



Faculty Handbook

Fourth Edition
Fall 2016

Brooklyn
College The City
University
of New York

Brooklyn College Faculty Handbook

Fourth Edition

Fall 2016

Note to the Reader

Every effort has been made to present all information accurately; however, this edition is intended to be used for several years and information may change.

This handbook is for informational purposes only and does not constitute terms or conditions of employment, nor does it establish any past practice of the City University of New York or Brooklyn College. The policies, procedures and College information have been paraphrased or otherwise presented for readability. Employees are advised to consult the appropriate administrative office or academic department, and current contracts and/or policies for complete details and requirements.

The City University of New York and Brooklyn College reserve the right to make modifications as necessary to policies, procedures, and College requirements, including renegotiating contractual terms of employment with employees' collective bargaining agents, without advance notice.

Table of Contents

Note to the Reader	ii
Chapter 1: Brooklyn College Basics	1
About Brooklyn College.....	2
Our History	2
Our Campus	4
Accreditation	5
Organization Membership	6
Mission Statement	6
College Vision and Values	7
Student Enrollment and Diversity	8
Faculty	8
Grants.....	8
“Nil sine magno labore”	9
Chapter 2: University-Wide Governance.....	11
The CUNY Board of Trustees	12
University Faculty Senate (UFS).....	13
Professional Staff Congress (PSC)	14
Chapter 3: College Campus Governance	15
The Policy Council.....	17
The Faculty	17
Faculty Council.....	18
Academic Department Organization	18
Academic Departments and Schools.....	20
Murray Koppelman School of Business	20
School of Education.....	20

School of Humanities and Social Sciences	20
School of Natural and Behavioral Sciences	21
School of Visual, Media and Performing Arts	21
Interdisciplinary and Special Programs	21
The Council on Administrative Policy.....	22
College-Wide Committee on Personnel and Budget.....	22
Committee on Promotion and Tenure	23
Student Government	23
Structure of the Brooklyn College Administration	23
Chapter 4: Faculty Personnel Matters	25
Faculty Personnel Files	26
Appointment and Reappointment Process	26
Professional Evaluation of the Faculty.....	27
Peer Classroom Observation	27
Student Evaluation of the Faculty	28
Annual Conference	28
Promotion and Tenure	29
Committee on Promotion and Tenure	29
Tenure/CCE Procedures and Criteria	29
Third Year Review	30
Promotion Procedures and Criteria	31
Certificate of Continuous Employment (Lecturers)	32
Faculty Leaves (Scholarship and Creative Work)	33
Fellowship Leaves.....	33
Scholar Incentive Awards.....	33
Professional Reassignment in the Libraries.....	34
Special Leaves (without pay)	34

Partial Leaves	34
Faculty Leaves (Non-Academic)	35
Temporary Disability Leave.	35
Family Medical Leave Act (FMLA).....	35
Adjunct Leave.	35
Paid Parental Leave	36
Special Leave for Childcare	36
Retirement Leave (“Travia Leave”)	36
Annual Leave and Holidays.....	36
Jury Duty	37
Military Service.....	37
Human Resource Services.....	37
Faculty Appointments	37
Payroll.....	38
Check Distribution.....	38
Retirement Benefits.....	38
Health Benefits	39
Accommodations for Faculty Members with Disabilities	40
Chapter 5: Faculty Responsibilities and Workplace Policies	41
Multiple Positions – External Activities and Additional Appointments	42
Senior Faculty Responsibilities	43
Faculty Attendance.....	43
Workload and Teaching Assignments.....	44
3-Year Cycles	45
Independent Study and Tutorials.....	45
Large Class Workload Formula	46
Adjunct Workload	46

Graduate Assistant/Teaching Fellow Workload	47
Counseling Responsibilities	48
Course Counseling	48
Curricular and Registration Counseling.....	48
Career Counseling	49
Independent Study	49
Personal Difficulties	49
Academic Ceremonies and Public Occasions.....	50
Commencement.....	50
Presidential Convocation.....	50
Open Houses.....	50
Sexual Harassment	51
Policy on Equal Opportunity and Non-Discrimination	51
Campus and Workplace Violence Prevention Policy	52
Domestic Violence in the Workplace	52
Chapter 6: Research, Scholarship and Creative Work	53
Faculty Research and Development.....	54
Grant Opportunities	54
The PSC-CUNY Faculty Research Award Program.....	54
The Collaborative Incentive Research Grants Program (CIRG)	54
The Ethyle R. Wolfe Institute for the Humanities Fellowships	55
Whiting Teaching Awards in the Humanities	55
Junior Faculty Research Awards in Science and Engineering	55
The Provost's Research Fund	56
Reassigned Time for New Untenured Faculty.....	56
PSC-CUNY Travel Support.....	56
Leonard and Claire Tow Faculty Travel Fellowship Program.....	56

Supervision of Sponsored Program Employees	57
Use of Human Subjects in Research	57
Care and Treatment of Laboratory Animals	58
Use of Hazardous Materials	58
Chemical Safety	59
Radiation Safety	59
Biosafety	59
Laboratory Safety Equipment	59
Misconduct in Research and Similar Educational Activities	60
Policy on Intellectual Property.....	60
Chapter 7: Teaching, Students and the Classroom.....	61
Course and Classroom Requirements	62
Course Pre-Requisites and Co-Requisites	62
Course Syllabus	62
Semester Schedule.....	63
Course Readings and Other Materials.....	64
Class Meetings	65
Attendance.....	65
Class-Size Limits.....	65
Classroom Decorum	65
Tests and Final Examinations	65
Papers	66
Audiovisual and Computer Equipment.....	67
Field Trips.....	67
Changing Course Content.....	68
Student Illness in Class.....	68
Early Grading and Early Warning	68

Registration and Grading Procedures.....	68
Class Rosters.....	69
Registration procedures	69
Auditing	70
Grading.....	70
Reporting Grades to Students	70
Authorized Grades	71
Incomplete Grade	71
F-Grade Replacement.....	72
Grade Changes.....	72
Grade Appeals.....	72
Family Educational Rights and Privacy Act (FERPA)	73
Policy on Academic Integrity	74
College Procedures	74
Learning Center.....	76
Center for Student Disability Services	76
Study Abroad Programs	77
Student Complaints about Faculty Conduct in Academic Settings	77
Student Absence on Account of Religious Belief	77
Conversion Days.....	78
Common Hours	78
Black Solidarity Day	78
Evaluation of Students' Credit	78
Chapter 8: Other Policies and Regulations Concerning College Life	81
Use of College Property.....	82
Computer Resources User Responsibilities	82
General Rules	83

Enforcement	83
Security and Privacy	84
Commercial Use	84
Unacceptable Use of the Brooklyn College Networks	85
Commercial Pages	85
External Links	85
Excessive or Disruptive Use	86
Records Retention and Disposition Schedule.....	86
Calendar	86
Student Membership on Faculty Committees	87
Reservation of Space on Campus	87
Posting of Notices.....	87
Tobacco-free Policy	88
Smoking Cessation Resources.....	88
Policy on Drugs and Alcohol	89
Emergency Alerts and Closings.....	89
Conflict of Interest Policy.....	89
Chapter 9: Faculty Resources and Professional Development.....	91
Brooklyn College Library	92
Reserves	92
Interlibrary Loan	92
Reference Librarians	92
Library Instruction	93
24/7 Reference Help.....	93
The Woody Tanger Auditorium.....	93
The New Media Center	93
Morton and Angela Topfer Library Café	93

Academic Information Technologies (AIT)	94
Faculty Training and Development Laboratory	94
Blackboard.....	94
Multimedia Classrooms.....	94
Writing Across the Curriculum	94
Faculty Newsletter.....	95
Faculty Day Conference and Awards Ceremony	95
Center for Teaching.....	96
Tuition Waivers	96
Transit Benefit.....	96
CUNY Work/Life Program.....	97
Discounts.....	97
Cultural Activities on Campus	97
Social Organizations.....	98
Brooklyn College Faculty Circle	98
Black Faculty and Staff Association	98
Puerto Rican and Latino Faculty and Staff Organization	99
GLBTQ Advocacy in Research & Education.....	99
Chapter 10: Other College Resources and Services	101
Brooklyn College Information Line	102
ATM.....	102
Brooklyn College Bookstore	102
Mailing Services	102
Health Services.....	103
Brooklyn College Health Clinic	103
Emergency Medical Squad	103
Health Programs/Immunization Requirements Office	103

Safety and Security.....	104
Emergency Number.....	104
Office of Campus and Community Safety Services	104
Campus Access	104
Keys and Locks	104
Shuttle and Escort Service.....	104
Crime Prevention.....	105
Fire Prevention	105
Parking Enforcement.....	105
Faculty Photo IDs.....	105
Dining Facilities	106
Information, Publications, and Public Relations.....	106
Advisory Committee on Academic Computing (ACAC).....	106
Brooklyn College Foundation (BCF)	107
Chapter 11: Legal Matters	109
Use of College Name, Title, Stationery, and Logo.....	110
Accepting Services of Subpoenas and Other Legal Documents.....	110
Lawsuits	110
Human Rights Complaints.....	111
Indemnification.....	111
Appendix A: College Structure and Governance	113
Appendix B: Faculty Workload.....	137
Appendix C: Reappointments, Tenure/CCE and Promotion	155
Appendix D: Faculty Evaluation.....	185
Appendix E: Centers and Institutes.....	207
Appendix F: Campus Map	211

Chapter 1: **Brooklyn College Basics**



About Brooklyn College

Brooklyn College is an integral part of the civic, urban and artistic energy of New York and uses the entire city as a living classroom that broadens our students' understanding of the world around them.

For more than 80 years, the college has been attracting a wide variety of motivated students — many of them immigrants or the children of immigrants who wish to better their lives through a superb education. They come because of the college's renowned faculty of academics, professionals and artists who are among the best in their field. They know they will be learning on a campus considered one of the most beautiful in the country, with well-equipped facilities, studios, smart classrooms, and production and practice rooms — all with a highly affordable tuition.

The college offers 120 undergraduate and graduate degree programs in the natural and behavioral sciences; humanities and social sciences; visual, media and performing arts; education; and business. Admissions criteria have become increasingly selective over the last decade, with a mean SAT score of 1134 for 2011. More than 4,000 students received bachelor's and master's degrees, as well as advanced certificates, at our last Commencement Exercises.

Our History

Founded in 1930, Brooklyn College was New York City's first public coeducational liberal arts college. The school was envisioned as a stepping-stone for the sons and daughters of immigrants and working-class people toward a better life through a superb—and at the time, free—college education.

