Handbook for New Department Chairs
Queens College/CUNY
Version dated July 25, 2017

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Forward

This Handbook is a general introduction to being a departmental chair, written by past and present chairs for new chairs. For the sake of keeping things straightforward and to convey the basic responsibilities of being a chair, the degree of detail varies from topic to topic—based on our collective experience of what kinds of questions and problems are most likely to arise. As such, attention to the detail in other source materials is important, and failure to comply with specific procedures and deadlines is frequently the basis for grievances and other challenges.

Those source materials are available online, on websites hosted by the Provost, Human Resources, the Office of General Counsel, and other QC and CUNY entities. These materials include the Bylaws of the Board of Trustees of CUNY, the CUNY/PSC Collective Bargaining Agreement (i.e. "the PSC-CUNY contract" or the CBA), and the Bylaws of the Academic Senate. A reference list of these on-line resources (with links) is found in §14.

All of these source materials aside, for any issue not specifically addressed in this handbook, the first source of information for all new chairs should be their divisional Dean. Likewise, specific reminders for much that is described here will also come from your Dean at appropriate times.

Disclaimer

The intent of this handbook is to give a brief introduction to the main responsibilities of the chairperson of an academic department. The goal is to list the responsibilities that are common (and necessary) to all departments, rather than describing everything that might happen in an individual department. This should be understood as a starting point rather than as a comprehensive legal document.

Contact

This Handbook is an on-going work. Please feel free to send corrections or comments to William McClure at wmcclure@qc.cuny.edu.

§1 Introduction

1.1 The chairperson of an academic department oversees all matters relating to academic programs, personnel, and budget within that department.[1] The chairperson is the official representative of his or her department on the College P&B, through which chairs play a direct role in college governance (see §3). Finally, the chair is often called upon to act as the public face of the department.

1.2 In addition to the specific tasks discussed below, the chairperson of an academic department should always be working to develop and maintain the overall well-being of his or her department. Such efforts include, but are not limited to:

- Mentoring of the faculty (which is done in cooperation with the Dean and the Office of the Provost). While this is usually focused on the junior faculty, it is the case that all faculty should be encouraged to seek out opportunities for professional growth, e.g., Associate Professors working towards promotion.

- Considering the longer-term personnel needs of the department, i.e. developing the pipeline of leadership and departmental administrative positions, being aware of pending retirements, etc. (This is also an area of potential professional growth for members of the faculty.)

- Considering changes in the field and their impact on the curricula of the department. Such changes should be reflected in new courses or academic programs, in what new resources and new lines are requested, etc.

- Developing the diversity of the faculty. While this can be affected by multiple forms of faculty engagement, it is particularly relevant at the start, that is, during all searches (see 5.3).

- Encouraging all faculty to participate in the department's work.

1.3 While running a department is clearly a complex job, chairs must also be careful not to lose sight of their own professional development. The balance between your own research or creative work and the work of being a chair should be carefully and purposefully considered. Your Dean and the Office of the Provost will ensure that you have a more senior chair or a past chair who can act as a mentor as you learn how to perform your role.

[1] See Section 9.3 of the Bylaws of the University (http://policy.cuny.edu) for the official list of the duties of the chair.

§2 Department organization

2.1 The faculty in academic departments elects a chair and four professorial faculty who, together, compose the departmental **Personnel and Budget Committee** (the "department P&B").[2] While some actions may be taken by the chair at his or her discretion, certain actions of the department must be sanctioned by a vote of the Department P&B. All such actions must be recorded in minutes. Most actions require in-person attendance by the members of the P&B, and certain actions are limited to P&B members of particular rank (see 2.2). Among the critical responsibilities of the Department P&B are recommendations with respect to tenure and promotion. See 13.2 for a list of actions that require a vote of the P&B.

2.2 The main restriction on who can serve on the department P&B is related to tenure. The rule is that the chair of a department and three of four members of the P&B must be tenured. One member of the P&B may be tenured or not. Typically, the only time that the matter of tenure becomes an issue is when the P&B is voting on cases of promotion: a member without tenure may not vote on cases of promotion to Professor.[3]

2.3 Barring unusual circumstances, the chair and P&B serve for three years. When needed, elections are held in the first week of May. Whether elections are held or not, the Office of General Counsel must be informed.[4] The terms begin on July 1. Short-term, e.g. acting members of the P&B or an Acting Chair, are elected at the same time.

2.4 For some departments, there may also be administrative positions, such as deputy chair or assistant chair or various subcommittees including, for example, a Curriculum Committee (Undergraduate or Graduate), Honors and Awards, Assessment, etc. These are not statutory and vary from one department to the next. All such committees ultimately report to the P&B and the chair.

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[2] While it is not a formal requirement, it is wise to consider potential promotions when deciding membership of the P&B. That is, because a candidate may not vote on their own case, it is best that multiple members of the P&B not be coming up for promotion in the same year. See 5.26 and 5.29 for more detail.

[3] Some departments have decided internally that an untenured member of the P&B does not vote on any cases of tenure or promotion. In all cases, an untenured member of the P&B may not vote on their own case.

[4] The form for informing the Office of General Counsel about an election is found here: http://www.qc.cuny.edu/about/administration/Provost/Policies/Documents/Department%20Election%20Certificate%20of%20Compliance.pdf.
The form saying that no election was needed is found here: http://www.qc.cuny.edu/about/administration/Provost/Policies/Documents/Department%20P%20and%20B%20No%20Election%20Form.pdf.
An FAQ about elections is found here: http://www.qc.cuny.edu/about/administration/Provost/Policies/Documents/FAQs%20for%20Department%20P%20and%20B%20Elections.pdf.

2.5 The position of **summer chair** is separate from that of department chair. The position may be taken by the regular chair, by an alternate, or be split between two people. The summer chair receives extra salary, which is correspondingly directed. The summer chair is expected to be on campus at regular intervals during the summer (see 11.1). (Your Dean will ask about who is serving as summer chair some time during the spring semester.)

§3 College governance

College-wide administration is divided into two domains, both of which meet once a month during the fall and spring semesters.

A. The **College Personnel and Budget Committee** consists of the chairs of all academic departments, the Provost and Vice President for Academic Affairs, and the President, who serves as the chairperson. As the name indicates, the College P&B is responsible for all personnel and budgetary matters at the College, including matters of tenure and promotion. While the full P&B has final oversight, the Executive and the Budget Subcommittees of the P&B interact more intensively with the college administration, and it is through these discussions that chairs play the most direct role in the College's governance. The Subcommittee on Tenure and Promotion (which reviews all candidates for tenure and promotion and is colloquially known as the "Committee of Seven"[5]) is also a subcommittee of the College P&B. Membership on these and other subcommittee of the P&B is determined by caucus-internal elections. While the divisions have different practices in how they choose their representatives (some divisions rotate the responsibilities while others maintain consistent representation), all chairs should consider playing a role.

B. The **Academic Senate** has 60 members (40 faculty and 20 students), elected for two-year terms, representing the academic departments, the divisions, the student government, etc. Section I of the Academic Senate Charter states that the Senate is responsible "for the formulation of policy relating to the admission and retention of students, curriculum, granting of degrees, Campus Life, and the nomination of Academic (full) Deans." In practice, a department chair interacts with the Senate most frequently on curricular matters. The Undergraduate Curriculum Committee (which reports to the Senate) and the Senate itself must approve all changes to the curriculum.

