made to that template letter must be reviewed by CDO and/or Legal Counsel.

> <DATE>
> <FACULY CANDIDATE'S ADDRESS>
> Re: Insert Title of Position and Department
> Dear _________:
> Thank you for taking the time to interview for the position of __________[insert faculty position] with the ____[insert department] in the ___[insert school] at Baruch College. We greatly appreciated your interest in becoming a member of the Baruch College faculty. Interviews have been concluded and we are unable to offer you a position in the department [or you have not been selected for this position in the department.]

[6] You may have to use Internet Explorer as your browser in order to access that document.

We thank you for your interest in Baruch College and wish you every success in your future endeavors.
Best regards,
<INSERT NAME and TITLE>

KEY CONTACTS: SCHOOL DEAN OR ASSOCIATE DEAN
ASSOCIATE PROVOST EREC R. KOCH
KIERAN B. MORROW, ESQ., CDO
OLGA DAIS, ESQ., LEGAL COUNSEL AND LABOR DESIGNEE

VIII. CLOSING THE SEARCH.

The CDO, or delegate, completes a statistical report at the conclusion of the search and in consultation with the hiring department. The CDO certifies the search based on information requested on the Faculty Data Form, which is provided at the charge meeting, and the Search Chair confirms that all other candidates have been notified of the status of the search. If the search has not been certified, it is not complete.

The Search Chair or Department Chair turns in electronically to the CDO a completed search file, containing the position description, cv's of candidates who had screening interviews, cv's and CUNY applications of candidates interviewed (screening and finalist interviews), screening (first-round interview) and interview (finalist) notes and/or evaluations for all candidates, screening criteria, screening interview and interview questions, the grid for pre-screening applications if one was used, and any other materials used to manage the search process (see IV, continued, above). That file must be retained for three full years after the search year.

KEY CONTACTS: KIERAN B. MORROW, ESQ., CDO
MONIQUE BROWN-GEORGE, EXECUTIVE DIRECTOR OF OHR

Immigration Services.
Baruch College will sponsor and subvent most costs for (1) work visas; and/or (2) petitions for permanent residence status for foreign scholars who have been offered and accepted full-time employment in tenure-track faculty positions at the College. It is important that School Deans report this need to Associate Provost Erec R. Koch as soon as possible, and certainly before the April 15 deadline for the completion of searches. For additional information, please see "Baruch College Policy on Sponsorship of Foreign Scholars" at Baruch Policies Index (BPI) .

Appointment Formalities.
New employees (full time and part time) must complete the forms in the New Hire Package on the Human Resources website, and the completed forms must be submitted to the Office of Human Resources, before they begin working. All new employees must also provide the Office

of Human Resources with appropriate I-9 documentation prior to, or at the very latest within 72 hours after, beginning work.

Materials Submitted for Reappointment, Tenure, Promotion, and Certification.

Personnel Review Binder

With the assistance of the chair or delegate, professorial faculty and lecturers should prepare and annually update their personnel review binders. All materials in the binder should be organized in counter-chronological order within each section and sub-category listed below. A checklist for the personnel review binder is available from the Office of the Provost and in Appendix A of the Handbook on Reappointment, Tenure, Promotion, and Certification. The organization and contents of the binder are as follows:

Table of Contents.

A Table of Contents, listing all materials from the candidate's personal file, must be included at the front of the file.

Section I. Candidate Information and Evaluations

> CV - The standard form must be used [see "Curriculum Vitae (Official format for Baruch Curriculum Vitae)" available from this link in the Faculty Handbook). Digital Measures is formatted according to that standard, and faculty are strongly encouraged to import that data instead of transcribing a separate CV. (See Faculty Handbook for additional information on Digital Measures, including running a report that will generate a CV in Baruch format.) The CV must be complete and current.
>
> Statement of Candidate - A self-evaluation of teaching, service, and scholarship; should include a brief overview of important publications and an evaluation of courses taught. The discussion of research should include consideration of its significance in the discipline. That statement should also provide information about future plans for teaching and research.
> The 2014 Task Force on Teaching recommends that the candidate's statement address the following questions:
>
> 1) How does the area, level, breadth, and extent of your teaching fit the mission and goals of the department, school, and college?
> 2) Discuss growth in your teaching, especially as concerns the development of new courses, innovative or enhanced instructional techniques and methods, and significantly revised courses. Have you learned new skills related to teaching? Have you set and met goals for instructional improvement?

3) Optional measures of teaching quality

a. Have you contributed to the quality of instruction beyond your own teaching, such as assisting newer faculty members with their teaching programs, coordinating a large multi-section course for the department, supervising graduate teaching assistants, or participating in a graduate teaching assistant seminar?

b. Do you effectively reflect on, assess, and improve teaching practices?

c. Do you effectively integrate teaching and learning with student research, scholarship, and creative activities?

d. Do you use teaching methodologies and strategies that effectively engage students?

e. Do you set and achieve appropriate learning goals for students? Do you effectively assess student learning?

f. Have you participated in seminars and workshops on teaching?

The 2014 Task Force on Service helped to identify the following service categories:

<u>Institutional Academic Citizenship</u>: participation in activities related to governance, curriculum, policies, hiring, and mentoring. Examples include active participation in the work of department, school, college, Grad Center, and University committees, which range from curriculum, search, and tenure and promotion committees to governance bodies. This category also includes participation in events of the academic community, such as Fall Convocation, Commencement, Freshman Orientation, and admission recruitment and yield events.

<u>Civic Engagement</u>: participation in service events that contribute to student engagement and that invest in student success; and in community and civic engagement efforts that are enriched by faculty expertise. This category would include participation in student centered events on research or advising student clubs. Faculty may make significant contributions to the community by, for example, participating in public fora or media events dedicated to the faculty member’s area of expertise.

<u>Service to Own Academic, Disciplinary, and Professional Communities</u>: service to one’s own academic community, defined as a discipline or a profession. This would include serving as external reviewer for tenure and/or promotion cases or academic program reviews, serving as reviewer of journal articles or book manuscripts, serving as a journal editor, serving as an officer or committee member of a professional society or association.

In addition to tracking service contributions in the appropriate categories in Digital Measures, the task force acknowledges the value of having both the candidate's statement and the chair's evaluation and report address service contributions by responding to the following prompts.

1) How has the faculty member engaged in Institutional Academic Citizenship? In Service to Academic Community and Broader Civic Engagement? In Service to Own Academic, Disciplinary, and Professional Communities?
2) What are the candidate's most significant service accomplishments or initiatives on which she/he worked in the 3 categories above)?