The first campus was set in the busiest section of downtown Brooklyn, within the shadows of Borough Hall and court buildings, and near a busy commercial thoroughfare. Within two years, the college had spread to another building, and the idea of constructing a formal campus soon took hold. Several sites throughout the borough were considered, and the first president, William A. Boylan, embraced a large tract in the Midwood neighborhood proposed by a young architect, Randolph Evans. Even before the site was chosen, Evans had drafted a design for a Georgian-style campus facing a central quadrangle and anchored by a library building with a tall tower. Conveniently, the land was owned by his employers and, at the time, was being used as a golf course, a football field and the staging area for Barnum & Bailey Circus.

Despite being in the throes of the Great Depression, progress was made surprisingly quickly. On December 21, 1934, the city's Board of Estimate approved the purchase of the Midwood lot for \$1,625,528. In January, the Public Works Administration of the federal government allocated \$5 million for the buildings' construction. On October 2, 1935, Mayor Fiorello La Guardia, in the presence of Boylan and Borough President Raymond V. Ingersoll, took a silver-plated shovel and symbolically broke ground for the official beginning of Brooklyn College's new campus. Workers enlisted in the Works Progress Administration (WPA) completed most of the buildings and landscaping within two years.

When President Franklin D. Roosevelt came on campus and laid the cornerstone for the gymnasium, the final building in Evans' plan, he said, "I am glad to come here today and to wish Brooklyn College the fine and successful future that it deserves. May it live through the generations to come for the building up of a better American citizenship."

The college's reputation grew throughout the following decades, driven in part by a prominent faculty across the disciplines. Students were expected to be among the city's best as well, and they were required to pass a stringent entrance exam and keep up with the rigorous course work.

In 1961, Brooklyn College became a member of the City University of New York just as the college was entering one of its most tumultuous periods. The Vietnam War, combined with the demands of emerging ethnic and racial empowerment movements, led to almost weekly protests. Both the student body and the faculty engaged in vigorous debates on and off campus, while the college became somewhat famous in the borough for hosting controversial figures, including Abbie Hoffman and Bob Dylan.

In keeping with the spirit of the times, in 1970 CUNY instituted an open-admissions policy that granted any New York City resident, regardless of academic credentials or ability, the right to attend a CUNY school. As a result, enrollment at Brooklyn College swelled to more than 30,000 students in only a few years. This led to severe overcrowding in classrooms, depletion of services and budget concerns that resulted in an acute fiscal emergency in 1975. The college closed its downtown campus and began "retrenchment," cutting back tenured faculty, administration and many services.

Five years later, Brooklyn College began to regain some of its former luster, led by the creation in 1981 of a nationally recognized Core Curriculum that gave students a strong

foundation in the liberal arts. In addition to strengthening the curriculum, the college began to hire new faculty again, invigorating the departments with their youth and scholarship.

The rejuvenation of the curriculum was mirrored by an increased effort to improve facilities and begin an ambitious building campaign. A major renovation and expansion of the library began in the late 1990s, increasing space for its holdings and providing facilities for new media and online services, classroom facilities, and the college's Special Collections, including important archival holdings. The West Quad Center — the first new building to be added to the campus in decades — followed, presenting the college with the opportunity to group all student services, as well as athletic facilities, under one roof. The college broke ground in 2011 for the Leonard & Claire Tow Center for the Performing Arts, which will include rehearsal and performance space, set design and construction workshops, ground-floor exhibition space, a double-height theater seating 200, a grand lobby and arcade, classrooms, and meeting and reception rooms. The newest scheduled project is the Roosevelt Science Teaching Commons, which will improve research facilities for programs in the hard and natural sciences. The complex will be dedicated to promoting an increased public understanding of science and to engaging the community — both at the college and in the borough of Brooklyn.

Under the leadership of the college's ninth and current president, Karen L. Gould, a wide-reaching transformation occurred in fall 2011 with the creation of four new schools and the arrival of deans to head them. The existing School of Education was joined by the School of Business, the School of Humanities and Social Sciences, the School of Natural and Behavioral Sciences, and the School of Visual, Media and Performing Arts.

Our Campus

Brooklyn College was always meant to be beautiful, right from its beginnings in the 1930s. The original design called for classical, Georgian-style buildings to be constructed on 26 acres, along with a lily pond, gardens and grassy quadrangles planted with elm trees. The classrooms, lecture halls, art studios and science laboratories were built to be the best in the country. Recently acquired property will expand the campus to 35 acres.

Ever since then, Brooklyn College has remained among the most beautiful in the metropolitan area. The lily pond, gardens and elm trees are still here, and the four original, now ivy-covered, buildings are constantly being refurbished to reflect the expanding needs of our

campus community. Light-filled art studio and gallery spaces have been added to the top levels of Boylan Hall, while the lower level has a refreshed full-service cafeteria. Ingersoll Hall, the main science building, has been extended on either side for more labs and lecture halls as well as for the Aquatic Research and Environmental Assessment Center, an important resource for the city's waterways. The Brooklyn College Library went through an extensive refurbishing and enlargement several years ago and now offers students not only access to an increased collection and computer services, but to comfortable rooms and nooks to study and rest between classes. Finally, Roosevelt Hall was also extended and is slated to be completely re-envisioned, transformed from a physical education facility to a dynamic science complex that will increase the college's research capabilities.

Recent additions to the campus include the West End Building, which houses computer labs, the Department of Film and student club rooms right next to the tennis courts. The Library Café is a full-service Internet café that's open 24 hours a day, seven days a week; the adjacent terrace is the perfect spot for reading, snacking and relaxing on pleasant days. Our newest structure, the West Quad Center, opened in 2009 and is home to most student services — admission, registration, bursar, financial aid — as well as recreational and fitness facilities.

The latest evidence of our dedication to the arts will be our brand-new performing arts center. Alumni Leonard, '50, and Claire, '52, Tow have donated \$10 million to the college to create the Leonard & Claire Tow Center for the Performing Arts. The center will raise our profile in the arts world, demonstrating our enduring commitment to the performing arts. The new building will include rehearsal and performance space, set design and construction workshops, a double-height theater seating 200, a grand lobby and arcade, and classroom, meeting and reception rooms.

A campus map may be found in Appendix F.

Accreditation

Brooklyn College is regionally accredited by the Middle States Commission on Higher Education. In addition, the college is accredited by the Council on Education for Public Health, the American Dietetic Association and the National Council for Accreditation of Teacher Education.

Brooklyn College's academic programs are registered by the New York State Department of Education; the master's program in school counseling is accredited by the Council for Accreditation of Counseling and Related Educational Programs; the master's program in speech and language pathology is accredited by the Council on Academic Accreditation of the American Speech-Language-Hearing Association, and the Au.D. program in audiology at the Graduate Center of CUNY is accredited by the Council on Academic Accreditation in Audiology and Speech-Language Pathology of the American Speech-Language-Hearing Association. The School of Business is currently pursuing accreditation from the Association to Advance Collegiate Schools of Business.

Documentation is available in the Office of the Provost, 3137 Boylan Hall.

Organization Membership

Brooklyn College is a member of the American Association for Higher Education, the American Association of State Colleges and Universities, the American Council on Education, the Association of American Colleges and Universities, the Council for Higher Education Accreditation and the Council for Opportunity in Education.

Mission Statement

Brooklyn College of the City University of New York transforms lives by providing access to outstanding undergraduate and graduate programs in the arts and sciences, business and education, and a vibrant Core Curriculum in the liberal arts. We are an urban, public institution, proudly situated in one of the most dynamic and diverse communities in the country. We are committed to student success and to our historic mission to provide an affordable, high-quality education to students of all backgrounds. We seek to develop knowledgeable students who are engaged in the life of the college and our community, and are prepared to think critically, lead responsibly, act ethically, and contribute globally.

College Vision and Values

Adapted from the 2011-2016 Strategic Plan for Brooklyn College.

People

- Students and their success serve as the driving force behind our decisions.
- Outstanding faculty and highly qualified staff bring direction, definition, and distinction that enhance our institution and the student experience.
- Our rich and cooperative learning environment is grounded in the diversity of our academic community.
- We nurture freedom of expression within the context of civil dialogue and respectful interaction between and among all members of our community.

Place

- Our location is a significant platform for learning, teaching, research, and creative work. The exploration of place—in our borough of Brooklyn, the city, the state, and the world beyond—will be a hallmark of many of our academic accomplishments and scholarly endeavors.

Partnerships and Service

- Service to each other, to our community, and to the world is integral to personal and societal development.
- We seek strong, reciprocal relationships with local, state, national, and international partners and are committed to place-based problem solving with a local and global consciousness.

Ethical Stewardship and Informed Leadership

- We are committed to affordability, sustainability, transparency, and institutional effectiveness.
- Respect and accountability will guide our conduct as individuals and as a college community.
- We will promote mentoring within our college community and foster opportunities for students, faculty, and staff to prepare for leadership roles on our campus and beyond.

Student Enrollment and Diversity

Total fall 2015 enrollment was 17,410. There were 14,207 undergraduate and 3,203 graduate students.

Brooklyn College is a microcosm of the ethnically rich borough of Brooklyn it serves as well as a mirror of the wide diversity in New York City itself. A vibrant, intellectually engaged community, our student body comprises individuals from 150 countries, speaking 105 different languages, who share in the educational home our ample campus provides. Brooklyn College attracts bright, ambitious individuals and is particularly well suited to those who are eager to explore a wide range of academic disciplines.

Faculty

The faculty of Brooklyn College teach, mentor and advise, and very often they become students' best career counselors. In and out of the classroom, students at Brooklyn College get to know and work side by side with leading academics, scientists, writers and performers. In fall 2015 there were 541 full-time faculty, 767 part-time faculty and 163 graduate assistants.

Grants

In 2012–13, Brooklyn College received awards totaling \$10.8 million to support research, training, program development and institutional improvement.

Among the many federal agencies, corporations and private foundations that have contributed support to the college are the National Science Foundation, National Institutes of Health, U.S. Department of Energy, U.S. Department of Education, U.S. Department of State, NASA, New York State Education Department, New York State Higher Education Services Corporation, New York City Department of Education, New York City Department of Environmental Protection, New York City Department of Youth and Community Development, Robert Bowne Foundation, Gordon & Betty Moore Foundation, Biothera Inc. and Teraganix Inc.

“Nil sine magno labore”

The Brooklyn College motto (“nothing without great effort”) is taken from the poet Horace, who writes that “Life gives nothing to mortals without great effort” (*Nil sine magno vita labore dedit mortalibus*). It serves as a reminder that nothing can be achieved without hard work and symbolizes the dedication and achievement that have always been the hallmark of Brooklyn College students, faculty, and staff.

Chapter 2: **University-Wide Governance**



The City University of New York (CUNY), which was created by New York State legislation in 1961, evolved from the Free Academy, underwritten by the people of New York City in 1847. The University includes 11 senior colleges, seven community colleges, The Macaulay Honors College and five graduate and professional schools, located throughout the city's five boroughs. More than 274,000 degree-credit students are enrolled at campuses throughout CUNY.