[5] So-called because its voting members consist of seven chairs: one from Education and two each from Arts and Humanities, Math and Natural Sciences, and Social Sciences.

§4 Records

4.1 There are two distinct personnel files that must be maintained for all full- and part-time instructional staff. [6] They are the **personal personnel file** and the **administration file**.

A. The **personal personnel file** is maintained in the department (although duplicates of many such records are maintained in HR or in your faculty Dean's office). The file includes routine personnel information and records generated by the College, observation reports, reviews, guidance letters, etc. While routine personnel matters, e.g. re-appointment letters or ePAFs, are copied to the faculty member and should be added to the file as a matter of course, observation reports, reviews, guidance letters, etc., should not be placed in the file until the employee has been given the opportunity to review and initial, and, if desired, to append comments. If an employee declines to initial a document, a note to that effect is attached to the document. The personal personnel file is open to the employee, who may review the file and submit materials as appropriate. While care should be taken in the creation and maintenance of the personal personnel file, care should also be taken to review the file before providing access.

B. In contrast, the **administration file** contains confidential materials usually gathered in connection with initial appointment, reappointment, tenure, and promotion. These include letters of reference as well as the P&B and Chair's statements and recommendation with regard to tenure and promotion. These materials should be available to and viewed only by those responsible for such decisions, typically the chair and members of the P&B. Under no circumstances should they be shared with the employee.

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[6] Personnel matters at CUNY are complex, but here is some context. CUNY is a public institution, but only a subset of its employees are governed by the regular civil service rules of New York State. That subset includes CUNY office assistants (i.e. departmental secretaries), B&G staff, painters, mechanics, etc. In contrast, all professors, lecturers, instructors, adjuncts, higher education officers (HEOs), and college laboratory technicians (CLTs) are exempted from the regular civil service rules (and in HR parlance they are referred to as the "exempt staff"). Rather, these titles fall under the rules of the PSC-CUNY contract (also known as the Collective Bargaining Agreement or CBA). In the contract, employees in these titles are all referred to as the **instructional staff**, that is, all such positions are related, regardless of how indirectly, to the instructional mission of the University. Within the PSC-CUNY contract a further distinction is made between "teaching instructional staff" and "non-teaching instructional staff." Regardless of the logic of those terms, teaching instructional positions include professors, lecturers, instructors, and adjuncts, i.e. people who actually teach in the classroom, while non-teaching instructional positions include HEOs, CLTs, non-teaching adjuncts (NTAs), etc., i.e. people who support classroom teaching.

4.2 Record retention policies should be consulted before files of past employees are destroyed. Also, one should check with both HR and the Office of General Counsel to confirm that there are no pending claims or other reasons that particular files need to be preserved. If the all clear is given, it is generally the case that files older than ten years may be destroyed (i.e. shredded, not just thrown away).

§5 Teaching instructional staff[7]

The teaching instructional staff includes all professors, lecturers, instructors, graduate assistants, etc., whether full- or part-time, whether tenured, tenure-track, or of a fixed term. Note that the teaching instructional staff also includes Distinguished Professors (see 6.1 and 11.12 for notes on DPs), Distinguished Lecturers, visiting professors, etc.

New hires

5.2 The P&B must approve all new hires and all reappointments. These appointments are processed on-line using electronic Personal Action Forms (ePAFs). ePAFs are usually initiated by departmental secretaries and the departmental chair is responsible for the first approval (see 13.3).

5.3 Searches for new **full-time academic positions** (Assistant Professor, Lecturer, Instructor, etc.) are generally approved in the late-spring/summer for searches in the fall. The chair appoints a search committee whose chair organizes the search. As it is a strategic goal of the College to increase the diversity of the faculty, search committees should be as diverse as practicable. A search committee may be but need not be identical to or overlap significantly with the P&B, but the candidate ultimately recommended to the Dean must be approved by the departmental P&B. Once a candidate has been recommended to the Dean, appointments must be reviewed and approved by the Provost and President before a formal offer can be made. The Dean's office will guide the process of appointment to completion. This will include, for example, issues of salary, start-up, and moving support. For questions about searches, consult with your Dean, although the Office of Compliance and Diversity Programs and Human Resources are the main (official) resources for information on how to conduct a search.

5.4 **Adjunct teaching positions** are generally linked directly to the development of the class schedule and the budget. As with any member of the teaching staff, all adjunct appointments must be approved by the departmental P&B.[8] No adjunct may teach more than 135 hours during a single semester (three, three credit courses) at a single CUNY campus, although an adjunct may teach one additional course at a second CUNY campus. For possible, but very limited, waivers to this policy, talk to your Dean. (Currently, each CUNY campus is limited to five waivers per term, given by the Provost. In practice, it is best to operate under the assumption that such waivers are not possible.)

5.5 The specific title of **Graduate Assistant** is covered by the PSC-CUNY contract. Graduate Assistants are appointed for up to three years and come in three classes: Grad A, Grad B, and Grad C. Grad As may teach up to 240 contact hours (450 non-teaching

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[7] Please review footnote 4 under 4.1 for what this term of art means. The non-teaching instructional staff is discussed in §10.

[8] The By-Laws of the University do not distinguish between the treatment of full- and part-time employees (*Manual of General Policy* V.5.1, sections 4-5 on recruitment and appointment).

hours) a year. Grad Bs may teach half that amount, while Grad Cs may teach up to 180 contact hours.[9] Separately, there are now a number of different fellowship categories for PhD students at the CUNY Graduate Center who work at Queens as part of their study, although they are (increasingly) generically known as **Graduate Teaching Fellows** (GTFs). As of 2014, all new GTFs are obligated to teach one course a term (3 or 4 credits), but they may teach one additional course as a regular (paid) adjunct. GTFs are not counted in the budget of the department, and they do not need to be appointed. There is an overlap between the various GTF titles created by the Graduate Center and the three titles recognized by the PSC-CUNY contract. As of 2014, all new GTFs are technically Grad Bs.

5.6 All adjunct instructors and graduate assistants are required to fill out an **Adjunct Instructional Staff and Graduate Assistant Workload Report Form**[10] confirming that their entire teaching at load at CUNY is within the limits set by the PSC-CUNY contract (see 5.4). While non-teaching adjunct positions are discussed in greater detail in 10.1, it is noted here that one non-teaching adjunct hour is counted as 60% of a teaching adjunct hour. The rate of pay is similarly proportioned.

5.7 The necessary paperwork for all hires can be found on the Human Resources website.[11] As noted in 5.5, GTFs and other graduate assistants are not appointed at Queens and do not require any of this paperwork.

5.8 No one may teach or work, full- or part-time, without the proper visa and immigration status. The Office of General Counsel is the primary contact with respect to such procedures. Chairs will often be called upon to support visa-related applications for staff (usually full-time teaching faculty), and care must be given to assure the time needed for such applications to be processed. Faculty needing visas to work in the United States should be identified, and the Office of General Counsel informed as soon as possible, but ideally by March for employment beginning in the fall and by October for employment beginning in the spring. The Office of the Provost will support visa expenses for full-time faculty only. Departments are responsible for avoidable expenses such as expedited processing of visa.[12] Faculty are responsible for their own Green Card expenses.[13]

<u>Reappointments</u>

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[9] There are further details in the PSC-CUNY contract, Article 15, paragraph 3.