<u>All annual evaluations and annual reports by the department chair</u>.
The department Chair's annual evaluations and reports should not simply list research activities but should address their quality and the significance of those contributions to the discipline. The 2014 Task Force on Teaching recommends that the Chair address same set of questions above addressed by the candidate. The 2014 Task Force on Service recommends that same for the corresponding questions above.

<u>Masked copies of external reviews that were obtained before 1994</u>. Reviews that were obtained starting in Fall 1994 are not placed in the personal file but are put in the administration file (see below). Correspondence with reviewers and all documentation that identifies the external reviewers are filed in the administration file; all other correspondence related to external reviews are filed in Section V.

<u>Other recommendations and comments</u> - recommendations that were received by any means other than the College's external review process. If letters have been solicited by the faculty member, copies of the requesting letters should also be included. (For promotion to Full Professor, letters from Full Professors in the department are not in the personal file, but are placed in the candidate's administration file.

Section II. Teaching Portfolio

<u>All peer observation and post-observation conference memoranda</u>.

<u>Student Evaluations</u> - In addition to the evaluations of the candidate, the binder will contain statistical data on the performance of all departmental members evaluated; data will be made available through the School Dean.

Other Teaching Documentation - Include any other documentation that addresses the teaching of the candidate; e.g., course syllabi, examinations, materials prepared for students.

Pedagogical materials developed by candidate and documentation of the use of the materials.

For these last two sub-categories, the 2014 Task Force on Teaching recommends that candidates consider including:

- sample course syllabi, especially for new or significantly revised courses;
- examples that illustrate new or enhanced methods or techniques of instruction;
- new instructional materials;
- examples of graded work from courses;
- evidence of teaching and advising effectiveness (e.g., performance of students in subsequent courses, tangible results and benefits).

Section III. Service Portfolio

Include any materials that pertain to service activities that are itemized on the CV. These may include statements from the department chair commenting on departmental service assignments, letters received from professional organizations, statements from chairs of college or university committees, etc.

Section IV. Research/Creative Activity Portfolio

Publications - Reprints of all items on the CV in print must be included in this section of the file. If the work is voluminous, it may be included in an appropriately identified box or boxes accompanying the binder; note the supplementary location of these materials on a sheet that is included in Section IV.

Other Evidence - Other items listed on the CV, e.g. galley proofs of works in progress, acceptances, completed manuscripts and manuscripts in preparation, correspondence with editors, must be included in this section of the file.

Programs - Materials related to presentations at professional meetings cited on the CV must be included in the file.

Reports - Fellowship and Scholar Incentive Leave reports must be included in the file.

Grants - Documentation related to grants completed, current, and pending must be included in the file.

Other Documentation - Any other documentation relating to research and publication activities cited on the CV that will assist in the evaluation of the quality of the activities must be included in the file.

Section V. General Information and Correspondence

Workload History - Include copies of the candidate's workload reports, including released time for research and service.

Correspondence - Include all copies of all correspondence pertaining to the external review process that do not identify the reviewers (e.g. departmental notices to candidate, copies of procedural memos sent to candidate).

Include a copy of the current departmental policies and procedures, if available.

Other documents that related to the faculty member's employment history but which have no bearing on his or her candidacy (e.g. personnel action forms, routine correspondence), should be kept in a separate file folder that remains part of the personal file.

This review binder is supplemented by key documents from the administration file, to which the candidate does not have access. These materials include the initial job application-resume, reference letters, and external review letters. Only those governance bodies identified as key to the review are privy to those documents.

Lecturers prepare personnel binders that contain pertinent information pertaining to their position description; they are not required to submit materials relevant to research.

CLTs prepare personnel binders that contain pertinent information pertaining to their position description.

For additional information, see the Faculty Handbook.

Reappointments and Non-reappointments.

Reappointment of full-time faculty and CLTs on tenure-track and CCE-track lines: Decisions about the reappointment or non-reappointment of full-time faculty and CLTs on tenure-track lines must be finalized and communicated to the candidate by April 1 of the first year (for second-year reappointment) and December 1 of subsequent years (for reappointments beyond the second year). Faculty appointed in the spring semester must be notified of their appointment or non-reappointment for the second year by

May 1 (and then by December 1 of subsequent years for reappointments beyond the second year). Years of service are measured from the first fall semester in which a faculty member is employed. Faculty are normally appointed for their first two years, as stated in their appointment letters, and thus by default they are notified of reappointment to the second year in a timely way. Contractual deadlines for reappointment and non-reappointment are in the PSC-CUNY contract, article 10. Provisions concerning these actions are in article 9.

Careful professional judgment of the accomplishments, productivity, and potential of each candidate is expected at each level of review.

Reappointments require the following steps for Schools that have departments:

1. Consideration and vote (by secret ballot) by the departmental Executive Committee. This vote takes place early in the semester in which the reappointment is considered.

2. Finalization of paperwork, which is submitted to the Dean's Office by an announced deadline. The documents required for all reappointments and format of their presentation are available above and also at this link to the Faculty Handbook.

3. Vote by the School P&B.

4. Vote by the College P&B.

5. The final stage of the reappointment process involves only the President and the Board of Trustees.

Reappointments require the following steps for Schools that function as a department of the whole: such schools do not hold a departmental vote (step #1 above), but their Tenure Committees hold votes for reappointments and forward their recommendation to the School P&B. The remaining steps in the process are identical to those taken by Schools with departments.

Reappointments require the following steps for Independent Units: the Library and Student Development and Counseling constitute a Personnel and Budget Committee composed of seven voting members consisting of the Chair of the Library Department (the Chief Librarian), the Chair of the Student Development and Counseling Department (the Vice President for Student Development/Dean of Students), a tenured associate or full professor from each of these departments elected by their respective department members with faculty rank or faculty status, and a tenured Associate or Full Professor, other than a Chair, from each of the three Schools of the College, elected by their respective school faculty. The Committee shall elect its Chair, who shall not be a department Chair.

This Committee shall receive from the several departments all recommendations for appointments and reappointments, with or without tenure or certificate of continuous employment to the instructional staff; for promotions in rank; for special salary increments; and for applications for leaves. It also hears appeals from departmental decisions regarding the above, except in the matter of initial appointments. This P&B recommends action regarding all of these matters to the College Personnel and Budget Committee.

Non-reappointment of faculty and CLTs on tenure-track and CCE-track lines: If a full-time faculty member or CLT is not recommended for reappointment by the department or equivalent body for schools that do not have departments and for independent units, he or she may appeal the decision to the School Personnel and Budget Committee. Similarly, non-reappointment recommendations by the School P&B and by the P&B Committee of the Independent Units may be appealed to the School Academic Review Committee, which will forward its recommendation to the College P&B; non-reappointment recommendations made by the College P&B may be appealed to the College Academic Review Committee, which will forward its recommendation to the President. See the following link for additional information: Baruch College Governance Charter. See as well PSC-CUNY contract, article 9, especially 9.9.