Within this complex system, there are primarily two levels of governance – university and the individual college campuses.

The CUNY Board of Trustees

Brooklyn College, as a unit of the City University of New York, operates under the provisions of the Bylaws and policies of the CUNY Board of Trustees. The board is composed of seventeen members. Ten are appointed by the governor of New York State, including at least one from each borough of New York City, and five are appointed by the mayor of New York City, one from each borough. These fifteen are all appointed with the advice and consent of the New York State Senate. The two remaining are *ex officio* members – the chairperson of the University Faculty Senate, who has voice but does not vote, and the chairperson of the University Student Senate, who may vote.

A chair and a vice-chair of the board of trustees are appointed by and serve at the pleasure of the governor. Members of the CUNY Board of Trustees, except the *ex officio* members, are appointed (or reappointed) for seven-year terms. In general, the board sets policy and approves actions of the University; determines the bylaws of the University, from which all units derive or adopt specific governance structures; appoints the chancellor of the University and the presidents of its colleges; and approves plans and programs for each constituent college.

The full board meets approximately six times per year. The board operates through a series of standing and special committees that deal with major items of policy and practice before they are presented to the full board. The board holds at least one public hearing in each of the five boroughs of New York City per year to hear from concerned individuals about University issues.

The chancellor of CUNY is the chief educational and administrative officer and is assisted by two executive vice-chancellors, vice-chancellors for major administrative areas, university deans and administrators, and their staffs.

The chancellor oversees the administration of policies approved by the board of trustees, recommends to the board policies and actions on all educational activities of the University, and coordinates college matters involving business and financial procedures and management. It is the chancellor's responsibility as well, with the advice of the Council of Presidents, to prepare the operating and capital budgets of the University for consideration by the board and presentation to the state and city.

The Council of Presidents, chaired by the chancellor, is established by the bylaws of the University to provide unified and cooperative leadership in the University. The council not only advises the chancellor on the budget and on the formulation and revision of a Master Plan for public higher education in the city (which is sent quadrennially to the State Board of Regents), but also makes recommendations directly to the chancellor on matters concerning the physical and instructional development of the University at large. The president of each college unit is specifically charged with the administration of his or her own institution and in this capacity is responsible directly to the chancellor.

University Faculty Senate (UFS)

The University Faculty Senate represents the interests of the entire CUNY faculty in matters of governance and academic affairs. Questions of faculty status, academic freedom, scholarship, research, and teaching, as well as the rights of faculty in governance, are routine interests of the senate. Delegates are elected by each college, their number depending on the size of the faculty. At present, Brooklyn College has eleven members and two alternates serving on the University Faculty Senate.

You may visit www.cunyufs.org to learn more about the University Faculty Senate, including the list of current senators representing Brooklyn College.

Professional Staff Congress (PSC)

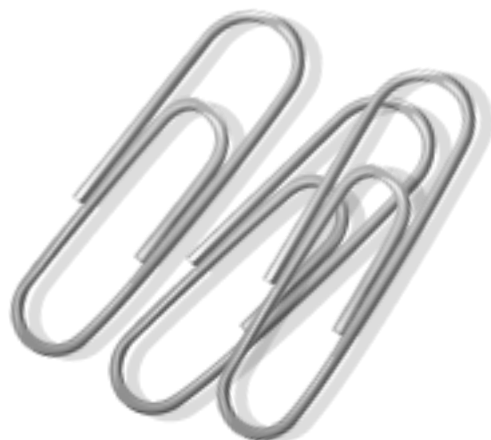
Instructional staff members of the University are represented by their union, the Professional Staff Congress (PSC), a chapter of which is on each campus. The PSC and the CUNY Board of Trustees negotiate a collective bargaining agreement that covers salary schedules and terms and conditions of employment for full-time and part-time faculty, college laboratory technicians (CLTs), higher education officers (HEOs), graduate assistants, and research associates and assistants. Agency fees are automatically deducted from paychecks of full-time instructional staff members, except those employees who serve in excluded titles.

Under the PSC-CUNY Agreement, faculty members are afforded an opportunity to pursue both informal complaints and formal grievances relating to their terms and conditions of employment (see Article 20 of the PSC-CUNY Agreement).

You may visit www.psc-cuny.org to learn more about the Professional Staff Congress, including the most current contracts and additional benefits afforded to those employees covered under the union agreement.

Chapter 3:

College Campus Governance



While the CUNY colleges share a single board of trustees, Brooklyn College is individually chartered by the Board of Regents of the State of New York and governed by the State Education Law, which incorporates the Rules of the Board of Regents and the Regulations of the Commissioner of Education. Board policy and state law are administered by the Commissioner of Education through the New York State Education Department.

Each college of the University must have its own governance plan, which treats such matters as organization and duties of the faculty, departments, and students. A copy of the Brooklyn College Governance Plan, as amended and approved by the Board of Trustees on April 28, 2014 may be found in Appendix A. This appendix also includes a summary of the college's governance bodies and administrative organizational chart.

College governance structures are established to meet specific needs and objectives. Some of these structures may be at variance with the University bylaws but are permitted by them; the college governance plan supersedes the bylaws where such variances occur. Under the bylaws, responsibility for policy at the college level is shared among the president, the faculty, and students.

The president of each college is specifically charged with administration of his or her institution and has affirmative responsibility to conserve and enhance the educational standards and general academic excellence of the college under his or her jurisdiction. The president serves the chancellor as his or her adviser and executive agent on campus. The president is also directed to consult with the faculty, through appropriate bodies, such as the College Committee on Personnel and Budget, on matters of appointment, reappointment, tenure, and promotion.

The bylaws reserve to the faculty of each institution, subject to guidelines established by the board of trustees, responsibility for the formulation of policy related to curriculum, admission and retention of students, credits, attendance, and the granting of degrees. Recommendations in these matters by the Brooklyn College Faculty Council are forwarded by the president to the chancellor and the board, subject to clearance by the Office of the Executive Vice Chancellor for Academic Affairs.

As stipulated in the Brooklyn College Governance Plan, the College's internal organization includes the bodies discussed below; relevant articles of the governance plan are identified in parentheses.

The Policy Council

Policy Council comprises the president, vice presidents, assistant vice presidents, and full deans representing the administration; elected faculty members and elected students, each group equal to the number of administrators. The Executive Committee of the Policy Council includes one member elected by each constituency. The president serves as chairperson of Policy Council and of its Executive Committee.

Recognizing the authority of other College governance bodies, the Policy Council may make recommendations to the president in all areas of operation of the College, serves as a forum for discussing issues of College concern, and may submit recommendations for action to other College governance bodies. All amendments to the Brooklyn College Governance Plan must be approved by the Policy Council and by the president before submission to the board of trustees.

The Faculty

The faculty is defined by the Bylaws of the University, for the purposes of official college and university governance, as comprising “all persons having faculty rank or faculty status.” Faculty rank is held by “all persons who are employed full-time on an annual salary basis in titles on the permanent instructional staff, except college laboratory technicians,” and includes full-time faculty in the titles of assistant professor, associate professor, and professor. Faculty status is held by “persons employed full-time in the titles of instructor, lecturer (full time), distinguished lecturer or clinical professor.” (Note that these definitions exclude, from faculty rank or status, full-time faculty in such titles as Substitute Lecture and Substitute Assistant Professor. In the absence of explicit indications to the contrary, all references to “full-time faculty” in this document should be construed similarly, as excluding substitute faculty.)

The faculty of Brooklyn College conducts the customary educational affairs of a college faculty. Under the Bylaws, the faculty meets as a whole at least once each semester—the Stated Meeting of the Faculty—at the call of the president, who chairs the meeting.

For further information, see pertinent parts of the Bylaws, articles VIII and XI. The Bylaws are also available online at www.cuny.edu/policy.

Faculty Council

The Faculty Council serves as the legislative body of the faculty. The faculty, through the Faculty Council, is responsible for the formulation of policy related to the admission and retention of students, student attendance, curriculum, awarding of college credit, and granting of degrees.

Membership. Faculty Council comprises all department chairpersons; an additional delegate from each department elected by department members; delegates-at-large, equal to the number of instructional departments, elected according to school; and up to five members chosen from heads of interdisciplinary programs. The effective functioning of the Faculty Council depends on the work of its committees, which are described in Appendix A.

Faculty Council Steering Committee. The Steering Committee serves as an Executive Committee and meets regularly with the president. It is composed of the elected chairperson and the secretary of Faculty Council, the elected chairperson of the Faculty Council Committee on Committees, and two additional members elected by Faculty Council.

Academic Department Organization

Leadership and responsibility for quality, excellence, and the improvement of instruction in a department reside with the department's chairperson. Each department, subject to approval of Faculty Council, and within the general framework of the college's governance, shall have control of its educational policies through the vote of its faculty members. In addition to the two required committees described below, various other standing and *ad hoc* committee shall be created as decided by the department.

Election of department chairpersons. In accord with the CUNY Bylaws, department chairpersons are elected for three-year terms subject to presidential and board approval. (There is an exception for the library, for which there are special provisions in the Bylaws.) Under the Brooklyn College Governance Plan all department members with faculty rank or faculty status are eligible to vote for department chairperson.

Duties of department chairpersons. (Cf., Section 9.3 of the Bylaws)

- a. Maintain departmental records.
- b. Assign courses to and arrange programs of instructional staff members of the department.

- c. Initiate policy and action concerning the recruitment of faculty and other departmental affairs.
- d. Represent the department before the College Faculty Council, the Council on Administrative Policy, the College Personnel and Budget Committee, and the CUNY Board of Trustees.
- e. Preside at meetings of the department.
- f. Be responsible for the work of the department's Appointments Committee, which he or she chairs.
- g. Prepare a tentative departmental budget, subject to approval by the department's Appointments Committee.
- h. Transmit the tentative department budget with recommendations to the president, provost or dean, as appropriate.
- i. Arrange for careful observation and guidance of the department's instructional staff members.
- j. Make a full report to the president and to the College Committee on Faculty Personnel and Budget of the action taken by the department Appointments Committee when recommending a candidate for tenure. The report should consist of the candidate's teaching qualifications and classroom work, relationship with his or her colleagues and students, and scholarly and creative work.
- k. In accord with the PSC-CUNY Agreement, observe and hold an annual evaluation conference with every member of the department, other than tenured full professors, and prepare a memorandum thereof.
- l. Generally supervise and administer the department.

Departmental Appointments Committee. An Appointments Committee comprising the chairperson and four other faculty members is elected by each department on the same triennial cycle as the chairperson. The Appointments Committee is responsible for proposing a department budget and for recommending appointments, reappointments, leaves, and tenure of instructional staff members in the department to the College-wide Committee on Personnel and Budget (College P&B).