[10] http://www.qc.cuny.edu/HR/forms/Documents/WorkloadReportingForm.pdf

[11] www.qc.cuny.edu/HR/forms/Pages/default.aspx

[12] Specifically, it is often the case that expedited processing is necessary for a new hire to begin teaching in the fall. In contrast, renewals, as one example, should never require expedited processing.

[13] The logic here being that once a faculty member has a Green Card they are a "free agent," under no obligation to continue working for Queens College.

5.9 All **untenured professorial faculty** may be reappointed annually for up to six years. The seventh reappointment is reappointment with tenure. Reappointment is based on an evaluation and is never automatic. Reappointment is also a serious matter, as each reappointment is used to provide guidance for faculty to understand what is required for subsequent reappointments and ultimately reappointment with tenure.[14] The letter of reappointment is basically an evaluation of progress towards tenure. It is sent from the Dean (after review by the Provost and President) directly to the faculty member (with a copy to the departmental chairperson). In the case of non-reappointment, speak to your Dean immediately for guidance on how to proceed. As part of this process, departmental chairs are asked to prepare a reappointment package (see 5.20-21), which forms the basis of the letter written by the Dean. Instructions for the reappointment package, including due dates, will come from your Dean. As stipulated by the PSC-CUNY contract, the deadline for the first letter of reappointment is April 1. The deadline for all subsequent reappointments (including reappointment with tenure) is December 1.

5.10 All **lecturers** without a Certificate of Continuous Employment (CCE = tenure for lecturers) may be reappointed annually for up to four years. The fifth reappointment is reappointment with CCE. As with tenure-track faculty, reappointment for lecturers is a serious matter, as each reappointment is used to provide guidance for faculty to understand what is required for subsequent reappointments and ultimately reappointment with CCE. Reappointment for lecturers in their first year is (with very few exceptions) automatic. In subsequent years, it is based on an evaluation. The letter of reappointment is basically an evaluation of progress towards CCE. It is sent from the Dean (after review by the Provost and President) directly to the faculty member (with a copy to the departmental chairperson). In the case of non-reappointment, speak to your Dean immediately for guidance on how to proceed. As part of this process, departmental chairs are asked to prepare reappointment packages (see 5.20-21), which form the basis of the letter written by the Dean. Instructions for the reappointment package, including due dates, will come from your Dean. As stipulated by the PSC-CUNY contract, the deadline for the first letter of reappointment is April 1 of the second year of employment. The deadline for all subsequent reappointments (including reappointment with CCE) is December 1.

5.11 Certain teaching instructional titles work on fixed terms, the two most common positions being **instructors** (5 years) and **distinguished lecturers** (7 years). Faculty in these titles should also receive annual evaluations and letters of reappointment. Note that an instructor may apply to have their line converted to a Lecturer position with CCE at the end of their term. Such conversion is not automatic. Inquiries should come from the chair to the Dean during an instructor's fourth year of employment (see 5.33).

5.12 Departments must generate an electronic Personal Action Form (ePAF) for all faculty on one-year contracts who are successfully reappointed (and automatically for

[14] The Third Year Review, which is independent of the reappointment process, also plays a role in this guidance. See 5.22.

lecturers in their first year). The deadline for these ePAFs is usually in the late spring, sometime after April 30 (see 13.3).

5.13 For faculty who are hired in the spring semester of any year, their timeline towards tenure or CCE begins in the following September, i.e. their first semester does not count.

5.14 **Adjuncts** have no expectation of reappointment (for exceptions to this generalization, see 5.16). In addition, even if an adjunct has been hired to teach a class, that teaching assignment may be rescinded (i) if there are too few students, (ii) for budgetary reasons, or (iii) if there is a change in the curriculum. It is the recommended practice to warn adjuncts of potential class cancellations as soon as possible. A class may not be cancelled once the semester has begun.

5.15 Adjuncts are reappointed on a semesterly basis for their first six semesters of service. After that, they may be reappointed on a yearly basis. Human Resources and/or the Office of the Provost will notify the chairperson of changes in the status of a given adjunct (including the length of reappointment and the hourly wage). Adjuncts become eligible for health and other benefits in their third semester of teaching six or more hours. Their eligibility continues as long as they teach a minimum of six hours a semester. Teaching during the summer is extra and does not count in establishing eligibility for benefits.

5.16 Beginning in 2017, long-serving adjuncts may become eligible for two- or three-year appointments. You will receive guidance from HR about which adjuncts are becoming eligible for such appointment and the process that must be followed to approve (or not) such appointments.

5.17 Reappointment of GTFs and other graduate fellows is determined by the Graduate Center. In cases where there are real problems and you desire a non-reappointment, begin by speaking to your faculty Dean.

<u>Advising, observations, reviews, evaluations</u>

5.18 All new full-time faculty must be assigned a faculty mentor, and, in some departments, they are assigned both research and teaching mentors. The formality of these roles may vary, but, at a minimum, a faculty mentor is the first port-of-call for a junior faculty member with a question.

5.19 Except for faculty at the rank of Professor,[15] all teaching staff (whether full- or part-time) <u>must</u> have a classroom teaching observation every semester.[16] For faculty with

[15] Note, incidentally, that the rank is “Professor”; there is no rank of “Full Professor” at CUNY.
[16] According to the PSC-CUNY contract, these must occur within the first ten weeks of the semester, and the observee must be given at least 24 hours notice. Again, according to

tenure, the observation may be declined (although it is important that faculty who intend to come up for promotion within two to three years have observations). This should be done in writing and a record kept in the personnel file (see 4.1). Faculty at the rank of Professor may also be observed if requested or as determined by the chair. While it is not the current usual practice, from the HR and legal perspectives, it is a best practice to do so.

5.20 Except for faculty at the rank of Professor, all faculty must have an evaluation conference during the spring semester. They must be reminded of this by March 31, and the conference itself must occur before the end of the spring semester. As with classroom teaching observations (5.19), faculty with tenure may decline, but a record should be kept in the personnel file. The **Annual Evaluation Conference Memorandum**, which is written after the evaluation conference, is discussed with the faculty member who is free to add comments.[17] All of this kept in the personal personnel file (see 4.1). The Memorandum provides a record of progress towards tenure, CCE, and/or promotion with commentary and specific recommendations from the chairperson. Typically, it is also a significant part of the reappointment package (see 5.21). Faculty at the rank of Professor may also have an evaluation conference if requested or as determined by the chair. While it is not the current usual practice, from the HR and legal perspectives, it is a best practice to do so.

5.21 A **reappointment package** is submitted annually for all teaching faculty (tenure-track or fixed term) who do not have tenure (or CCE for lecturers).[18] For professorial faculty, a reappointment package typically includes a copy of the Annual Evaluation Conference Memorandum, an updated CV, a Research Statement and Five-Year Research Plan, copies of evaluations, and teaching observations. Packages for other titles correspond to those job titles. Information in the reappointment package should be updated from year to year, although the details of what is needed will come from your Dean. For a first reappointment, the package is due sometime in the spring, and the first letter of reappointment is due April 1 (see 5.9-10). For all other reappointments, the package deadline is in the Fall, although it varies across the Divisions.[19]

5.22 All untenured professorial faculty must have a Third Year Review in the spring of their third year at the College. The process of the Third Year Review is more substantial than that of the Annual Evaluation Conference involving the departmental P&B in

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the contract, a written observation report must be submitted to the department chair within a week of the observation, and a post-observation conference scheduled within two weeks of the submission. The observee is free to append a written reply to the report before it is added to his or her personal personnel file. For further details, including how an employee may grieve this procedure, see Article 18 of the PSC-CUNY contract.