Reappointment and non-reappointment of HEOs: The reappointment and non-reappointment of HEOs is subject to the special provisions described in the PSC-CUNY contract, article 13.

Reappointment and non-reappointment of Distinguished Lecturers: There is no automatic presumption of reappointment for Distinguished Lecturers who have performed well in their jobs. The Department Chair or equivalent administrative officer does an annual evaluation of Distinguished Lecturers in February and submits the evaluation and a letter of justification for continuing the position to the Dean. The Provost makes final decisions about the allocation of Distinguished Lecturer lines. Reappointment and non-reappointment procedures follow the same procedures as outlined above.

Reappointment and non-reappointment of visiting faculty: Visiting faculty (full time and part time) may be appointed for one semester or for an entire academic year. If they are appointed for subsequent semesters, their appointments are called "appointment with previous service," not "reappointment."

Reappointment and non-reappointment of substitute faculty: Substitute faculty are appointed for one semester or two at a time. They may serve in that title for a maximum of four semesters.

Reappointment and non-reappointment of adjuncts: The departmental Executive Committee, or equivalent body in Schools that do not have departmental structures, votes on the reappointments and non-reappointments of adjuncts every semester. Except as described in the next sentence, adjuncts must receive official notices of reappointment or non-reappointment by December 1 for the spring semester and May 1 for the fall semester. Those who have taught for six or more consecutive semesters preceding the appointment period must be reappointed for the full year (fall and spring) or not at all, and must be notified by May 15. Contractual deadlines and provisions concerning the reappointment of adjuncts are in the PSC-CUNY contract, article 10 . The Office of the Provost has model letters for adjunct reappointments and non-reappointments. It is a good idea to follow them closely to avoid legal complications. Adjunct appointments and reappointments are always subject to sufficiency of enrollment and changes in curriculum. If an adjunct appointment must be canceled (for example, because the class he or she is appointed to teach is canceled due to under-enrollment), the cancellation must be communicated to the adjunct as soon as it is known, and care should be taken to make sure the adjunct actually receives the notice of cancellation as soon as possible (for example, call the adjunct in addition to sending written notice).

Reappointment and non-reappointment of full-time members of the classified staff: Full-time civil service employees are provisional for one year and receive permanent contracts after one year of service. They are evaluated every three months during their first year. For information on these and other categories of classified staff, consult the Office of Human Resources.

Reappointment and non-reappointment of College Assistants: There are no procedures or deadlines for the reappointment or non-reappointment of non-teaching part-time employees, who work on a temporary, hourly basis.

Tenure and Certificate of Continuous Employment.
Reappointment to a sixth year as a Lecturer or College Laboratory Technician, or to an eighth year as Assistant, Associate, or Full Professor, entails a permanent contract, formally called "tenure" for Professors and College Laboratory Technicians and "Certificate of Continuous Employment" (CCE) for Lecturers.
Reappointments with tenure or CCE follow nearly the same procedures as other reappointments above. In schools with departments, the departmental Tenure Committee will vote on reappointments with tenure and forward its recommendations to the School P&B; similarly, the Promotion Committee votes on promotion to associate professor and forwards its recommendations to the School P&B. In cases of promotion to full professor, however, the Promotion Committee may convene to discuss the merits of the candidacy before individual faculty offer their written advice to the School P&B. Cases of promotion concurrent with tenure are considered in the fall semester; cases of promotion only, normally to full professor, are considered in the spring semester. In schools without departments, the procedure is the same, but the committees are School-wide (see above).

Departmental Executive Committees vote on CCE recommendations, which they forward to the School P&B.

Again, guidelines for candidate binders for tenure and promotion may be found above and under "Personnel Review Binders," Faculty Handbook. These binders are normally updated and possibly expanded versions of reappointment binders. In addition, for tenure and/or promotion for faculty members, the goal is to receive 5 confidential letters from appropriate faculty evaluators outside of CUNY (external evaluators). These people are asked to evaluate the candidate's professional work, published research and/or creative activity. The policies and procedures that govern external reviews are detailed in "Baruch College Policies for External Reviews," and the Office of the Provost publishes a calendar for solicitation and review of the letters. Both are available under "Faculty Resources" on the Provost's website.

For CCE for Lecturers, submit an updated reappointment dossier with 4 letters of support.

Tenure for College Laboratory Technicians follows the usual reappointment process.

See the Provost's website, Faculty Resources, for additional information on the tenure process.

Promotion.

For faculty members. For faculty members: Promotion from Assistant to Associate Professor and reappointment with tenure are independent administrative actions that require separate votes, although they normally occur concurrently. Normally, Assistant Professors have the qualifications for promotion to Associate Professor by the time they are considered for tenure.

When promotion is considered at the same time as tenure, the votes take place during the fall semester. When promotion from Assistant to Associate is considered independently of tenure, the votes take place early in the spring semester. In both cases, as outlined above, the Promotion Committee forwards its recommendation to the School P&B Committee, which, in turn, forwards its recommendation to the College P&B.

In the case of promotion from Associate Professor to Full Professor, the Associate Professor makes a request to the department Chair for promotion to the rank of Full Professor in spring of the year preceding his/her candidacy. The Chair, in turn, notifies the Dean, and the process of preparing a review binder and securing external reviewers begins. Once the external letters have been received, the Chair prepares a Chair's Report. All promotion materials are made available to tenured Full Professors in the department, who *de jure* constitute the Promotion Committee, and they may write separate opinions about the case. Those documents are sent directly to the School P&B, which, in turn, forwards its recommendation to the College P&B. For Schools that function as a department of the whole, Full Professors in the School are also given timely notice of such candidacies and of the availability of the files for their review so that they, too, may offer written advice on the candidates to the School Personnel and Budget Committee.

Promotions become effective in late August, and tenure becomes effective on September 1.

For College Laboratory Technicians, promotion to Senior CLT may be considered concurrently with tenure.

Observation of Teaching.

Teaching observations are one factor in the total evaluation of academic performance. The PSC/CUNY contract requires that all non-tenured and non-certificated faculty members must be observed every semester. See the PSC-CUNY contract, article 18, for details. Tenured and CCE members of the faculty may be observed once each semester.