Departmental Curriculum Committee. Every department has a Curriculum Committee composed of faculty and students who are majors in the department. The committee considers and makes recommendations for department action; the result of that action is transmitted to

the appropriate graduate or undergraduate Committee on Curriculum and Degree Requirements of Faculty Council.

Academic Departments and Schools

The 35 academic departments at Brooklyn College are organized according to five schools.

Murray Koppelman School of Business

- Accounting
- Economics
- Business Management
- Finance

School of Education

- Childhood, Bilingual and Special Education
- Early Childhood Education/Art Education
- School Psychology, Counseling and Leadership
- Secondary Education

School of Humanities and Social Sciences

- Africana Studies
- Classics
- English
- History
- Judaic Studies
- Library
- Modern Languages and Literatures
- Philosophy
- Political Science
- Puerto Rican and Latino Studies
- Sociology
- Speech Communication Arts and Sciences

School of Natural and Behavioral Sciences

- Anthropology and Archaeology
- Biology
- Chemistry
- Computer and Information Science
- Earth and Environmental Sciences
- Health and Nutrition Sciences
- Kinesiology
- Mathematics
- Physics
- Psychology

School of Visual, Media and Performing Arts

- Art
- Film
- Conservatory of Music
- Television and Radio
- Theater

Interdisciplinary and Special Programs

- American Studies
- Caribbean Studies
- Children and Youth Studies
- Communication
- Honors Academy:
 - The Mellon Mays Undergraduate Fellowship
 - Minority Access Research Careers (MARC) Program
 - Coordinated Engineering Honors Program
 - Coordinated B.A.-M.D. Program
 - Scholars Program
 - William E. Macaulay Honors College
- Liberal Studies
- Linguistics

- Performance and Interactive Media Arts
- Studies in Religion
- Urban Sustainability
- Women's and Gender Studies

The Council on Administrative Policy

The Council on Administrative Policy (CAP) comprises the president, vice presidents, assistant vice presidents, academic deans, department chairpersons, and such non-voting members as the president may designate. The president serves as chairperson.

The function of CAP is to discuss issues of importance to the College and its educational mission and make recommendations to the president; to receive from the president for discussion and advice any significant plans of the administration in the areas of general education policy, planning, priorities, personnel and budget; to establish, in conformity with the Bylaws and the Brooklyn College Governance Plan, standards and policies concerning personnel; and to serve as a principal means of communication between the president and the academic departments. A liaison committee (“CAP Liaison”), consisting of five chairpersons, one from each school, is elected by the chairpersons at the first CAP meeting of each academic year; CAP Liaison serves as the chairpersons’ advisory group to the president, with whom this committee meets regularly.

College-Wide Committee on Personnel and Budget

The College-wide Committee on Personnel and Budget (P&B) comprises all the department chairpersons, as well as the president, the provost, the associate and assistant provosts, and academic deans. The function of this committee is to consider recommendations for appointment and reappointment without tenure. Only the department chairpersons vote on these recommendations.

Committee on Promotion and Tenure

The full committee and review structure for promotions and reappointments with tenure is discussed in the next chapter.

Student Government

The three student government associations represent three legacy divisions of the college: the College of Liberal Arts and Sciences (day session students), the School of General Studies (evening- and weekend-session students), and the Graduate Students Organization. The functions of these bodies are to charter or otherwise authorize athletic teams (excluding intercollegiate athletics), publications, organizations, clubs, and so on; to appoint student members to Faculty Council committees; to allocate the Student Government fee in accordance with the Bylaws; and to make recommendations to other College and University bodies.

Each Brooklyn College student is a member of one of these organizations, which are funded by part of the consolidated fee that students pay each time they register for classes. Elections are held annually in the spring semester and any matriculated student may seek office. Meetings of the organizations are open to all students. The student government is divided into three branches: Executive (president and vice president), Legislative (29 representatives) and Judiciary (three judges). The presidents of the three student government associations serve as the Council of Student Governments.

Structure of the Brooklyn College Administration

The administrative structure of Brooklyn College is represented in the tables of organization provided in Appendix A. Major organizational changes occur from time to time; several have been effected in recent years.

The executive officers of the principal administrative divisions are:

- President
- Provost and Senior Vice President for Academic Affairs
- Senior Vice President for Finance and Administration
- Vice President for Enrollment Management

- Vice President for Institutional Advancement
- Vice President for Student Affairs

Reporting directly to the president are the five vice presidents; the Director of Diversity and Equity Programs; the Director of Legal Services; the Assistant Vice President of Marketing, Communications and Public Relations; and the Executive Director of Government and External Affairs.

The principal officers reporting to the Provost are the Associate Provost for Faculty and Administration; the Associate Provost for Academic Programs; the Associate Provost for Institutional Planning and Assessment; the academic deans of the five schools; and the Associate Dean of the Library and Executive Director of Academic Information Technologies. Each of these officers has subsidiary offices as indicated on the tables in Appendix A.

The principal officers reporting to the Vice President for Finance and Administration are the Associate Vice President for Finance, Budget and Planning and Chief Financial Officer; the Assistant Vice President for Facilities Planning and Operations; the Executive Director for Human Resource Services; the Assistant Vice President for Information Technology Services; and the Director of Campus and Community Safety Services.

Chapter 4: **Faculty Personnel Matters**



Faculty Personnel Files

For each faculty member the College maintains an official personnel file, which is composed of two separate files: the personal file and the administration file.

The personal file contains the publications, teaching observations, annual evaluation reports, and other documents related to a faculty member's professional position at the College. Nothing that an employee has not seen and initialed is to be placed in a personal file. Faculty members should review and update their personal files regularly.

The administration file contains only materials requested by the College or supplied to it in connection with a faculty member's initial employment, promotion, and/or tenure. This includes items such as letter from external evaluators. An employee does not have access to his/her administration file.

Faculty personnel files are maintained in each academic department. For further information, see Article 19 of the PSC-CUNY Agreement.

Appointment and Reappointment Process

Full-time faculty in professorial titles, full-time instructors and full-time lecturers are subject to annual reappointment until tenure or the certificate of continuous employment (CCE) is achieved. During their first full year of service faculty are considered for reappointment during the spring semester; in subsequent years faculty are considered for reappointment during the fall semester.

Upon recommendation of the College and approval of the CUNY Board of Trustees, faculty in professorial titles are granted tenure effective September 1 of the eighth continuous year of appointment and lecturers are granted CCE effective September 1 of their sixth continuous year of appointment. The title of full-time instructor is generally reserved as a temporary appointment for individuals who have been offered a tenure-track position, but have not yet fulfilled certain requirements (e.g., completion of doctoral work). This position is limited to no more than four successive annual reappointments.

For annual reappointments without tenure or CCE, faculty personnel files are reviewed by the department's Appointments Committee and the College-wide Personnel and Budget Committee (P&B). These committees recommend to the president reappointment or non-reappointment based on the faculty member's record. The president sends written notice of his/her decision on or before December 1st (or May 1st in the case of first reappointments).

Part-time or adjunct members of the teaching instructional staff are generally subject to reappointment each semester, depending on sufficient course registration and the availability of funds. However, part-time faculty who have served no fewer than six consecutive semesters (exclusive of summer sessions) in the same department during the three years immediately preceding the appointment may be appointed in the spring for the following academic year, if in the judgment of the College there is reasonable expectation of sufficient adjunct employment. Such appointments also depend on sufficient course registration, changes in curriculum, and adequate funds.

For additional information, see Articles 9 and 10 of the PSC-CUNY Agreement, Sections 5.01 and 5.02 of the Manual of General Policy and Section 9.5 of the Bylaws.

Professional Evaluation of the Faculty

Faculty are evaluated with regard to their total academic performance, including teaching effectiveness; administrative assignments; research, scholarship and creative work; student guidance; service to the department, college and university; curriculum development, professional activities in their field of specialty, and so on. The following describes some of the specific evidence that is collected to help assess faculty performance.

Peer Classroom Observation. One of the ways teaching effectiveness is evaluated is through classroom observation by peers within the faculty member's department. 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. The observation shall take place during any scheduled class during the first ten weeks of a semester. Faculty with tenure or CCE may also be observed once each semester, though it is not mandatory.

The faculty conducting the observations are determined by the department's Appointments Committee and scheduled by the department chair. The observer submits, through the department chairperson, a written report of the observation to the Appointments

Committee. Following the observation, there shall be a post-observation conference between the observer and the faculty member to discuss his/her classroom teaching performance. This discussion will be memorialized in a written report. Both the teaching observation report and the post-observation conference memorandum are placed in the faculty member's personal file.

Details about the peer observation procedure may be found in Appendix D.

Student Evaluation of the Faculty. The Student Evaluation of the Faculty (also known as “BC Feedback”) is conducted online using a uniform questionnaire across all departments and for all teaching faculty, regardless of rank and full- or part-time status. The current 28-item survey instrument measures students' assessment of three broad areas: the instructor's classroom performance, particular course features, and how much was gained from the class. The instrument includes both fixed-response and open-ended questions.

The results from the 23 fixed-response questions are included in the faculty member's personal file as one additional way of measuring teaching effectiveness. The comments provided in response to the open-ended questions are not included in the faculty member's personal file. With the exception of the question, *What would you like to tell other students about this course?*—which can be viewed by anyone with access to the BC Feedback results on the Brooklyn College Portal—the results from the open-ended questions are shared only with the individual faculty member and his/her department chairperson.

Information about accessing the “BC Feedback” results may be found in Appendix D. This appendix also includes examples of the student evaluation reports that are included in faculty personnel files.

Annual Conference. At least once each year, each full-time faculty member (except tenured full professors) shall have an evaluation conference with the department chairperson or a member of the department's Appointments Committee, assigned by the chairperson. At his or her discretion, the chairperson may also hold an annual conference with tenured full professors.

At the conference, the faculty member's total academic and professional performance shall be reviewed both for the current year and cumulatively to date from the faculty member's initial appointment. Following this conference, the chairperson or the assigned member of the Appointments Committee shall prepare the Annual Conference Report form as a record of the discussion for inclusion in the faculty member's personal file. In addition to evaluating the

faculty member's performance in various areas, the form provides the opportunity to document specific goal and expectations.

For additional information about professional evaluation, see Article 18 of the PSC-CUNY Agreement and Section 5.01 of the Manual of General Policy. The Annual Conference Report form is included in Appendix D.

Promotion and Tenure

Given the nature and import of tenure/CCE and promotion, the review processes for these actions are more complex than those for the annual reappointment process. The following sections outline the additional components involved. A summary of the promotion and tenure review structure is provided in Appendix C.

Committee on Promotion and Tenure. The college-wide Committee on Promotion and Tenure comprises all the department chairpersons as voting members. The chairperson of CAP Liaison serves as chairperson of the college-wide committee.

When the department and school-level committees described below have completed their work, the college-wide committee votes on recommendations to the president on all candidates for promotion and tenure/CCE. The president meets with the appropriate committee(s) to discuss any case for which he or she requires additional information before making a recommendation to the board of trustees, which then makes the final decision on each case.