[17] Again, according to the PSC-CUNY contract, this Memorandum must be provided to the faculty member within XX days of the meeting.

[18] Reappointment packages are also submitted for CLTs (see 10.1).

[19] Note that it may be very early in the semester and may one of the first tasks of a new chair.

addition to the chairperson. Your Dean will specify the requirements and timing for this review. Lecturers and CLTs do not have Third Year Reviews.

5.23 In all evaluations, it is important to be as fair, frank, and constructive as possible. What may seem like routine references to personnel issues or medical issues could actually have extremely negative connotations. Please seek advice from your Dean, the Provost's Office, or the Office of General Counsel if you have questions or challenges relating to evaluations.

5.24 An employee may challenge any review, observation, decision, or record that they view as inaccurate. Likewise, any employee who is not reappointed by their department may challenge that decision. Depending on the nature of the challenge, there will be specific procedures and timelines that must be observed. If in doubt about what to do, consult with your Dean or the Office of General Counsel as quickly as possible. Failure to follow the specified procedures may itself be grounds for a successful appeal.

Tenure and promotion

5.25 Untenured **professorial faculty** are appointed annually for seven years (this includes the initial appointment and six subsequent reappointments). The eighth appointment (or seventh re-appointment) is reappointment with tenure. Tenure and promotion (usually to Associate Professor) are decided in the fall semester. The official action is a vote of the College Personnel and Budget Committee (at the November meeting), which sends its recommendations to the Provost and President. The Provost notifies the candidates of the P&B's decision by the contract-specified deadline of December 1. The President sends his or her recommendations to the CUNY Board of Trustees for final approval. Notification of this approval is sent to the newly tenured faculty several months after the action of the Board. Tenure/promotion take effect at the beginning of the following fall semester (promotion on the first day of the term, tenure on September 1).

5.26 Leading up to the November meeting of the College P&B is a series of steps that typically begins in the preceding spring. The chairperson of the department (or his or her delegate) is responsible for guiding this process to completion. The basic steps are:

(a) candidates for tenure and promotion prepare an updated CV which the chair will send to potential outside reviewers;
(b) candidates are asked for the names of possible outside reviewers; at this point, a candidate may also ask that certain people not be asked to review (informally, this is limited to one name);
(c) departments solicit external letters of evaluation (spring/early summer);
(d) letters are received, the chair and members of the P&B vote on tenure and promotion (two votes) and write their statements (on the "Confidential

Department Reports"[20] [21]) while the candidate fills out their CV (on the "Candidate's CV and Personal Statement"—the forms are available on the provost's web site (see §14));

(e) the Forms are reviewed by the Dean and copied, and copies of all materials listed on the CV are collected and brought to the Dean's office (in the "boxes");[22]

(f) the Divisional Caucus reviews and votes on all divisional candidates;[23]

(g) the Subcommittee on Tenure and Promotion (= "Committee of Seven")[24] reviews all candidates for tenure and promotion for the entire College;

(h) results from the Committee of Seven are considered and voted upon by the College P&B;

(i) these results are reported to president and to the candidates;

(j) the president makes his recommendations to the CUNY Board of Trustees.

5.27 If a department P&B does not recommend a candidate for tenure and/or promotion, the chairperson should notify their Dean immediately. It typically falls on the chairperson to notify the candidate of the negative decision. This should be done in person or over the phone, i.e. not in writing. The chair should not discuss the specifics of the vote or the reasons of the P&B. Rather, the chair should advise such a candidate to speak directly to their Dean as soon as possible. A candidate who is not recommended by their P&B may nevertheless choose to have their materials forwarded to the divisional caucus for consideration (step (f) of the paragraph above). The chairperson should notate the application with "Appeal".[25] In such a case, the Dean is likely to guide the process to ensure its objectivity.

5.28 If the College P&B and/or the president does not recommend a candidate for tenure or promotion, there is a detailed process of appeal described in the PSC-CUNY contract. In the case of an appeal, your Dean and the Office of General Counsel should be consulted immediately.

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[20] The "Form filled out by the Chair" includes statements from the P&B and the Chair, as well as copies of all external review letters. It is confidential and not to be shown to the candidate. At the end of the process, it is kept in the candidate's administration file (see 4.1).

[21] Guidelines for deciding tenure and promotion are found in the By-Laws of the University and on the Provost's web site (see §14 for links).

[22] There is a move to make this process electronic; get the latest update from your Dean.

[23] The divisional Dean chairs this meeting but does not vote.

[24] The Provost chairs this meeting but does not vote.

[25] Technically, the process is described in the PSC-CUNY contract only for Associate Professor applying for the rank of Professor, but it is the college's practice to allow appeals for anyone not supported by their department P&B.

5.29 Promotion for faculty who are already tenured, which is usually promotion to Professor (but might be a promotion for a tenured Assistant Professor), follows a similar calendar in the spring.[26]

5.30 The steps outlined here are broadly defined. Your Dean will provide you with a detailed schedule for each step of the process, but the majority of the paperwork must be completed before the end of September. More information as well as links to the actual forms that need to be filled out is available on the Provost's website (§14).

5.31 **Lecturers** being considered for their CCE prepare paperwork parallel to that of professorial faculty, although the nature of the evaluation is different. In particular, Lecturers are evaluated in terms of the teaching, their service, and their professional development. The nature of "professional development" varies from field to field, although it might be broadly defined as "engagement with the appropriate professional field." Note that Lecturers are not expected to publish original research, although, if they do, publication is considered professional development. Also, lecturers do not get promoted.

5.32 Although **College Laboratory Technicians** (CLTs) are not part of the teaching faculty, they do in fact become eligible for tenure after five years. Like Lecturers, they prepare title-specific applications for tenure. In particular, letters of reference are requested but unlike professorial faculty, these are often sought from within the department or at least the College. Data concerning professional development is to be supplied. While the PSC-CUNY contract has titles for CLT, Senior CLT, and Chief CLT, these are not promotions; rather, they are reclassifications. For a CLT to be eligible for reclassification, it must be possible to show that the CLT in question is doing out-of-title work (usually managerial in nature) to be considered for reclassification to Senior CLT or Chief CLT. The change from one title to another therefore requires extra justification. In addition, all such reclassifications must be approved by the CLT Screening Committee (usually chaired by the Dean of Math and Natural Sciences) and by the CUNY Central Office. The latter is required because there are CUNY-wide quotas on the number of Senior and Chief CLTs. Note that there may be no more than one Chief CLT in any given department. If you believe you have a CLT who deserves reclassification at the time of tenure, bring this to the attention of your Dean as soon as possible.

5.33 In general, **Instructors** are employed for a fixed period of five years. They do not become eligible for any form of permanent employment. As noted already in 5.11, however, an Instructor may be appointed as Lecturer with CCE after five years of continuous service. This conversion is not automatic. Approval for the possible conversion must be given by the president and provost, and the application must be considered by the Committee of Seven in the fall of the fifth year.

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[26] Under the rules of CUNY, tenure and promotion are distinct decisions. It is therefore possible to receive tenure and not be promoted.