The teaching evaluation process is as follows under relevant sections of Article 18 of the PSC/CUNY contract (cited with adjunct references excluded and emphasis added):

> 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. The employee shall be given no less than 24 hours of prior notice of 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. 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.
>
> (d) In the event that the observation or post-observation conference is not held within the time stipulated herein, *the employee* shall, within ten (10) working days thereafter, file a request for an observation and/or conference with the chairperson. 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 within the stipulated time shall bar the employee from subsequent complaint regarding such non-compliance with Article 18.2(b), 2b) or c).* Upon the receipt of the request, the college shall cause appropriate remedial action to be taken, including, if necessary, scheduling of an observation and/or observation conference by the dean or President or their designee.

Candidates for promotion must also be observed in the semester preceding the one in which the votes take place.

The 2014 Task Force on Teaching recommends the use or adaptation of the peer observation teaching evaluation form developed by the Narendra Paul Loomba Department of Management, a document that is available from this link to the Faculty Handbook.

Annual Evaluation.

Annual evaluations of untenured and non-certificated faculty and associate professors are conducted as follows under relevant sections of Article 18 of the PSC/CUNY contract (cited with emphasis added); tenured full professors may be evaluated:

> 18.3 Annual Evaluations:
> (a) Members of the teaching faculty: At least once each year, each employee other than tenured full professors shall have an evaluation conference with the department chairperson or a member of the departmental P & B committee to be assigned by the chairperson. Tenured full professors may be evaluated. At the conference, the employee's total academic performance and professional progress for that year and cumulatively to date shall be reviewed. *Following this conference*, the chairperson or the assigned member of the P & B shall prepare a record of the discussion in memorandum form for inclusion in the employee's personal file. Within ten (10) working days after the conference, *a copy of the memorandum shall be given to the employee.* If the overall evaluation is unsatisfactory, the memorandum shall so state. The employee in such case shall have the right to endorse on the memorandum a request to appear in person before the department P&B.

(d) 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.

18.2 (a) Evaluation of a member of the teaching faculty shall be based on total academic performance, with special attention to teaching effectiveness, including, but not limited to, such elements as:

1. Classroom instruction and related activities;

2. Administrative assignments;

3. Research;

4. Scholarly writing;

5. Departmental, college and university assignments;

6. Student guidance;

7. Course and curricula development;

8. Creative works in individual's discipline;

9. Public and professional activities in field of specialty.

The 2014 Task Force on Teaching recommends that annual evaluations address the following questions:

1) How does the area, level, breadth, and extent of your teaching fit the mission and goals of the department, school, and college?
2) Discuss growth in your teaching, especially as concerns the development of new courses, innovative or enhanced instructional techniques and methods, and significantly revised courses. Have you learned new skills related to teaching? Have you set and met goals for instructional improvement?
3) Optional measures of teaching quality
   a. Have you contributed to the quality of instruction beyond your own teaching, such as assisting newer faculty members with their teaching programs, coordinating a large multi-section course for the

department, supervising graduate teaching assistants, or participating in a graduate teaching assistant seminar?

b. Do you effectively reflect on, assess, and improve teaching practices?

c. Do you effectively integrate teaching and learning with student research, scholarship, and creative activities?

d. Do you use teaching methodologies and strategies that effectively engage students?

e. Do you set and achieve appropriate learning goals for students? Do you effectively assess student learning?

f. Have you participated in seminars and workshops on teaching?

The 2014 Task Force on Service helped to identify the following service categories:

Institutional Academic Citizenship: participation in activities related to governance, curriculum, policies, hiring, and mentoring. Examples include active participation in the work of department, school, college, Grad Center, and University committees, which range from curriculum, search, and tenure and promotion committees to governance bodies. This category also includes participation in events of the academic community, such as Fall Convocation, Commencement, Freshman Orientation, and admission recruitment and yield events.

Civic Engagement: participation in service events that contribute to student engagement and that invest in student success; and in community and civic engagement efforts that are enriched by faculty expertise. This category would include participation in student centered events on research or advising student clubs. Faculty may make significant contributions to the community by, for example, participating in public fora or media events dedicated to the faculty member's area of expertise.

Service to Own Academic, Disciplinary, and Professional Communities: service to one's own academic community, defined as a discipline or a profession. This would include serving as external reviewer for tenure and/or promotion cases or academic program reviews, serving as reviewer of journal articles or book manuscripts, serving as a journal editor, serving as an officer or committee member of a professional society or association.

In addition to tracking service contributions in the appropriate categories in Digital Measures, the task force acknowledges the value of having the chair's evaluation address service contributions by responding to the following prompts.

1) How has the faculty member engaged in Institutional Academic Citizenship? In Service to Academic Community and Broader Civic Engagement? In Service to Own Academic, Disciplinary, and Professional Communities?
2) What are the candidate's most significant service accomplishments or initiatives on which she/he worked in the 3 categories above)?

For Lecturers, the evaluation covers only teaching and service. Lecturers are not required to pursue research and/or creative activities. Lecturers in the Department of Student Development and Counseling are evaluated based on their student services assignments.

Peer teaching evaluations and annual evaluations are documents that are essential to the reappointment process and are among the important materials submitted for that process.

CLTs are evaluated once a year according to the same schedule as faculty. The evaluations cover performance of required duties, relationships with others, keeping up with the field, and services to the department and the community.

For adjuncts: Adjunct faculty are evaluated at the end of their first and second years of service. After four semesters of service, annual evaluations for adjuncts are held at the request of the adjunct or the Chair (provided that if they are held at the adjunct's request, they may not be held more than once every four semesters). It is recommended that each adjunct, regardless of length of service, should be evaluated at least once every two to three years. Their evaluations are based only on teaching and any non-teaching assignments for which they are hired at the 60% rate.

For HEOs: HEOs are evaluated once a year. Their evaluations take place early in the calendar year and pertain to the preceding calendar year. The evaluations cover core competencies, success in meeting goals and objectives set the preceding year, goals for the following year, and a professional development plan. Instructions and forms for the evaluation of HEOs are found on the Office of Human Resources website.

For classified administrative staff: Classified administrative staff are evaluated once a year. Their evaluations take place early in the calendar year and pertain to the preceding calendar year. Forms for the evaluation of managerial staff and non-managerial staff are found on the Office of Human Resources website .

Third-year Dean's Review.

According to the terms of a policy ratified by the Board of Trustees on March 1, 2011, the Dean of a candidate's School or another academic administrator identified by the President will conduct a review of the personal file of tenure-track faculty members in the spring of their third year and after the completion of that year's annual evaluation. The Dean confers with the candidate's department chair about the progress of third-year faculty toward tenure, and the dean prepares a memorandum to the department chair that elaborates any recommendations for guidance to be provided to the faculty member. That memorandum is provided to the faculty member and is discussed with him or her by either the department chair or the dean. The dean may craft an addendum to that memorandum based on the conversation with the third-year faculty member or the report of that conversation made by the chair. The faculty member will be asked to initial the memorandum and the addendum, if any. That document will be placed in the candidate's personal section of the personnel file.