Tenure/CCE Procedures and Criteria. Full-time faculty who have been appointed for a seventh consecutive year in non-substitute professorial titles are automatically considered for reappointment with tenure. The process begins during the spring semester of the sixth year of service and continues into the following fall semester. The president of the College makes recommendations to the CUNY Board of Trustees during the fall semester of the faculty member's seventh year. Lecturers are automatically considered for CCE during their fifth year of service, with review beginning in the spring of their fourth year.

Candidates for tenure must furnish their departments a current curriculum vitae, other completed College forms, and copies of publications and creative work that have been produced since their initial appointment at the College. The materials are sent to four external evaluators. Lecturers are not required to have a research commitment, so external evaluation of scholarship and creative work is not part of the CCE review process.

A candidate's application for tenure or CCE is acted on initially by the department's Appointments Committee and subsequently by (1) the School Promotion and Tenure Review Committee, consisting of one tenured associate or full professor (excluding the chairperson) from each department of the school* and (2) the College-wide Promotion and Tenure Committee, comprising all chairpersons in the College (see above). Candidates are informed in writing of the recommendation made by the departmental Appointments Committee, by the College-wide Promotion and Tenure Committee, and by the President regarding reappointment with tenure or CCE. When the entire process is concluded, the faculty member will also receive written notice of the decision by the Board of Trustees.

Candidates who have not completed their full probationary period are eligible for early tenure review in exceptional cases: for example, when appointment to the faculty entails continuation of tenure awarded at another academic institution, when a prestigious fellowship interrupts continuous service during the probationary period, or when some extraordinary reason indicates that the college would be well served by the early grant of tenure (see CUNY Manual of General Policy, Section 5.01.6). To assure that any cases the College considers for early tenure are in compliance with the University's regulations, a formal procedure has been established for requesting such consideration. See Appendix C.

As is the case with reappointment in general, accomplishments in the areas of (1) teaching, (2) scholarship and research, and (3) service are pertinent to decisions on reappointment with tenure. In the case of tenure, teaching effectiveness, scholarship, and professional growth are major factors, which may be supplemented by service to the department, the College, and the public.

Third Year Review. In order to ensure that each tenure-track faculty member has adequate guidance on the progress he or she is making toward meeting the standards for tenure, a rigorous review will be conducted by the department and the appropriate dean during the spring semester of the faculty member's third year of service.

After reviewing the candidate's personal file, observing his/her teaching and interviewing the candidate, the Chair of the Appointments Committee will write a report (the "mid-tenure report") that provides descriptive and evaluative statements on the relative strengths and weaknesses of the candidate, using the nine criteria set out by the PSC/CUNY

* If there are fewer than five departments in a school, additional members-at-large will be elected to bring the membership to five.

Collective Bargaining Agreement. When the contractually mandated annual evaluation conference has been completed, the report of that conference will be submitted, along with the candidate's personnel files and the mid-tenure report, to the candidate's dean. Based on a review of these materials, and a discussion with the chairperson, the dean will then prepare a memorandum to the chairperson regarding the candidate's progress toward tenure, and setting forth recommendations for further guidance.

Subsequent annual evaluations will utilize the documents created for the mid-tenure review process in order to evaluate the candidate's progress and the candidate's suitability for annual reappointment. The Third Year Review policy and implementation procedure are provided in Appendix D.

Promotion Procedures and Criteria. Faculty in the titles assistant professor and associate professor are eligible for promotion to the titles of associate professor and professor, respectively. While tenure and promotion review often take place concurrently, these are distinct personnel actions at CUNY (i.e., an individual may be granted tenure without being promoted, and vice versa).

The calendar for promotion to associate professor is similar to the tenure calendar—it begins during the spring semester and extends into the following fall semester. The calendar for promotion to professor is similar in structure to the other two, but begins and ends one semester later: that is, the process is initiated in the fall semester and extends into the spring. The president makes recommendations to the board of trustees for promotions to associate professor in the fall, and for promotions to professor in the spring. All promotions become effective on September 1 of the next academic year.

Candidates for promotion to the rank of associate professor must furnish their chairperson a current curriculum vitae, other completed College forms, and all scholarly publications and/or creative work the candidate completed in the rank of assistant professor. These materials are sent to four external evaluators. The candidate for associate professor is first considered by the department Promotions Committee, which consists of the chairperson, and all professors and associate professors. Subsequently, the candidacy is reviewed by the appropriate School Promotion and Tenure Committee and the College-wide Promotion and Tenure Committee in the same manner as described above regarding tenure. Candidates are informed in writing, as with tenure, of the recommendations of the department Promotions Committee and by the College-wide Promotion and Tenure Committee.

Candidates who do not receive an affirmative vote of a majority of professors and associate professors in the department may still be considered by subsequent committees upon written request to the Associate Provost for Faculty and Administration.

Candidates for promotion to the rank of professor must furnish their chairperson a current curriculum vitae, other completed College forms, and all scholarly publications and/or creative work the candidate completed in the rank of associate professor. These materials are sent to four external evaluators. The review process for promotion to professor is the same as that for promotion to associate professor, except that at the departmental review stage only full professors and the chairperson vote on the candidate.

While judgments on promotion must be sufficiently flexible to permit a judicious balancing of excellence in teaching, scholarship and other criteria, including service to the institution and the public, candidates for promotion to the rank of associate professor are expected to present evidence of scholarly achievement since their appointment as assistant professor and of continued effectiveness in teaching.

Candidates for promotion to professor are expected to meet all the qualifications for the rank of associate professor and also to have established a reputation for excellence in teaching and scholarship in their discipline. The decision on promotion to professor is based primarily on evidence of accomplishments and performance since the last promotion.

Additional information concerning tenure and promotion criteria is included in Appendix C.

Certificate of Continuous Employment (Lecturers). As described above, full-time lecturers shall be eligible for a certificate of continuous employment (CCE) upon their sixth annual appointment in that title. CCE is valid only for the title of lecturer at the College issuing the certificate and, unlike tenure, does not transfer to other units of the University. For more details, see Article 12 of the PSC-CUNY Agreement.

Faculty Leaves (Scholarship and Creative Work)

The University provides full-time members of the faculty with various kinds of leave for research and other purposes. All academic leaves must be approved by the faculty member's departmental Appointments Committee and by the College Personnel and Budget Committee. For further details about leaves, including application deadlines, faculty members may contact their department chairperson or the Office of the Associate Provost for Faculty and Administration.

Fellowship Leaves are available for research (including study and related travel), improvement of teaching, and creative work in literature and the arts. Tenured faculty, including those holding the title lecturer with certificates of continuous employment, who have completed six years of continuous paid full-time service with the University, exclusive of non-sabbatical or fellowship leave, are eligible to apply for fellowship leave.

Fellowship leaves are available in three forms: a full year at 80% pay; one semester at 80% pay; or one semester at full pay. The term of a full-year fellowship leave may vary – an academic year, a calendar year or two non-sequential semesters. Each application must be approved by the department Appointments Committee before being considered by the College Personnel and Budget Committee. Full-pay fellowship leaves are competitive and limited to only one per year.

Scholar Incentive Awards are intended to promote bona fide, documented scholarly work, including creative work in the arts. Full-time faculty in professorial titles, instructors and lecturers who have completed at least one year of continuous paid full-time service with the University or six years of creditable service since the last such award are eligible for a leave of one or two semesters. Supporting documentation—evidence of outside funding/support or a minimum of two letters supporting the project, solicited by the College from experts outside the institution—must accompany an application for this leave. A scholar may be compensated for up to 25 percent of her or his salary, but the total amount of the award plus outside support may not exceed 100 percent of the faculty member's salary.

(Note: If a Scholar Incentive Award is immediately preceded by full-time continuous service creditable for tenure, CCE or Fellowship Award and immediately followed by such full-time continuous service, the period of creditable service immediately preceding the Scholar

Incentive Award shall be counted in computing the years of service required for the granting of tenure, CCE or Fellowship Award.)

Professional Reassignment in the Libraries is available to faculty librarians for the purpose of research, scholarly writing and other recognized professional activities that enhance their contribution to the University. This paid leave cannot exceed five week during any year (September 1 to August 31) and may be taken as either consecutive or non-consecutive working days. The library's Appointments Committee must approve each application before being considered by the College Personnel and Budget Committee.

Special Leaves (without pay) are available for study, research and scholarship, creative projects, and public service of reasonable duration, but not for the purpose of accepting administrative or other potentially permanent employment elsewhere. Members of the faculty are totally relieved of work assignments for the duration of the leave of one or two semesters. It is Brooklyn College policy not to grant special leaves to untenured faculty except in rare and compelling circumstances, since this leave constitutes a break in service for purposes of tenure. Employees on unpaid leaves are not covered by the University's health and welfare benefits once they are off the University payroll. Continuation of benefits is available on a self-pay basis for a period of eighteen months. It is important to contact the Benefits Office of Human Resource Services to obtain necessary information and forms.

Partial Leaves of one or two semesters may be requested by full-time faculty in professorial titles, instructors, or lecturers who desire a reduction in teaching load with a proportionate reduction in salary. A partial leave relieves a faculty member only of teaching. Other recognized faculty responsibilities, such as committee service, remain in force. A faculty member does not earn credit toward a fellowship leave while on partial leave.

Faculty Leaves (Non-Academic)

Non-academic leaves are administered by the Office of Human Resource Services. Faculty members are advised to contact Human Resource Services for complete information on any of the leaves described below.

Temporary Disability Leave. Full-time faculty earn twenty days of paid temporary disability leave per year. Unused leave may be carried forward to a maximum balance of 160 days. Medical documentation is required for persons absent more than five consecutive calendar days, except weekends, holidays, and official recesses. The Office of Human Resource Services may also request documentation in cases that suggest a pattern of leave abuse.

Family Medical Leave Act (FMLA). Employees who have completed twelve months of full-time service, and have met the 1,250 hour threshold by being continuously on payroll (without a break in service), are eligible for up to twelve weeks of leave per year (September 1 to August 31). This leave can be taken for the following qualifying reasons: to care for the employee's own serious medical condition or that of their child, spouse, domestic partner, or parent; or for the care of a newborn or the adoption or foster care of a child. Family medical leave for the employee's own medical condition is charged to temporary disability leave, and then to annual leave if the employee is in a category that accrues leave. FMLA leave to care for a child, a spouse or domestic partner, or the employee's parent must be charged to annual leave if the employee is in a category that accrues leave. If an employee does not accrue leave or has exhausted available leave, the balance of the twelve-week period will be without pay but with health benefits. Beyond the twelve-week period, medical leave will be without pay and without employer-paid health benefits. However, the employee has the right to continue his/her health coverage under COBRA on a self-pay basis.