§6 Workload

6.1 The PSC-CUNY contract defines the **workload** for all full-time faculty. Workload is defined in terms of contact hours as follows:

All professorial lines[27]	21 hours annually
Instructors and lecturers	27 hours annually
All substitute positions	3 hours more than the usual workload for the title
All visiting positions[28]	same as the regular title

6.2 The workload calculation for a faculty member may include any of the following: (i) classroom teaching at Queens or at the Graduate Center (one hour per classroom contact hour), (ii) PhD supervision (0.2 hours per student per credit = .6 hours per student for three credits[29]), (iii) MA supervision (0.167 hours per student per credit = .5 hours per student for three credits),[30] or (iv) undergraduate independent studies (0.1 hours per student per credit).

6.3 Workload credit may also be given for administrative positions, e.g. departmental chairs receive 12 hours of workload credit annually for their role as chair. Administrative release is reviewed by the Dean when the overall teaching schedule is developed (see section §7 for discussion of the schedule).

6.4 It is traditionally the case at the College that research- and creative/performance-active faculty receive up to 3 hours of workload credit each year for an active research agenda. This credit is dependent on regular research productivity and must be approved by the department and Dean. For eligible faculty, the practical effect is to reduce the teaching load from 21 to 18 hours annually. This research is referred to as Unsponsored Research, i.e. research activity that is not supported through grant funding.

6.5 Faculty who claim the Unsponsored Research credit described in §6.4 are expected to provide the specifics of their research activity to the College on an annual basis. This information represents an important part of the mission of the College and is publically

[27] Distinguished Professors are an exception here. DPs teach 12 to 16 hours annually. See 11.12 for more on DPs.
[28] Substitute and visiting positions differ in that a substitute line must be linked to an existing line, either through an approved search or because of an emergency vacancy. They are limited to four semesters, although special permission may be given for a fifth semester. Visiting positions are not linked to existing lines but are temporary in nature. A visiting professor must be visiting from somewhere else, i.e. they are not just long-term temporary members of the faculty.
[29] For a given PhD student, teaching credit may be taken for up to six semesters of PhD supervision.
[30] This is unofficial but reflects a general practice at the College. The other values listed here are specified in the PSC-CUNY contract.

disseminated.[31] This information is also used to prepare reports for CUNY Central. Faculty who do not provide evidence of an active research agenda may lose their 3 hours of release from teaching.

6.6 Untenured (and generally newly appointed) faculty receive 24 hours of release during their first five years of employment. Typically, this release is linked to specific research projects leading ultimately to tenure. If a faculty member happens to receive early tenure, they lose any of this release that remains. Faculty appointed with tenure receive no such release.

6.7 Committee work in the department is counted as service and does not usually count as workload credit.

6.8 Workload Reports are generated each semester by CUNY First. To the degree that workload information is input correctly into CUNY First (including both teaching and release time), the workload reports generated by CUNY First are accurate. (There are on-going unresolved issues with respect to how workload is calculated and recorded. These are currently being addressed by the Office of Institutional Effectiveness.)

[31] Website link?

§7 Schedule

7.1 Development of the yearly teaching schedule is a central task of the department chairperson (or his or her delegate). Because the schedule must correspond to the budget, schedules are developed on an annual basis, generally by the middle of the spring semester to correspond with the development of the departmental budget request for the following year (see §8). Fall and Spring Terms include courses taught in the weekends and in the evenings (after 5pm). In addition, courses must be scheduled for Winter Session and Summer Session. The schedule should be approved by your Dean early in the spring semester.

7.2 CUNY First allows all schedules to be entered at any time. The current practice is that scheduled for an entire academic year are entered by mid-March of the previous spring.

7.3 Departments have individual control over how their schedule is created but considerations include: needs of students (for students within your major and not), available full-time faculty and their preferred teaching schedules, available adjunct faculty (which may be limited for budgetary reasons), classroom availability, etc. Preferred teaching schedules and classroom availability are particularly tricky issues. With respect to teaching schedules, the chairperson may ask any faculty to teach any schedule.[32] Although traditions and expectations are strong, there is no right to a twice-a-week teaching schedule; nor is there a right to never teach on Fridays. With respect to classrooms, under the traditional practice at the College, individual departments are expected to schedule their classes in all and only a fixed number of classrooms assigned to them by the Registrar. At the same time, classrooms may be "smart" or in any other number of ways specialized, e.g. labs for the sciences, computer labs, etc. They vary in size from seminar rooms to lecture halls holding several hundred students. Some departments have control over dedicated classrooms that are used only by the department. The best advice for getting the right mix of classes and classrooms is to talk to previous chairs about how the puzzle is generally solved.[33]

[32] This is a duty specifically assigned to chairs in the By-Laws of the University: "[The Department Chairperson] shall…[a]ssign courses to and arrange programs of instructional staff members of the department" (IX.9.3).

[33] The most recent guidelines for scheduling courses can be found at: http://www.qc.cuny.edu/about/administration/Provost/Calendars/Pages/Guidelines-for-Scheduling-Courses-for-Spring-2013.aspx

§8 Budgets

8.1 The chairperson develops a department budget each year, and the chairperson must approve all department expenditures. In general, any non-personnel expense that is greater than $250 should be approved in advance. Until you are sure of what is allowed and what is not, check with your Dean.

8.2 The fiscal year for the college runs from July 1 to June 30. (The fiscal year is referred to by the year in which it ends, so FY17 began on July 1, 2016 and ended on June 30, 2017.)

8.3 The chairperson develops a department budget for tax-levy funds (see 8.5) in consultation with their Dean during the spring semester. Your Dean will let you know about deadlines for submitting your budgets and about any budgetary limits or guidelines.

8.4 The budget developed in the spring is for the fiscal year that begins the following July (see 8.2). The budget request will include (a) funds for adjuncts (to support the proposed schedule), (b) funds for part-time employees, and (c) funds for Other Than Personnel Services (OTPS). Each of these is discussed in the following paragraphs. Note that everything about the timing of our budgeting process is ultimately dependent on the political leaders of the State of New York. This leads to a fair amount of unpredictability.

<u>Tex-levy funds</u>

8.5 In a typical department, there are three kinds of budgeted expenditures that come from tax-levy, i.e. public, funds:[34] (a) Adjuncts (i.e. part-time instructional staff needed to support the proposed teaching schedule), (b) Temp Services (part-time non-instructional staff which includes Non-Teaching Adjuncts (NTAs) and College Assistants (CAs), and (c) Other Than Personnel Services (OTPS = everything else). Funds reserved for office supplies (ProfTech) may be in a separate category but are really part of OTPS. The amounts of money budgeted in these three categories vary considerably from one department to the next, but because the funds are public, their uses are highly constrained and every expense will require some form of justification.

8.6 The PSC-CUNY contract specifies that a certain amount of money be provided to support faculty travel. This money, which is also tax-levy, is distributed by your Dean.

<u>“Soft” funds</u>

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[34] Public funding for the community colleges comes from the City of New York while funding for the rest of CUNY, including Queens College, comes from the State of New York.