Leaves of Absence.

Leaves of absence are granted for a variety of reasons. Information about most types of leaves may be found in the Faculty Handbook (see immediately below).

Fellowship Leaves of Absence ("Sabbaticals"): Tenured faculty who have taught for six continuous years may apply for a Fellowship Leave of Absence for a half year or full year at 80% salary or a half year at full salary. Fellowship Leaves may be granted for research, improvement of teaching, or creative work in literature or the arts. Applications must be submitted by an announced deadline during the fall semester for the following year. They must be approved by the departmental Executive Committee or equivalent body, the School P&B, and the College P&B Committee and recommended by the President. Faculty who take a Fellowship Leave must submit a written summary of their activities to the Provost with a copy to the Department Chair within thirty days after their return to teaching. Additional details and application forms are available under "Leaves," the Faculty Handbook and in the Baruch Policies Index (BPI) under "Faculty Affairs" .

Faculty who receive an external grant or fellowship that offers a stipend or salary supplement and that is awarded for the academic year of a planned fellowship leave at 80% of salary may apply to combine those two funding streams and be granted up to 125% of salary. See "Fellowship and Grant Awards Concurrent with Fellowship Leave," the Faculty Handbook.

Scholar Incentive Awards: Scholar Incentive Awards provide one or two semesters of leave for bona fide research or creative projects. Full-time faculty who have completed at least one year of service may apply for them. The purpose of these awards is to facilitate bona fide and documented scholarly research, and the award itself may be for up to 25% of the recipient's salary. Procedures for applying for and reporting the results of these leaves are similar to those for Fellowship Leaves. Additional details are available in the Faculty Handbook .

Special leaves of absence without pay: Special leaves of absence without pay may be arranged in cases of need (such as extended illness or disability or military leave) that are not covered by other provisions. They must be negotiated individually with the Dean and require approval by the President. For untenured faculty, special leaves of absence constitute a break in service and reset the tenure clock. These leaves are entirely discretionary and are normally granted only under exceptional circumstances. See the Office of Human Resources website for the pertinent form and additional information.

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

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

Family & Medical Leave Act (FMLA): FMLA provides employees who have at least one year of full-time service with up to twelve weeks of unpaid leave for reasons such as illness or care of a newborn or newly adopted child or a family member with a serious health problem. Consult with the Office of Human Resources on all FMLA related matters, and see that office's website for additional information.

Retirement leave of absence ("Travia"): Faculty members who are retiring and have accumulated enough unused sick leave during their years of employment are eligible for Retirement leave at full pay for one semester. Retirement is official at the end of this leave. A faculty member who has stated an intention to retire may change the decision before the leave ends and return to work the following semester, but the leave may be taken only once. Additional information and application forms are available from the Office of Human Resources website .

Retirement and Resignation

Full-time personnel who plan to retire should consult the Office of Human Resources for information about procedures and retirement benefits. In addition to effecting retirement through OHR, faculty should notify in writing their Department Chair and Dean of their intention to retire and the probable effective date. Normally, faculty are placed on Travia Leave for a period of up to one semester before their official retirement date. OHR will assist faculty in determining the period of Travia Leave and the anticipated official retirement date.

Full Professors with 10 years of service may apply for emeritus/emerita status by submitting a request to in the Office of the Provost. The Provost will forward the request to the President for his consideration. Associate Professors who wish to apply for that status must submit a letter of support from their departmental Executive Committees with their request.

Faculty who wish to resign must submit a written statement of their intent to resign to the Department Chair. This written statement must announce a date on which the resignation will become effective. That date is, at latest, one day before fall classes start (for resignations at the end of the academic year) or, at latest, one day before spring classes start (for spring resignations).

Changes in Employment Status

Changes in status that affect an employee's pay, such as beginnings and endings of leaves of absence, tenure, promotion, resignation, retirement, and death, must be reported to the Office of Human Resources on a Personnel Action Form, a process that is initiated and stewarded by the department chair.

Personnel Files

It is the responsibility of every department to maintain the official personnel file of its faculty, which consists of two separate files: (a) the personal file; and (b) the administration file. What follows is cited form the PSC/CUNY Contract, Article 19:

> *(a) Personal File*
>
> Personal files includes but is not be limited to the following:
>
> (a) Personnel information;
>
> (b) Information relating to the employee's academic and professional accomplishments submitted by the employee or placed in the file at his or her request;
>
> (c) Records generated by the college;
>
> (d) Memoranda of discussions with the employee relating to evaluations of the employee's professional performance;
>
> (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.
>
> (f) Each non-tenured and non-certificated full-time member of the instructional staff should examine and initial his/her personal file prior to the end of each academic year. Such member should promptly report to the individual keeping the files any documents which he/she wishes to be included in the file and should furnish any such document not in the possession of the college.
>
> Each year, each tenured and certificated full-time member of the instructional staff should examine and initial his/her personal file prior to the end of the fall semester. Such member should promptly report to the individual keeping the files any documents which he/she wishes to be included in the file and should furnish any such document not in the possession of the college.
>
> The employee's personal file shall be available for examination by the employee at his or her request.

It is recommended that documents be maintained in counter-chronological order; that is, most recent documents at the front of the file, and older documents in the back.

It is further specified in the PSC/CUNY Contract, Article 19 that the Administrative File

> … 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. This includes letters of external evaluation.

Note that there is considerable overlap between the contents of the reappointment binder and the contents of the personal file and of the administrative file, when a candidate stands for CCE or tenure and/or promotion; however, both sections of the personnel file (personal and administrative) are organized counter-chronologically, and the binder is organized counter-chronologically *within each section and sub-category*.

Here is a **sample** of the documents that constitute the personnel (personal and administrative) file. Again, the file should be organized in counter-chronological order and not by the categories given below. Not every personnel file will contain all of the document types listed below.