Family medical leave is subject to review by Human Resource Services. Employees must conform to the University FMLA policy and must submit supporting medical documentation acceptable to Human Resource Services and the University. Denial of FMLA leave by the College may be appealed to the University.

Adjunct Leave. Adjunct faculty may be excused for personal illness or personal emergencies including religious observance, death in the immediate family or similar personal needs which cannot be postponed for a period of 1/15 of the total number of clock hours in the particular session or semester. Request for such leave, where possible, must be made in advance, in writing. If it is not possible to make such a request in advance, the department

chairperson or supervisor should be informed as soon as possible. The reason provided must be satisfactory to the chairperson or supervisor.

Paid Parental Leave. The policy provides eight weeks of paid parental leave upon birth or adoption of a child for full-time faculty who have at least one year of service with the University. For teaching faculty, there is an option to apply for a course load reduction in lieu of the leave of absence. The faculty member must give notice of his/her intent to take paid parental leave at least 90 days proposed date of the leave or when the faculty member has knowledge of the impending birth or adoption, whichever is later. As with other paid leaves, the period of paid parental leave will count as service. However, faculty who have not yet been granted tenure or CCE may elect to have the period of leave serve as a bridge, effectively extending their probationary period.

Please contact Human Resource Services for full details, exceptions and limitations of the Paid Parental Leave Policy.

Faculty may also be eligible for additional temporary disability or FMLA leave as described above. An untenured or uncertificated faculty member who takes unpaid maternity or child care leave (due to exhausting accrued leave) may not count the affected academic year toward tenure or CCE. Time served in the previous full academic year will bridge to time served in the next full academic year after returning from leave.

Special Leave for Childcare. All members of the instructional staff are entitled to unpaid leave to care for a newborn child for whom they are legally responsible (see Article 16.8 of the PSC-CUNY Agreement). This leave runs concurrently with FMLA and cannot exceed eighteen months.

Retirement Leave (“Travia Leave”). Faculty who meet the requirements for retirement in their respective pension tiers, who have made a bona fide application for retirement, and who have 160 days of unused temporary disability leave in their leave bank will be placed on paid “Travia Leave” for a period of one semester. Persons with fewer than 160 days of unused temporary disability leave will be placed on paid Travia Leave for calendar days—excluding weekends, holidays, and official recesses—equal to one-half the unused temporary disability days banked.

Annual Leave and Holidays. Annual leave for teaching faculty is contractually set as the day following spring commencement exercises through the day prior to the first day of fall

semester classes. Library faculty hired prior to January 1, 1988, accrue thirty days of annual leave per year. Those hired on or after January 1, 1988, earn twenty days of annual leave the first year and add one day on each anniversary of date of hire to a maximum of thirty days per year. The annual leave period for faculty counselors is the same as teaching faculty or, at the discretion of the College based on the needs of his/her unit, an equivalent leave may be scheduled in no less than four-week periods.

Please see Article 14 of the PSC-CUNY agreement for full details.

Holidays are set by the University. A copy of the official holiday calendar may be downloaded from the Human Resource Services website. It is important to note that the winter intersession period is *not* a leave period.

Jury Duty. Faculty called to jury duty must notify their department chairpersons and Human Resource Services before beginning their service. Full-time faculty are not entitled to receive the per diem allowance for jury duty service. However, full-time teaching faculty who serve during their summer annual leave period may receive this allowance, provided they are not teaching during the summer term for extra compensation.

Adjunct faculty may have absences excused if the jury duty service prevents his or her teaching a particular class or observing a specific assignment. Prior to commencement of jury service, adjuncts should contact the Office of Human Resources for details.

Military Service. The University has an established procedure, in conformity with New York State Law, that accords reservists twenty-two paid work days or one calendar month of service each year. Faculty whose days of service exceed that period cannot be paid for the extra days.

Human Resource Services

Information, resources and forms may be found on the Human Resource Services website at www.brooklyn.cuny.edu/hr.

Faculty Appointments. A faculty member must furnish an academic department or the appropriate administrative office all original documentation necessary to place him or her on payroll. The College retains a photocopy of these documents and returns the originals to the faculty member. The department or administrative office prepares and submits a complete

appointment package to Human Resource Services. No one can be placed on payroll without a completed appointment package that has been reviewed by Human Resources.

The senior colleges of the City University of New York are funded by New York State and all Brooklyn College faculty and staff who hold tax-levy appointments are employees of New York State. Thus, paychecks are issued by New York State.

Payroll for all tax-levy employees is processed centrally by CUNY, but there is a specific payroll administrator assigned to Brooklyn College. Every other Thursday full-time tax-levy employees are paid for the two-week period ending the previous Wednesday. The payroll is submitted to Albany two weeks before payday, so there is no “payroll lag.” In fiscal terms, full-time faculty are paid to current. The Payroll Office offers many helpful services, such as electronic direct deposit of paychecks and enrollment in the state’s College Savings Program, which allows employees to save pretax monies toward their children’s education. Employees may also join the Education Affiliates Federal Credit Union or the New York City Municipal Credit Union, both of which offer a range of services.

Check Distribution. Under the direction of the bursar, check distribution staff receive all state payroll checks and disburse them to College employees. Checks may be picked up after 3 p.m. on the Wednesday before payday in the West Quad Center. Those who have direct deposit may either pick up their payroll stubs or have them sent to their department.

Retirement Benefits. Full-time faculty must join one of two pension systems: the New York City Teachers’ Retirement System (TRS) or the Optional Retirement Program (ORP), currently funded through the Teachers Insurance and Annuity Association (TIAA). Selection must be made within the first 30 days of employment and is irrevocable. If a choice is not made within 30 days, the law mandates that the employee be assigned to the New York City Teachers’ Retirement System (TRS). Both programs require both employees and the University to make contributions.

TRS is a defined benefit program, i.e., upon meeting the eligibility requirements for retirement in a given pension tier (per New York State Pension Law), a retiree receives a monthly income from TRS until death, in keeping with the option selected. Should an employee leave New York State government employment after the pension vests, funds must remain in the pension system until the employee reaches retirement age. Pension funds may, however, be transferred to another New York State defined benefit plan at an eligible institution.

The ORP, administered by TIAA, is a defined contribution plan for which both the University and employees contribute set amounts. When an employee separates from University service, funds in TIAA go with the employee, even if the employee leaves before retirement.

It is important to note that health benefits may be retained only by persons who meet the retirement criteria of their particular pension tier and, where applicable, of their collective bargaining agreement. Faculty also have an option to supplement retirement savings by enrolling in an employer-sponsored Tax-Deferred Annuity (TDA) plan.

All adjunct faculty are eligible to join the New York City Teachers' Retirement System (TRS) and tax-deferred annuity programs from their first semester at CUNY. Please contact Human Resource Services for details.

Health Benefits. The University participates in the City of New York Employee Benefits Program. Full-time faculty may select one of several health plans. Some plans impose no cost on the employee, while others impose a modest cost. Faculty may also elect to enroll in the Health Care Flexible Spending Account Program to help pay for eligible out-of-pocket medical expenses, while reducing your taxable income.

Adjunct faculty who meet certain requirements may select a health plan offered by the PSC-CUNY Welfare Fund. Please visit the PSC-CUNY Welfare Fund website at www.pscunywelfare.org for more information.

For full-time instructional staff, the PSC-CUNY Welfare Fund provides prescription drug benefits in coordination with the employee's chosen health plan. The Welfare Fund also provides the following coverage for full-time members of the instructional staff (including substitutes): disability insurance, life insurance, dental insurance (a copayment may be required by the provider), and optical benefits. Employees who choose the GHI-CBP health plan with the optional extended rider also participate in the Welfare Fund's backup major medical insurance program. Other optional items that may be purchased through the Welfare Fund are additional disability insurance, additional life insurance, long-term disability insurance, catastrophic medical coverage, and long-term/nursing/home care insurance.

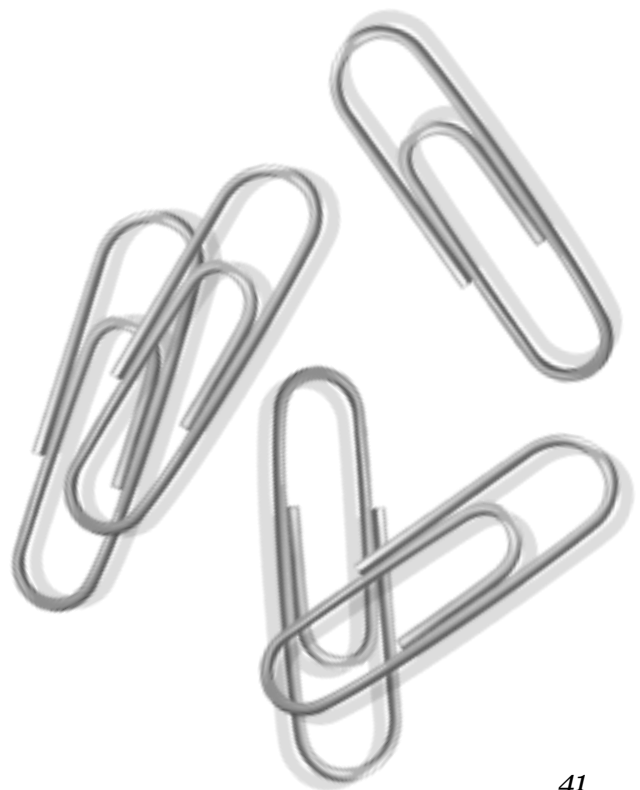
This brief summary is only an overview of benefits. Complete information should be sought in a full counseling session with the benefits coordinator in Human Resource Service immediately upon initial appointment.

A faculty member must inform the benefits coordinator of any previous enrollment in a city pension system, as it may affect the benefits he or she is entitled to as a Brooklyn College employee. The PSC-CUNY Welfare Fund also has a benefits office that is a resource for faculty.

Accommodations for Faculty Members with Disabilities

Reasonable accommodations are provided to employees who identify themselves as having a temporary or permanent disability in accordance with federal, state, and local laws and University and College policy. A request for accommodation may be made to the Executive Director of Human Resource Services, 1231 Boylan Hall, ext. 5137. The faculty member must support the request with full medical documentation.

Chapter 5: **Faculty Responsibilities and Workplace Policies**



Multiple Positions – External Activities and Additional Appointments

It is a long-standing policy of the City University of New York that persons appointed to full-time faculty positions at any campus must consider that appointment, and its attendant responsibilities to teaching, service, and scholarship and research, their primary professional commitment. For this reason, no other employment is permitted unless it relates to the professional interests, strengthens the professional competence, or enriches the professional performance and does not interfere with the professional standing of a faculty member. Even where outside work or employment satisfies these conditions, the CUNY Policy on Multiple Positions limits the time a full-time faculty member may give to such activities during the academic year to an average of one day, i.e., 7 hours, per week.