8.7 The funds in the three categories listed in 8.5 come from the state and are therefore "tax-levy." A department may also have funds from Research Overhead (determined by the Research Foundation (RF)) or from Alumni Funds. These are "soft" which means that they are not tax-levy, although their use is still constrained. Research Overhead is generated as part of any grant belonging to faculty in a department. Alumni Funds come from alumni (there is an annual solicitation that occurs each fall; information will come from the Office of Institutional Development). Soft funds are generally held in accounts under the Queens College Foundation (QCF). While the rules for using soft funds are (somewhat) looser than for tax-levy funds, alcohol is almost impossible to reimburse, and any expense greater than $250 should be approved in advance.

8.8 The Queens College Foundation (QCF) is the Foundation of the College while the Research Foundation (RF) is the Foundation of the University. QCF monies tend to be alumni-based and "soft," while grants from governmental sources are all administered by the RF. Depending on the rules of the foundation, grants from a private foundation may be administered by the QCF or by the RF (although there is a move to keep them all in the RF). Technically, grants from government or private sources are also "soft" in that they don't come from New York State, but such grants tend to be highly regulated on their own. The RF has its own (very complex) set of rules for applying for grants, developing budgets, and spending awarded funds, and as such, if you are thinking of applying for a grant, it is important to contact the Office of Research and Sponsored Programs (ORSP), our RF "branch office" (the RF itself is located in Manhattan) as early as possible in the application process.

<u>Other</u>

8.9 Missing from the discussion here are funds for full-time salaries and benefits for the teaching and administrative staff. As these are determined by contract, they are not subject to department oversight. (They also make up the vast majority of the College's budget.) That being said, whenever a new position is authorized, the funds for that position must be estimated in advance and included in the College-wide budget proposal for the following fiscal year. Any change in staff that occurs during the middle of a fiscal year may also entail an adjustment to the College's budget. Your Dean will always let you know.

§9 Fellowship leave (aka "sabbaticals"), retirement, other releases

9.1 Applications for all of the leaves discussed in this section (with the exception of Paid Parental Leave and Family Medical Leave—for these, faculty should go directly to HR) are found on the Provost's website (§14). Similarly, it is usually possible to change the timing of these leaves after an initial application or even after they have been awarded. The applications for changes to an original leave request are also on the Provost's website.

9.2 Member of the instructional staff with tenure or CCE are eligible for a **fellowship leave** (aka "sabbatical") at 80% pay once every seven years. Applications for fellowship leave are due to the department chair roughly one year in advance (for fall, the previous November 1, for spring, the previous March 1). A fellowship leave may be taken over two semesters sequentially or it may be split over two fall or two spring semesters. Faculty on fellowship leave must submit a written report of their activities to their Dean (who forwards copies to the Office of the Provost). One report is required at the end of a two semester leave, while two reports, one at the end of each semester, are required when the leave is split over two fall or two spring semesters. Note that other employment is generally prohibited during a sabbatical, although exceptions may be granted. Speak with your Dean if the situation arises.[35]

9.3 Faculty who receive external funding for release may be eligible for a **Scholar Incentive Award**. This pays up to 25% of the normal salary, typically supplementing external awards that are less than a full salary. The underlying advantage of a Scholar Incentive Award is that it allows a faculty member to remain a full-time CUNY employee, albeit at a greatly reduced rate of pay. This means that full benefits remain in place. For junior faculty, the tenure clock is extended by one year. Talk to your Dean as soon as any such external award is made.

9.4 Full-time faculty may also be eligible for **Paid Parental Leave (PPL)**, **Family Medical Leave (FML)**, or a **Special Unpaid Leave** (full or partial), each of which has its own requirements and application procedures. Crucially, each kind of leave has its own effect on the tenure clock of an untenured faculty member.

> Paid Parental Leave is available equally to men and women upon the birth or arrival of a new (possibly adopted) family member. An untenured faculty member who takes Paid Parental Leave may choose to have the leave extend the tenure clock by one year or not (the latter is the default). A decision to extend the tenure clock must be made in writing to HR within a very specific time frame. Be sure that junior faculty are aware of the choices.

[35] More detailed information about fellowship leaves may be found at: www.qc.cuny.edu/about/administration/Provost/FacultyStaff/Documents/Code%20of%20Practice%20Academic%20Leaves.pdf.

Family Medical Leave is for extended illness or need to care for a family member. For eligibility, talk to HR. Family Medical Leave extends the tenure clock of an untenured faculty member by one year.

Special Unpaid Leave is for exceptional circumstances. A Special Unpaid Leave entails the loss of all benefits during the leave. For untenured faculty, the tenure clock is broken; it begins again upon their return. Depending on the reason for the leave, the president may elect to give an untenured faculty member credit towards tenure upon their return to work. This should be agreed upon at the time of application for the leave.

9.5 **Travia Leave**[36] is up to one semester release at full pay. While all faculty over the age of 55 who have worked at the College for more than five years are eligible, in order to take Travia Leave, faculty must declare their "bonafide" intention to retire at the end of the leave. It nevertheless remains possible to request reinstatement before the end of the leave, although all sick leave will have been exhausted. A faculty member may take Travia Leave no more than once.[37]

9.6 Faculty intending to **retire** should talk to Human Resources at their earliest convenience.

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[36] Anthony Travia is a former Speaker of the State Assembly; he authored the bill allowing accumulated sick leave to be used in this way.

[37] See http://www.psc-cuny.org/benefits/travia-leave for full details.

§10 Non-teaching instructional staff[38]

10.1 There are a number of non-teaching positions at the College, most of which are non-teaching instructional positions (and therefore covered by the PSC-CUNY contract). Of those discussed here, only CUNY Office Assistants are not covered by the PSC-CUNY contract. Those working in the departments generally include the following:

<u>Full-time</u>

A. A **College Laboratory Technician** (CLT) maintains classrooms that are specially equipped, e.g. science laboratories, studios in Art, facilities in Music, etc. CLTs require an annual reappointment, and are eligible for tenure after five years of service. The timing and procedures are similar to lecturers (5.10-24), although the forms and the qualifications differ (5.31-32). A CLT may also apply for reclassification to Senior CLT or Chief CLT (5.32). All CLT hires and reclassifications must be approved by the College's CLT Screening Committee (talk to your Dean).

B. A **Higher Education Officer** (HEO) is a high-level administrator. There are several kinds of HEOs, each with their own job descriptions (that is, movement from one title to the next is a reclassification, not a promotion). HEOs are evaluated at regular intervals, and they are eventually eligible for a status equivalent to tenure.[39] In general, HR will notify the chair when evaluations are needed and of the potential for 13.3b status. All HEO hires and reclassifications must be approved by the College's HEO Screening Committee (talk to your Dean).

C. Most commonly, your full-time department secretary is a **CUNY Office Assistant** (COA). There are four COA levels, 1 to 4. A Level 4 COA may be considered for promotion to the title of **CUNY Administrative Assistant** (CAA). COAs are members of DC 37, which is New York City's (largest) public employee union. COAs are also known as Gittlesons.[40] To hire, replace, promote or discipline a COA, talk to your Dean who will direct you to HR. COAs actually work for the University and not for particular Colleges. They are also regular public employees covered by the civil service laws of New York State, i.e. not "exempt" (see footnote 4 under 4.1).

<u>Part-time</u>

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[38] Please review footnote 4 under 4.1 for what this term of art means. The teaching instructional staff is discussed in §5.

[39] This is referred to as "thirteen three b", which is the paragraph in the PSC-CUNY contract where it is described, i.e. article 13, paragraph 3, subparagraph b.