I. Personal File (Recommended counter-chronological order)

A. Personnel Information

1. ISF
2. Curriculum vitae
3. Chair’s reports

4. Candidate's personal statement
5. Letter from former institution confirming tenure and rank (if applicable)
6. Faculty notification letters
    a. Reappointment letters
    b. Appointment letters (adjuncts)
    c. Non-appointment letters (adjuncts)
    d. Leave non-approval and approval letters
    e. Non-reappointment letter
    f. New hire appointment letters (Provost and Deans)
7. Workload reports and multi-year summaries
8. Dean's reassigned time letters
9. Multiple position reports
10. Internal fellowship award application & award letters (if applicable)
11. Fellowship award acceptance letters (if applicable)
12. Fellowship award reports (if applicable)
13. Grants or PSC CUNY awards (if applicable)
14. Adhoc salary report (for salaries above base, if applicable)
15. Faculty transcripts/ diplomas (new hires)
16. Leave documents (medical, annual, PPL)

B. **Information Relating to the Employee's Academic and Professional Accomplishments Submitted by Employee**

1. Publications
2. Letters from publishers
3. Pedagogical materials delivered by faculty member (e.g.'s, faculty developed course description, syllabi, classroom materials)
4. Other materials related to academic and professional accomplishments

C. **Memoranda of Discussions with the employee relating to evaluations of the employees professional performance**

D. Observation Reports of the Employees Academic and Professional Performance

1. Peer observations
2. Student evaluations
3. Annual evaluation
4. Pre-tenure year review (3rd-Year Dean's review)

II. <u>Administration File.</u> (Materials to which the faculty member should not have access.)

A. Recommendation Letters (New Hires)
B. External evaluations for tenure and/or promotion
C. Any other confidential College documents that should not be part of the Personal File and that are related to the faculty member's employment, tenure, or promotion.

Notes on Personnel Files

1) ***Disclaimer: This is not a complete list of the documents that may be part of the Personnel File, composed of the Personal File and the Administration File; however you may use this as a basic guide to understand which documents are to be placed in the Personnel File. Some of the documents listed do not apply to every single faculty member.***
2) ***"Each non-tenured and non-certificated full-time member of the instructional staff should examine and initial his/her personal file prior to the end of each academic year. Such member should promptly report to the individual keeping the files any documents which he/she wishes to be included in the file and should furnish any such document not in the possession of the college."***
3) ***"Each year, each tenured and certificated full-time member of the instructional staff should examine and initial his/her personal file prior to the end of the fall semester. Such member should promptly report to the individual keeping the files any documents which he/she wishes to be included in the file and should furnish any such document not in the possession of the college."***
4) ***A faculty member may not review the contents of his/her Administration File.***

For information on the contents of reappointment binders, see "Materials Submitted for Reappointment, Tenure, Promotion, and Certification" above.

WORKLOADS AND WORKLOAD REPORTS

Contractual Workloads for Full-time Faculty

Total workload: The contractual workload for Assistant Professors, Associate Professors, and Full Professors is 21 hours in CUNY senior colleges. The contractual workload for Lecturers is 27 hours. The contractual workload of sub-lecturers is 30 hours, and that of professorial faculty sub-lines is 24 hours.

Workload Averaging: Any workload excess or deficiency will trigger a three-year period in which the faculty member has to address the excess or deficiency so that at the end of the three-year period, the faculty member's workload averages out to the total number of annual hours specified above. For example, if a full-time professor has an workload excess or deficiency, the Department Chair and faculty member must collaborate to ensure that the faculty member's teaching load totals 63 hours at the end of the three—year period (21 x 3 = 63). Any subsequent excess or deficiency that occurs during the three-year period that was triggered must also be addressed within the three-year timeframe. In other words, any subsequent excess or deficiency that occurs within that three-year window does not trigger another three years; however, a new three-year window will be triggered after the expiration of the old one as soon as a new excess or deficiency occurs. Department Chairs and faculty members will receive workload status reports to assist both parties in tracking and addressing excesses and deficiencies in accordance with the PSC Contract. (See the PSC-CUNY contract, appendix A for details). Please refer to the section below on Workload Reports.

Graduate Center "informal" teaching: Faculty are entitled to three hours of workload credit for every five students enrolled in dissertations and independent-study projects under their supervision at the Graduate Center, for a maximum of six semesters for an individual dissertation.

Other assignments that may count toward workload credit: Faculty members may be given credit toward workload for a variety of services, such as "informal" teaching (supervision of M.A. theses, independent study projects, field work, etc.) at Baruch College, departmental or college-level administrative tasks (such as advising, directing a program, etc.), teaching "jumbo" classes (classes whose enrollment counts for double credit), sponsored research (for which a grant pays for adjuncts to release a faculty member from teaching), and unsponsored research. Each School, with the approval of the Provost, has policies for awarding official credit for some of these services.

All faculty must submit written workload reports and workload summaries (histories) twice per academic year: once in October for fall semester, and once early in spring for that semester, which is also a cumulative total for the academic year.

Pre-tenure reassigned time: Untenured faculty are entitled to a total of 24 hours of reassigned time for research or creative projects in their fields, and they must exhaust this reassigned time within the first five years of their appointments. One semester with no teaching assignments counts as 12 hours toward this total. See the PSC-CUNY contract, article 15 for details.

Workload Limits for Adjunct Faculty

Adjunct faculty may not work more than 135 hours per semester (= 9 classroom hours per week for 15 weeks). If they are paid at the 60% rate for work other than classroom teaching, those hours are counted in such a way that their total salary may not exceed what they would earn for 135 hours at full pay. For example, 20 hours at 60% pay counts the same toward total workload as 12 hours at full pay. If they teach nine hours per week at Baruch, they may teach a maximum of one course of not more than six hours at another CUNY campus. If they teach six or more hours in one semester at Baruch, they are paid for an additional hour of professional development time; this hour does not count toward the maximum allowable total. Working up to 8 credit hours during the winter term often does not count as part of the fall or spring semester total, but these terms are subject to review every academic year and may change. In the past, teaching in winter term has counted toward the fall total. Work during the summer is independent of both semesters. The maximum hours for the summer is 105 teaching (equivalent to 175 non-teaching) for both sessions. No professional hours are given in the summer. See the PSC-CUNY contract, article 15 for details.

Workload Reports

Full-time faculty workload reports are prepared each semester (October for fall semester and February for spring) in the Office of the Provost. These reports are distributed to School Deans and then to Department Chairs, who are responsible for confirming their accuracy in consultation with individual faculty. Workload reports are finalized by the close of each semester. Once those workload reports have been signed and returned, the Office of the Provost prepares workload summaries, which elaborate multi-year workload histories. Workload summaries are distributed in the same way as workload reports.

Deans and Department Chairs are informed annually of excesses and deficiencies in faculty workload. Those excesses and deficiencies must be corrected by the close of the second year after the first excess or deficiency occurs. For example, if a faculty member ends AY 13-14 with a first-time workload excess of 3 credit hours, she will have to have her workload adjusted to reduce that overload to 0 by the close of AY 15-16. If she ends AY 15-16 with any excess, those hours will be forfeited.