The CUNY Policy on Multiple Positions affirms that, with the exception of additional teaching, extra compensation may not be paid to full-time faculty members for work done during the academic year within CUNY or any of its associated organizations, regardless of the source of funding, except for urgently needed short-term assignments. The policy also restricts the compensation faculty may receive for summer teaching within CUNY, for participation in a special summer training institute, or for participation in a scholarly research project supported by outside funding.

Recognizing that full-time faculty in untenured professorial titles must devote substantial time to research and creative and scholarly work, the policy also prohibits additional teaching appointments within the University during the academic years prior to tenure.

The full policy is included in Appendix B or may be requested from the Office of the Associate Provost for Faculty and Administration.

An electronic Multiple Position Report must be submitted each fall and spring semester by all full-time faculty (including substitutes), regardless of additional activities. These reports are reviewed by the department Appointments Committee and the Office of the Associate Provost for Faculty and Administration (as the president's designee). All necessary approvals must be secured before the faculty member assumes a multiple position assignment. A report must be submitted during the summer only by faculty with CUNY appointments or CUNY-related activities (e.g., grant-funded summer salaries).

Senior Faculty Responsibilities

The University recognizes that senior faculty members (associate professors and professors) have a special responsibility to orient junior and new faculty and to maintain the academic vitality of their department, the college and the university. Senior faculty members are expected to give guidance and assistance to new and junior faculty on matters of teaching and scholarship and to conduct teaching observations or other peer evaluations at the request of the department chairperson.

Faculty Attendance

All faculty members are obligated to meet all classes at the time and place scheduled and for the prescribed number of hours. In accordance with New York State Education Law, all classes must meet for the full fifteen weeks of the semester and the full duration of the summer session or winter intersession. Final examinations for undergraduate classes must be held during the 15th week of the semester at the specified time and place during the scheduled examination period. Weekly graduate seminars that do not have a final examination should hold their last meeting during the fifteenth week of the semester. The Office of the Registrar maintains an official list of courses that are exempt from final examinations. Except for library bibliographic instruction, library assignments or written assignments are not acceptable substitutes for a class meeting.

Classes must meet at their assigned time as indicated in the Schedule of Classes. Any deviation from this schedule must receive prior written approval by the department chairperson and the appropriate academic dean. Classes must begin promptly at designated start times. Repeated delays constitute a de facto deviation from the Schedule of Classes and are, therefore, not permissible without prior approval.

Classes must meet in the assigned room. If for any reason a class must be moved to another location, even only once, prior approval of the chairperson must be obtained and notice of the room change must be clearly posted on the door of the assigned room. All room changes must be cleared by the chairperson with the Scheduling section of the Registrar's Office.

During the academic year (summer leave excluded), faculty members who wish to be off campus for professional reasons, such as professional conferences or meetings, must obtain approval of the department chairperson. In addition, arrangements must be made to have any missed classes taught by another faculty member. Brooklyn College has a tradition of collegiality

in which faculty cover colleagues' classes by reciprocal accommodation. Any such arrangement must be cleared with the department chairperson. Informal coverage of classes by friends or relatives is unacceptable.

The chairperson (or deputy chairperson, if appropriate) should be notified of any personal emergency or illness. Should such an emergency occur when the department office is closed, faculty members should call the appropriate department administrator at home. For absences due to illness of more than five consecutive calendar days (exclusive of weekends, authorized holidays, and recesses), full-time faculty must file a temporary disability leave form, accompanied by a physician's report, with Human Resource Services.

All full-time faculty members are expected to attend monthly department meetings and the semiannual Stated Meeting of the Faculty.

Workload and Teaching Assignments

In accordance with the Workload Settlement Agreement between CUNY and the PSC, the annual workload for full-time faculty in professorial titles is 21 hours and for full-time instructors or lecturers, 27 hours. For persons holding substitute appointments in these titles, the annual workload is, respectively, 24 hours and 30 hours. Fall and spring semesters and the winter intersession are included in calculating annual workload hours. Teaching, administrative assignments, or other activities performed during the summer annual leave period are subject to the limitations of the CUNY multiple-position policy (see above) and are not considered part of a full-time faculty member's contractual workload.

As the executive officer of the department, the chairperson is responsible for arranging the teaching schedule and programs of the members of his or her department. The chairperson may assign faculty to day, evening, or weekend classes and to undergraduate or graduate courses in keeping with the educational goals of the department and the needs of its students. Courses taught at the Graduate Center during an academic year are included in the faculty member's accrued annual workload. Also included in the annual workload calculations are reassigned time hours for departmental or College-wide administrative functions and special research/scholarship activities.

Each member of the faculty should receive a report of his or her workload each semester from the department chairperson. Any discrepancies or errors should be brought to the

chairperson's attention as soon as possible. The Office of the Associate Provost for Faculty and Administration distributes summaries of each faculty member's 3-Year Cycle (see below) at the end of each academic year. It is a *shared responsibility* of the College, the department chairperson *and* the faculty member to keep track of and monitor the accumulation of workload hours vis-à-vis the contractual obligations.

There is no "carrying over" or "banking" of workload hours.

3-Year Cycles. The current PSC-CUNY Agreement permits the faculty workload to be managed over a three-year period. This allows for some flexibility when the courses assigned to the faculty member do not permit an exact correspondence with the stated workload. Thus, a faculty member's workload in a given year may differ from the figures above.

Calculated over a three-year period, the average annual teaching contact hour workload should equal the above hours—a total of 63 hours for professorial titles and 81 hours for instructors and lecturers.

The three-year periods are discrete cycles (i.e., not continuous or rolling) that begin only when the faculty member deviates from the annual workload hours above and end two years later. All adjustments (e.g., teaching an extra class or taking a course reduction) have to occur within the 3-year period. Leaves of absence affect how workload is calculated.

Explanatory diagrams of the 3-Year Cycle are included in Appendix B.

Independent Study and Tutorials. Faculty are generally given workload credit for teaching organized classes that meet at regularly scheduled times according to a formula that equates workload hours and classroom contact hours. For other courses, including independent study sections and tutorials, the College uses the following compensation formulas:

- For each independent study and tutorial section, a 1/2 hour for the first student and a 1/4 hour for each additional student, total compensation not to exceed the credit for the course; where a faculty member supervises independent study work on different topics, the compensation formula is a 1/2 hour per student.
- For internship and fieldwork courses, where the primary responsibility of the faculty member is coordination, the workload credit is an 1/8 hour per student, not to exceed the credit for the course.
- A 1/2 hour for each registered master's thesis student.

The Graduate Center determines the workload for their own courses, but independent study sections and supervision of dissertations in the doctoral programs is typically 0.6 hours per student.

The workload hours an individual faculty member may earn through independent study, tutorial, internship and fieldwork courses are “capped” at 3 hours per semester except for Master’s thesis supervision, student teacher supervision and performance courses, which are exempt from this limitation.

Large Class Workload Formula. Faculty workload hours for classes with larger enrollments are calculated by using a “weighting factor” (multiplier) based on five enrollment bands.

If enrollment is...	Multiply workload hours...
65 to 79	× 1.2
80 to 90	× 1.4
91 to 109	× 1.7
110 to 149	× 2.0
≥ 150	× 2.2

For example, an individual teaching a 2-hour lecture with 85 students will receive 2.80 workload hours for this activity ($2.00 \text{ hours} \times 1.4 = 2.80 \text{ hours}$). The additional “large class” hours only apply to the component of the course that has the large enrollment. Given the size class sizes, this typically would not apply to the lab or recitation component of a course.

Please Note: The above formula applies to all teaching staff. Any supplemental workload hours for large classes are included in the contractual limits for adjunct faculty and graduate assistants. These hours are part of their total appointment.

Adjunct Workload. Adjunct faculty shall not be assigned a workload of more than 9 hours during a given semester in any one unit of CUNY. In addition to such an assignment, an adjunct may teach one course of no more than six hours during the same semester at another unit of CUNY. Except in truly extraordinary circumstances, waivers to exceed these limitations are not granted. The winter intersession is considered part of the fall semester for appointment purposes. However, an additional 8 workload hours may be assigned to an adjunct during the intersession and does not count against the fall or spring workload limitation. During the

summer, adjuncts are limited to 105 hours (7 workload hours) or 120 hours (8 workload hours) in the case of two 4-credit courses.

The current PSC-CUNY Agreement (see section 15.2) requires adjuncts who teach six or more contact hours at one CUNY campus to be paid an additional weekly professional hour by that campus. This provision does not apply to non-teaching adjuncts, to employees with full-time or graduate assistant appointments, or for teaching during the summer or winter intersession. The professional hour is to be used for professional assignments related to the adjunct faculty member's academic responsibilities, including, but not limited to, office hours, professional development, and participation in campus activities, training, and orientation workshops. It is scheduled in consultation with the chairperson at the beginning of the semester and does not count toward the maximum adjunct teaching hours mentioned above.

Graduate Assistant/Teaching Fellow Workload. Graduate students who hold the title of Graduate Assistant A shall not be assigned more than 240 teaching hours (16 workload hours) or 450 non-teaching hours during the work year.

Graduate students who hold the title of Graduate Assistant B shall not be assigned more than 120 teaching hours (8 workload hours) or 225 non-teaching hours during the work year. If a Graduate Assistant B also holds an appointment for an adjunct or other hourly position, his or her combined assignment may not exceed a total of 240 teaching hours (16 workload hours) or 450 non-teaching hours.

Graduate students who hold the title of Graduate Assistant C (*a teaching-only position*) shall not be assigned more than 180 teaching hours (180 workload hours) during the work year. A Graduate Assistant C is also permitted to hold an appointment for an additional adjunct teaching position if the combined assignment does not exceed a total of 270 teaching hours (18 workload hours).

Graduate students who hold the title of Graduate Assistant D (a non-teaching title) shall not be assigned more than 100 non-teaching hours during the work year. If the Graduate Assistant D also holds an appointment for an adjunct position, the additional assignment may not exceed 180 teaching hours (12 workload hours) or 225 non-teaching hours.

Effective Fall 2014, all graduate assistants holding an Enhanced Chancellor's Fellowship and newly appointed Graduate Center Fellows will have a teaching workload of one course per semester.

Counseling Responsibilities

“Student guidance” is among the nine elements considered when academic performance of a faculty member is evaluated (see the PSC-CUNY Agreement, Article 18 on Professional Evaluation). CUNY faculty are contractually obligated to make themselves available to students.

At Brooklyn College, full-time faculty are asked to set aside two or three regular office hours on campus each week during the semester. Departments assign office space to help faculty meet this responsibility. Adjunct and other part-time faculty exempt from the professional hour have no obligatory office hours, although most departments assign them appropriate space to conduct such activities. Many adjuncts who wish to improve their teaching effectiveness hold office hours on their own time before or after class.