[40] Harry Gittleson is the State Senator who authored the bill creating these particular civil service titles.

A. A **College Assistant** (CA) is a part-time office worker. CAs work an average of 20 hours a week (so no more than 1040 hours per year). This level of employment makes them eligible for benefits including health insurance and vacation days. CAs may work year-round. Note that CAs receive a cash payment for any unused vacation days at the end of each year. They are therefore encouraged to take all of their earned vacation.

B. A **non-teaching adjunct** (NTA) is a part-time employee who is supporting an academic effort but not actually doing the teaching. Non-teaching adjuncts may work a maximum of 225 hours a semester and 175 hours in the summer, but typically they work much less. Non-teaching adjuncts are paid 60% of teaching adjuncts, and with respect to workload, each hour they work is counted as 60% of a teaching adjunct hour.

10.2 All non-teaching staff must fill out time-sheets that are approved by the chairperson of the department (see 13.3).

10.3 All non-teaching staff must be evaluated, although the timing of those evaluations varies with the particular position.

10.4 Searches for new (full-time) non-teaching instructional positions may be approved at any time. The search process is basically the same as that for academic positions (see 5.3), although both CLT and HEO hirings must be approved by the appropriate campus committees. Note that for non-teaching positions, once the search has been approved and the position advertised, the chairperson may immediately request that the position be filled with a temporary appointment, i.e. a substitute, which must be of six months or less (with one extension allowed). This request is made to the head of HR (usually by the Dean at the request of the chair).

§11 Operations, day-to-day and otherwise

11.1 During term-time, every department should be open during regular hours which are posted on the office door and the department website, and announced on the office voice mail. Significant variation from the posted hours should be reported to your Dean. One regular adjustment is that the College is closed on Fridays for eight weeks during the summer. During the summer, and except on Fridays, your department should be open during regular hours. The summer chair (2.3) should be on campus at scheduled (although not usually daily) intervals to deal with student and department matters.

11.2 Offices, emails, phone numbers, and office hours for all full- and part-time faculty should be similarly available. Full-time faculty are expected to reserve at least two hours a week for student office hours. Part-time faculty teaching six or more hours are paid for a seventh hour, which is usually used as a student office hour.

11.3 The department website should be as up to date as possible.

11.4 All faculty must report on the attendance of students during the first week of their classes. This is referred to as **Certification of Attendance** (COA). It is done on CUNY First and is mandatory (see 13.4). Specifically, faculty must confirm that a given student has attended class at least one time. Students who are not recorded as being present at least once are assumed not to be taking that class, regardless of their registration. Such students automatically receive a grade of WN, withdrawal for non-attendance. This create problems for financial aid, as to qualify for aid, a student must be registered full-time (= 12 or more credits). Certification of Attendance must be done for all students, including those in Winter Session and Summer Session.

11.5 All faculty must submit **grades** at the end of the semester (see 13.4). Again, grades are submitted through CUNY First. The timing of grade submission is set by the Registrar based on instructions from CUNY Central. Grades must be submitted for Winter Session and Summer Session as well. Note in particular the differences between the following grades:

> INC – appropriate when the student and teacher have reached an agreement about when missing work will be submitted; inappropriate without such an agreement.
> WU – appropriate for a student who has simply stopped coming to class, typically early in the semester; this is a punitive grade, which cannot be replaced even if the student takes the class again.
> F – an earned grade, given when the student has done enough work that it can be determined that they will not pass. An F can be replaced in a student's GPA if the class is retaken and passed.
> PEN – stands for "pending"; appropriate when a final grade is waiting the outcome of an investigation, typically into academic dishonesty (see 12.3).

11.6 Faculty should be reminded to return a graded assignment before the Withdraw/ Pass-No-Credit (W/PNC) deadline (which is roughly the eighth week of the semester).

This enables students to make an informed decision about continuing to take a course or not.

11.7 While all state employees are expected to act ethically all the time, there are three specific obligations that apply to faculty.

A. The **Multiple Position Form** (MPF) confirms that a faculty member does not have (i) excessive teaching obligations within CUNY or (ii) excessive employment outside of CUNY. The former is defined as more than six hours of work as an adjunct per semester, while the latter is defined as more than seven hours per week during term time. Unless an exception is granted, these limits apply to faculty on a fellowship leave as well. Multiple Position Forms must be filled out each semester, approved by the departmental P&B as appropriate, and signed off on by the chair (see 13.2 and 13.4).

B. In the fall, all New York State employees at or above a certain salary are obligated to fill out a **financial disclosure form**. This applies to all faculty at or above the specified salary (which changes over time). Separately, in the spring, all identified "Policy Makers" are required to fill out the same disclosure, irrespective of salary. All departmental chairs (and all Deans, etc.) are considered to be makers of policy by the State of New York.

C. While New York State employees are required to provide information about any **honoraria** they receive for non-work related appearances, travel, etc., academic faculty are generally exempt from this requirement. Note that honoraria are all considered taxable income.

11.8 Departments should make arrangements to **advise students**, but these arrangements will vary significantly from department to department. Considerations include graduates versus undergraduates, majors versus non-majors, students in minors, etc. Depending on the scale, advising may also entail credit towards workload. Again, the hours and methods of advising must be widely publicized. Special arrangements for advising should be made for when classes are not in session, particularly during the summer. Talk to your Dean.

11.9 The College schedules various and repeated orientation and advising sessions for freshman, transfer students, sophomores, seniors, etc. These occur year round. Be aware of when requests for participation are announced and be prepared to ask for faculty participation.

11.10 Queens College graduates students in September, February, and May, although the public ceremonies (Baccalaureate – for all students receiving honors – and Commencement) are held only in the spring. Departments must certify that graduating students have satisfied all requirements for their majors and minors. (Other offices confirm that all general education requirements, for example, have been satisfied.)

Requests come via email from the Registrar's Office and tend to bunch up in late March and early April.

11.11 Departments must determine departmental honors. All students graduating in August, February, or May must all be considered, but the names are actually published only in the spring, which is when most students graduate. A request comes from the Office of Communications (which creates and publishes the programs) in early March with a deadline of the last week of April. (There is a separate committee that determines college-wide honors that works on its own timetable. Communications come directly from that committee.)

11.12 There are many other administrative tasks that a department chair may find him- or herself directing. Routine activities include grade changes, student registration for majors or minors, ePAF approvals, travel request approvals, etc. Less frequently, a department chair may be involved in preparing the nomination of a Distinguished Professor, which entails significant interaction with the P&B Executive Committee. One of the most complex tasks a chair may face is a department self-study. Writing a self-study is an involved task that generally requires input from everyone who works in a department. Specific advice on all steps of a self-study will come from your Dean, the Office of Institutional Effectiveness, and the Office of the Provost.

§12 Complaints, appeals, and discipline

12.1 Students, faculty, and staff may want to speak to the chair to register a **complaint**. In many cases, simply letting the person tell their story is the end of the matter. If you are faced with a more serious problem or a person who wishes to file a formal complaint, there are different procedures depending on the issue at hand. In all cases, your Dean should be notified as soon as practicable.

A. If the complaint involves **violence** or any kind of **physical threat**, notify Security immediately. Their phone extension is 5911. Notify your Dean as soon as practicable.