CURRICULUM

Changes of departmental curriculum (creation, modification, and deletion of courses and changes of major, minor, and degree requirements) must be approved in several stages: in accordance with departmental bylaws and normally by the departmental curriculum committee, by School curriculum committees in accordance with its bylaws, by the School faculty of the school in accordance with its bylaws. Curricular changes are reviewed in the Office of the Provost and then forwarded to the Board of Trustees for approval. Curriculum and matters of articulation that are college-wide in nature shall be considered by the College-wide Undergraduate Curriculum Committee or the Joint Committee on Curriculum and Articulation and shall make recommendations to the faculties of the several schools as appropriate. (See Article IX, Section A of the Governance Charter. Instructions and forms for curriculum proposals for each school are available in the Faculty Handbook, "Curriculum Forms.")

The creation of new academic programs is a more complex procedure. Since new programs have budgetary implications, they require close consultation with the Office of the Dean of the appropriate school and with the Office of the Provost. Information about CUNY policies and procedures is found on the CUNY website, "Faculty Handbook for the Preparation of New Faculty Programs."

Curriculum changes are official only after they appear in the Chancellor's University Report. New courses may be scheduled (but not taught) after they are approved within the College.

The Department Chair or his or her designee provides updates of the Baruch College Bulletin to the School Dean upon request. The Department must keep records of approved curriculum changes for inclusion in each new edition of the Bulletin.

SCHEDULING OF CLASSES

Department Chairs or their delegates are responsible for scheduling the classes offered by their departments and assigning faculty to teach them. Preliminary schedules are requested by the Registrar in November for the fall schedule; January, for the summer schedule; July, for the winter schedule; May, for the spring schedule. Deadlines for submitting class requests for the fall, spring, winter, and summer terms are announced by the Registrar.

Submission of schedules: Each department submits a schedule of classes in the form of an Excel spreadsheet to the Deans' Offices. Changes may be requested at that time for budgetary and other reasons. The revised spreadsheet is sent to the Registrar and a draft schedule of classes is created. Although that spreadsheet used to be sent to departments as a computerized printout for correction by hand in red ink, the schedule is now reviewed as an online view in CUNYfirst. With the institution of CUNYfirst, the Deans' Offices and department chairs are revising the Excel spreadsheet so that the Registrar has data in a useful and complete format.

Informed registration: The College is required by law to post information about the textbooks and other materials required for each class on the Registrar's website. Instructors are strongly encouraged to post additional information, including course content, assignments, etc., ideally in the form of an actual syllabus, as soon as possible. Each instructor has access to the link in CUNYfirst needed to post information about his or her class. Departments may also designate "super-users" (Chairs or their designees) to post the information for all classes in a department. Chairs are responsible for doing their best to ensure the compliance of their departments with this law.

Teacher assignments:

Changes of plan: Schedule changes may be requested by emailing the Registrar. Changes that are made after the schedule is posted online must be approved by the Dean's Office. This may be done by copying the Dean's designated representative on the message to the Registrar.

Enrollment requirements and cancellation of classes: The minimum required enrollment in classes is normally 15 for undergraduate classes and 12 for graduate classes. Deans may approve exceptions when they are warranted. Deans' Offices usually begin asking Department Chairs to cancel classes with insufficient enrollment about 2-3 weeks before the start of each semester, to give faculty and students enough time to adjust to the changes of plan.

BUDGETS

OTPS (Other Than Personal Services)

The OTPS budget is the part of the tax-levy budget that covers departmental expenses for items other than salaried and hourly personnel. These expenses include supplies and materials, equipment, travel and contractual services. . Annual OTPS allocations are normally given to departments though the Dean in August. All OTPS expenditures require prior approval in the form of a purchase requisition or travel authorization and must be entered into CUNYfirst. Purchase requests should include a written quote on the vendor's letterhead. Departments may suggest names of additional vendors they may want to use. The Purchasing Office is responsible for determining fair and reasonableness of price. The Purchasing Office is also required to use CUNY's Request for Quotes form and will obtain the official price for each college purchase. When possible the college should use New York Stat certified Minority and Women Business Owned Enterprises (MWBE).

During the year, reports of Year-to-Date OTPS spending and the status of purchase requisitions and purchase orders can be obtained directly from CUNYfirst or from your school's business manager.

TS (Temporary Services)

The TS budget is the tax-levy budget for part-time, hourly personnel, usually college assistants or research assistants. New appointments and reappointments for hourly staff are entered through the Baruch ePAF system. Each appointment must be completed in ePAF before an individual can begin work, including appointments of student research and graduate assistants. The maximum number of hours that a TS employee may work in a fiscal year (July 1-June 30) is 1,040 [(= 52 weeks at 20 hours per week)]. For assistance using the ePAF system, please work with your school business manager.

New employees may incur a fee for required fingerprinting, although this fee is waived for Baruch students who are hired as new employees.

Annual TS allocations are normally given by the Dean to departments in August.

TS staff employees are paid on a biweekly basis. If they work more than 499 hours in a fiscal year, they are entitled to annual leave and sick pay. Annual leave accrues at the rate of 1 hour for every 15 hours worked for the first four years and one hour for every 11 hours worked beginning in the fifth year. With the supervisor's permission, annual leave may be taken any time after it is earned. Sick leave accrues at the rate of one hour for every 20 hours worked. A physician's certificate is required for sick leave of more than three consecutive days.

Adjunct

Department Chairs are asked to submit their requests for adjunct budgets for each semester to the School Dean's Office at an announced point during the preceding semester. Adjuncts may be appointed only after the Dean has transferred the funds for them to the Department's (or equivalent unit's) adjunct account. If changes of plan require hiring more adjuncts than originally anticipated, a request must be made to the Dean to increase the department's (or equivalent unit's) adjunct allocation.

Adjunct appointments are managed through the ePAF CUNYfirst Hiring Assistant on the Human Resources website. All adjunct appointments must be competed in ePAF before the adjunct begins work. Year-to-date statements of adjunct accounts may be found in CUNYfirst.

Departmental and Other Funds

Some departments have non-tax-levy funds such as money that has been donated to the College or earned through activities (such as box office fees for performing arts events). These funds, which are housed in the Controller's Office or the Baruch College Fund Office, may be used for any documented purpose that is consistent with the terms of the donation or other source. If you are using those funds to subsidize a staff position, the required approvals must be obtained prior to the employee start date. Also, please note that regardless of the source of funds all technology related purchases, including software, must receive prior approval from BCTC. Please work with your school's business manager regarding the allocation and processing of any non-tax-levy funds.

The Controller's Office and the Baruch College Fund send statements of these accounts to school business mangers approximately once a month.