B. If the complaint involves **discrimination** or **harassment** (sexual or otherwise, involving faculty, student, staff, or a third person on campus), the issue should be referred immediately to the Office of Compliance and Diversity and your Dean notified. Note that a department chair is an obligatory reporter under Title IX. This means you must report any incident of sexual harassment or discrimination of which you become aware (whether by design or by accident). Reports are made to the Office of Compliance and Diversity or to Student Affairs.

C. If a student wishes to file a complaint against a member of the faculty, the first step is to listen to the student and then discuss the matter with the faculty member. Speak to your Dean as appropriate. There are specific procedures for complaints about grades. See 12.2-3 below.

D. If a student wishes to file a complaint against a member of your department for any other reason, the chair should consult with your Dean and, if appropriate, the Vice-President for Student Affairs.

12.2 Probably the most frequent reason that a student wishes to speak to the chair is to **appeal a grade**. If there is no accusation of cheating, there is a specific procedure (determined by the Senate and found in the *Bulletin*) that must be followed for undergraduates. The student needs to talk to the following people, in order, about the reasons for the grade: the (i) instructor, (ii) department chair, and (iii) Dean. If these steps have been exhausted and the student remains dissatisfied, the Dean returns the matter to the departmental chair who must convene an Ad Hoc Committee of three members of the faculty. This committee conducts its own investigation into the grade assignment. The decision of this committee is final.[41] For graduate students, the procedure is similar,

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[41] This is a (relatively) new procedure adopted by the Academic Senate in 2013. The student may appeal to the Undergraduate Scholastic Standards Committee (USSC) but not until after the departmental Ad Hoc Committee has reached its decision, and only on the grounds that the appeals procedure was not carried out correctly. The USSC does not substitute its judgment for that of the Ad Hoc Committee. Your Dean can explain this to the student.

although the student will be directed to the Provost if unhappy after speaking with the Dean.

12.3 If an instructor suspects **academic dishonesty** (of any kind), it is typically the case that the instructor will confront the student directly. Depending on the student's reaction, this may be a teaching moment where a mutually acceptable course of action is agreed to by the student and teacher. In cases where the student denies the academic dishonesty, the instructor may choose to initiate a formal investigation by contacting the Vice President for Student Affairs. While it is a long-standing and informal practice to, for example, lower a grade rather than make a formal accusation of cheating, it is in fact inappropriate (and actually illegal) to punish a student in this way. Rather, any accusation of academic dishonesty that an instructor believes merits punishment must be formally investigated by the Vice President for Student Affairs, who will determine the merits of the case.[42]

12.4 If you learn that a student may be engaging in any other behavior that crosses a line with a member of the faculty or with other students, you should bring this to the attention of your Dean and/or the Vice President Student Affairs. There is staff in Student Affairs trained to handle difficult students, student facing difficulties, etc. In the case of an emergency, Security can be reached at extension 5911.

12.5 While it is rarely the case that members of the staff are formally disciplined, issues can arise with faculty who are too frequently absent from class or who do not do promised teaching observations or mentoring of junior faculty. Absences (by full- or part-time teaching staff) are reported monthly to the Dean on a Departmental Attendance Report. Similar issues that arise with secretarial and other non-teaching staff may also be reported to the Dean.

12.6 With respect to staff conduct, an important distinction is made between addressing conduct through guidance (oral or written) and addressing conduct through disciplinary proceedings. The former may be accomplished by the chairperson on his or her own, or with the assistance of the Dean or HR, while the latter will necessarily involve HR and the Office of General Counsel. The consequences of disciplinary proceedings will be determined by people wiser than a departmental chair.[43]

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[42] A grade of PEN is the appropriate choice for a final grade that is still being adjudicated (see 11.5).

[43] Officially, disciplinary action may be appropriate when an employee engages in conduct constituting incompetent or inefficient service, neglect of duty, physical or mental incapacity, and/or conduct unbecoming a member of the staff.

§13 Lists of who does what

13.1 The following actions require a vote of the faculty (where the "faculty" is all full-time instructional staff). Results of the chair and P&B elections must be reported to the Office of General Counsel (see 2.3).

- Electing a new chair (or acting chair) (see 2.1-3)
- Electing a member of the P&B (see 2.1-3)
- Electing a departmental representative to the Academic Senate

13.2 The following actions require a vote of the departmental P&B. Action minutes of all such votes should be filed with your Dean.

- Appointing and reappointing all members of the faculty, full- and part-time. (see 5.2-17)
- "Confidential Department Reports" in applications for tenure and promotion (approval and signatures) (see 5.25-33)
- Multiple Position Forms (see 11.7)
- All applications by faculty for leave of any kind; similarly for modifications to such an application (see §9)
- Any programmatic or curricular changes (see 1.2 and §3)

13.3 The following require the approval of the department chair. In the absence of the chair, the Dean may give the approval instead. In general, the chair must sign off on all official actions of the department. Some of these require actual signatures; other are approved on-line.

- All Personal Action Forms (see 5.2 and 5.12)—including new hires and reappointments for all full- and part-time teaching staff.
- "Confidential Department Reports" in applications for tenure and promotion (see 5.25-33)
- Multiple Position Forms (see 11.7)
- All applications by faculty for leave of any kind or modifications to such applications (see §9)
- Any programmatic or curricular changes (see 1.2 and §3)
- Department election certification (see 2.3)
- Absence Report Form (monthly to the Dean) (see 12.5-6)
- Change of grade forms (the instructor must also sign)
- Special Studies forms (both the student and instructor must also sign)
- Major/minor application forms (the student must also sign)
- Major/minor approval forms (as a prerequisite to graduation)
- Time-sheets for all office staff (see 10.2)

13.4 The following are the minimum tasks of a member of the faculty (as determined by the PSC-CUNY contract, the State of New York, etc.). Obviously, much more is required, for example, for tenure and promotion.

- Teach (including holding office hours) (see 12.5-6)
- Submit Certificate of Attendance Rosters (see 11.4)
- Submit grades (see 11.5)
- Submit a Multiple Position Form (full-time faculty only) (see 11.7)
- Perform assigned teaching observations (full-time faculty only, see 5.19)
- Attend faculty meetings
- Report Title IX violations (optional) (see 12.1)

§14 On-line resources

Sources of information (that might become more useful as the job of being a chairperson becomes more familiar) include:

- The Academic Calendar:
  http://www.qc.cuny.edu/pages/calendar.aspx

- The Provost's website:
  http://www.qc.cuny.edu/about/administration/Provost/Pages/Default.aspx
  (Look under "Policies and Resources" for relevant links.)

- The Academic Senate website, which includes the Charter, Bylaws and Policies:
  http://www.qc.cuny.edu/Academics/AcademicSenate/Pages/default.aspx

- The CUNY-wide policy website which includes the bylaws of the university:
  http://policy.cuny.edu
  (See especially Bylaws Article IX (Organization and Duties of the Faculty Departments), 9.3 (Duties of Department Chairpersons), and the Manual of General Policy).

- The PSC-CUNY website:
  www.psc-cuny.org/
  (This site includes the current contract (http://www.psc-cuny.org/contract) and information about contractual benefits (http://www.psc-cuny.org/benefits).)

- The Queens College Course Information website:
  https://apps.qc.cuny.edu/courses/
  (This site provides information on course offerings and enrollments (refreshed every week night), instructor teaching evaluations (refreshed at the end of each semester).)

- Current and past Queens College Bulletins:
  www.qc.cuny.edu/bulletins