Non-tax-levy funding allocations var from one department to another. Chairs must acquaint themselves with all sources of funding for their own departments.

FACULTY RESEARCH

The nature of faculty research and the funding mechanisms to support it vary from one department to another. Sources of information about research support and protocols are found in the following places:

Office of Sponsored Research and Programs, Baruch College
Human Research Protection Program, Baruch College [See also IRB below]
Office of Vice-Chancellor for Research, CUNY
Office of Research Compliance (http://www.cuny.edu/research/compliance.html)
Institutional Review Board, CUNY

STUDENT ISSUES

In most Departments, academic issues involving students are handled primarily by the Department's academic advisers. Chairs become involved when advisers are unable to resolve students' problems to their satisfaction. Chairs must address student complaints about faculty. Procedures for addressing those complaints are detailed in the Faculty Handbook under "Student Complaint Procedures." Academic appeals are conducted through students' Deans' Offices (Committees on Academic Standing).

All non-academic issues should be referred to Student Affairs. The following resources can be helpful for assisting students with academic, financial, and personal problems:

Office of Student Affairs. This webpage includes links to Disability Services, Career Development Center, Counseling Center, Campus Intervention Team, and other services.

Department Chairs should also be familiar policies and procedures related to Sexual Harassment and Academic Integrity .

All Baruch and CUNY Policies can be located at the Baruch Policies Index.

FACULTY AND STAFF COMPLAINTS AND ARBITRATION

When all goes well, problems can be resolved without recourse to formal complaints, arbitration procedures, and disciplinary actions. The Office of the Legal Counsel to the President and Labor Designee can assist Chairs in dealing with issues that arise under the PSC/CUNY collective bargaining agreement. A Chair may also want to confer, as appropriate, with the Baruch College PSC Grievance Officer and Ombudsperson. The most pertinent information on those matters can be found in the PSC-CUNY contract, articles 20 and 21. The Office of the Legal Counsel to the President and Labor Designee can also assist Chairs in dealing with legal issues.

ASSESSMENT, EVALUATION, AND PLANNING

Assessment plans and procedures: Every department is required to have an assessment procedure in place. Information about assessment can be found under "Assessment at Baruch."

External program reviews: External reviews of Departments and programs are conducted every five to seven years, or as often as feasible if they cannot be done that frequently. The Dean informs the Department Chair when a review is to be scheduled. The Department, under the guidance of the Chair, prepares a comprehensive self-study of its activities, achievements, and needs. The Dean, in consultation with the Department Chair, appoints a committee of outside evaluators (normally three) who read the self-study, visit the department, and write a report of their assessment of the department's strengths, weaknesses, and needs. The Dean and other members of the administration then discuss the report with the Chair, the P&B Committee, and other members of the department. Attempts are made, within the limits of financial feasibility, to address the needs identified in the report and improve the functioning of the department in line with the recommendations of the evaluators.

NEW CHAIRS: ACCESS NEEDED

Many of the Chair's functions are handled electronically. New Chairs should obtain usernames and passwords for the following systems:

CUNYFirst
Digital Measures
ePAF system (primarily used by chairs to process adjunct appointments)

CALENDAR

Current calendars:

The Academic Calendar is available from the Office of the Registrar's website . Calendar's for the meetings of the Faculty Senate, the General Faculty, School P&B, and Provost's Chairs Meetings are distributed electronically to faculty every semester.

Below is a general calendar for academic actions every year, although specific dates vary from one year to the next.

<u>September</u>

- Department Executive Committee and School P&B vote to recommend candidates for reappointment (including reappointment with tenure) for the third and subsequent years.
- Department Executive Committee and School P&B vote to recommend candidates for CCE; Department Tenure Committee and Promotion Committee, and School P&B vote to recommend tenure and promotion.
- Submission of paperwork for candidates for reappointment and promotion with concurrent tenure and CCE.
- Assignments of faculty to observe teaching of colleagues.

<u>October</u>

- (Department Executive Committee and School P&B vote to recommend candidates for CCE; Department Tenure Committee and Promotion Committee, and School P&B vote to recommend tenure and promotion. These votes take place in early October if they have not already done so in September.
- College P&B vote to recommend candidates for promotion with concurrent tenure and CCE; votes on 6th and 7th year reappointments.
- Materials sent to external reviewers for spring promotions.

<u>November</u>

- College P&B vote to recommend remaining candidates for promotion with concurrent tenure and CCE; votes on 3rd, 4th, and 5th year reappointments.
- Multiple position reports due (to be approved by College P&B).
- Faculty workload reports and then workload summaries (histories) due.
- Preliminary class schedule for fall of the following year due to Registrar or Dean's Office.

<u>December</u>

- Applications due for Fellowship Leaves of Absence and Scholar Incentive Awards.

<u>January</u>

- Annual evaluations of CLTs, HEOs, and classified staff.
- Class schedule for spring of the following year due to Registrar or Dean's Office.

<u>February</u>

- College P&B vote on Fellowship Leaves of Absence and Scholar Incentive Awards (to be considered by College P&B in December).
- Annual evaluations of full-time faculty members in their first year.
- College P&B vote for reappointments for second-year reappointments.
- Assignments of faculty to observe teaching of colleagues.

<u>March</u>

- College P&B votes on remaining 2nd year and Distinguished Lecturer reappointments.
- Multiple position reports due (to be approved by College P&B).
- Materials sent to external reviewers for tenure and promotion in fall of next academic year.
- Faculty workload reports and then workload summaries (histories) due.

<u>April</u>

- College P&B vote to consider faculty members for promotion the following academic year.
- Vote to reappoint adjuncts for the following semester or year and give notice to adjuncts before May 1 (for adjuncts hired on a semester-by-semester basis) or May 15 (for adjuncts hired on a full-year basis).

May

- Annual evaluations of faculty to be considered for reappointment the following year. (The Dean requests evaluations of faculty who are completing their third year of tenure-track appointment and require his or her written review.)
- Annual evaluations of tenured Associate Professors (may be done in September, but recommended that it be done prior to the close of the academic year).
- Election for Department Chair (first week of May) and Executive Committee (every three years).
- Election for Senate representatives.
- Scholarship offers made to students for the following year. (May be earlier.)
- Preliminary class schedule for spring of the following academic year due to Registrar or Dean's Office.

Summer

- (July) Preliminary class schedule for winter that AY due to Registrar or Dean's Office.
- OTPS and TS budgets announced for the following year (usually in August).
- Statements of "soft" fund accounts, with allocations for the following year, received from the Budget Office and Foundation Office.
- Authorized faculty searches announced.

Please email comments to erec.koch@baruch.cuny.edu