Faculty should inform their chairperson of their scheduled office hours at the beginning of each semester. They should also publish these hours in their course syllabus and on the College website.

Counseling of students generally concerns the following matters: (1) the course they are currently taking; (2) the department’s major or College-wide requirements and related course options (usually during registration); (3) graduate school options or a future career; (4) an independent study project; (5) a problem at home (e.g., family conflict, financial uncertainty) or with another teacher or course.

Course Counseling. Faculty may help students immensely by meeting individually with them to discuss their term projects and other issues with their coursework. Students having difficulty studying, understanding the course materials or writing may be referred to the Learning Center, 1300 Boylan Hall, ext. 5821, for tutoring and supplemental instruction in many subjects (see more details in Chapter 7). Tutoring may also be available in the department. Please consult your chairperson.

If a student disputes a grade on an assignment or a test during the semester, the instructor should be prepared to explain the grade and, if necessary, review the student’s performance. On complaints about final grades, see “Grade Appeals” in Chapter 7.

Curricular and Registration Counseling. Faculty members may be asked to assist with departmental counseling during peak registration periods. The chairperson of each department usually oversees the assignment of registration-counseling duties. The Brooklyn

College Bulletin and the Schedule of Classes are useful resources for counseling students, especially during registration periods.

Curricular or registration problems beyond the purview of a department should be referred to the Center for Academic Advisement and Student Success (CAASS), 3207 Boylan Hall, ext. 5471 (undergraduates), or to the Office of the Associate Provost for Academic Programs, 3208 Boylan Hall, ext. 5771. Advisers in these offices will answer faculty members' questions over the telephone.

Career Counseling. As an expert in your field, you can provide valuable guidance to students who are considering majoring in your department. Students without definite or practical career goals should be directed to the Magner Center for Career Development and Internships, 1303 James Hall, ext. 5969. The center provides comprehensive career services and has a wide variety of resources available to students.

Students frequently ask faculty members to write letters of recommendation for them. Such letters may be critical to a student's receiving certain types of financial aid or progressing to the next stage of a career. Before agreeing to write such a recommendation, the faculty member should be knowledgeable about the student's abilities and goals.

Independent Study. Independent study is intended for mature, highly motivated students who undertake a project under a faculty member's guidance. A student should be informed of the purpose, schedule, and expected result of a particular study at the beginning of the semester, preferably in writing. The department chairperson (or designee) is responsible for approving independent study and research courses; such approvals should be sought well in advance. For College policy about faculty workload compensation for independent studies, see the "Workload and Teaching Assignments" section above.

Personal Difficulties. Faculty members may help students with personal problems—for example, by accepting a late assignment when the student has been seriously ill or had a death in the family. Difficult cases should be referred to the chairperson or, if appropriate, to the Office of Student Assistance and Referral (SAR), 2113 Boylan Hall, ext. 5352. This office can direct students and faculty to the most appropriate information, services or other resources (both on- and off-campus).

Personal counseling, 0203 James Hall, ex. 5363, is available to Brooklyn College undergraduate and graduate students. A staff of psychologists, counselors and social workers

are available to assist students with personal issues or problems. Emergency consultations and referrals to outside services are also provided. Workshops are offered on stress management, time management, test anxiety, etc. All services are free and confidential. No information is released without consent of the student. Appointments for services may be made in person or by phone.

A student medical withdrawal and re-entry policy was adopted by the University effective July 2007. Its purpose is to provide an alternative to the disciplinary process for addressing threatening or disruptive student behavior, when such behavior may be related to a mental health or other medical condition. In such cases, the Division of Student Affairs should be notified so that appropriate action may be taken.

A congenial yet professional demeanor is appropriate for office hours. Overly friendly behavior may be misinterpreted as an offer of friendship or, worse, as a sexual advance. If you believe that a student might become violent or otherwise behave inappropriately during a meeting, you should move the conference to the department office, where other persons are present. If you believe a student might make a complaint about you, you should make careful notes during the interview or immediately afterward.

Academic Ceremonies and Public Occasions

There are several times during the year that faculty are asked to represent their departments or schools in the traditional ceremonies and outreach activities of the College.

Commencement. Each year chairpersons select, on a rotating basis, approximately one-third of a department's faculty to take part in Commencement Exercises. The College also welcomes other faculty members who wish to participate in the exercises. A faculty member should notify his or her chairperson if they wish to participate.

Presidential Convocation. The chairperson and an additional representative from each department are invited to the annual Presidential Convocation held for all incoming undergraduates at the beginning of the academic year.

Open Houses. From time to time, the Office of the Vice President for Enrollment Management will request that departmental representatives attend open houses for prospective or admitted students.

Sexual Harassment

CUNY is committed to maintaining an employment and academic environment free from all forms of exploitation, intimidation or harassment, including sexual harassment. CUNY does not tolerate sexual harassment. It is demeaning, offensive, illegal and prohibited by university policy. The university strives to foster a harassment-free environment — one in which all its members can work, study and learn in an atmosphere of courtesy and mutual respect. The full policy statement may be found on either the Brooklyn College or CUNY websites.

The Sexual Harassment Awareness and Intake Committee, appointed by the president of Brooklyn College, resolves sexual harassment complaints and educates the Brooklyn College community about the nature and seriousness of sexual harassment. If you believe you have been sexually harassed or if you have observed such behavior, a complaint should be made to the Sexual Harassment Coordinator, Prof. Miriam Deutch, 412 Library, ext. 5221.

Policy on Equal Opportunity and Non-Discrimination

It is the policy of the Board of Trustees of The City University of New York and of Brooklyn College to provide, for all persons, equal educational and employment opportunities in a working and learning environment in which students and employees are able to realize their full potential as productive members of the college community.

To this end, it is the college's policy that its educational and employment programs will be administered without regard to race, color, national or ethnic origin, religion, gender, sexual orientation, age, alienage or citizenship, disability or veteran status, or other factors irrelevant to productive participation in the programs of the college. Further, in keeping with local, state, and federal mandates and recognizing the many benefits that accrue from a community of diverse experience and cultural heritage, the college pledges to act affirmatively in providing employment opportunities for qualified women, racial and ethnic minorities, Vietnam-era veterans, and individuals with disabilities.

Inquiries or complaints related to any equal opportunity laws and the CUNY non-discrimination policy may be addressed to the Office of Diversity and Equity Programs, 2147 Boylan Hall, ext. 4128.

Campus and Workplace Violence Prevention Policy

The University has a long-standing commitment to promoting a safe and secure academic and work environment. All members of the University community are expected to maintain a working and learning environment free from violence, threats of harassment, intimidation, or coercion. In compliance with New York State law, all employees are required to complete workplace violence awareness training.

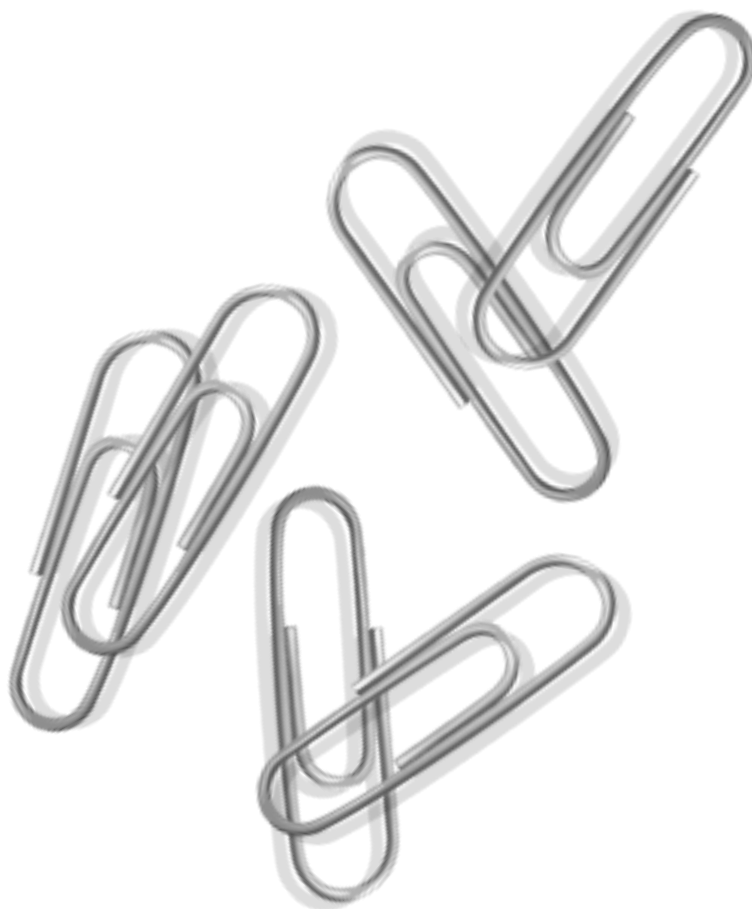
The Workplace Violence Prevention plan may be accessed in The Office of Human Resource Services, 1219 Boylan Hall.

Domestic Violence in the Workplace

The City University of New York (CUNY) disapproves of violence against women, men or children in any form, whether as an act of workplace violence or in any employee's personal life. Domestic violence can spill over into the workplace, compromising the safety of both victims and co-workers and resulting in lost productivity, increased health care costs, increased absenteeism and increased employee turnover.

Brooklyn College is committed to full compliance with all applicable laws governing domestic violence in the workplace, to promoting the health and safety of its employees, and to making a significant and continual difference in the fight to end domestic violence. The full policy and safety plans regarding domestic violence in the workplace are available on the College website.

Chapter 6: **Research, Scholarship and Creative Work**



Faculty Research and Development

Brooklyn College faculty members are expected to engage in original research that generates new ideas and explores new paths in their respective fields, often by securing outside funding. Brooklyn College research centers and institutes that offer faculty members collaborative research opportunities are listed in Appendix E.

The following are some of the ways Brooklyn College promotes faculty research and scholarship:

Grant Opportunities. For faculty interested in sponsored programs, professionals in the Office of Research and Sponsored Programs (ORSP), 2158 Boylan Hall, ext. 5622, provide such services as identification of funding sources, assistance with proposal development, advice concerning budget preparation, and post-award grant administration. ORSP, which aims to expand the external funding base of Brooklyn College, helps faculty develop funding for projects ranging from small seed grants to large training or research projects.

The office serves as the liaison between Brooklyn College and the CUNY Research Foundation, the University's fiscal agent for grants and contract awards. Faculty are encouraged to discuss any grant-related matters with a member of the office staff. ORSP also conducts an annual seminar in grantsmanship for new faculty.

The PSC-CUNY Faculty Research Award Program provides annual awards of up to \$12,000 for faculty research projects. The program seeks to enhance the University's role as a research institution, further the professional growth and development of its faculty, and provide support for both the established and the more junior scholar. Awards are distributed by the University Committee on Research Awards, a faculty committee, and administered by the Research Foundation. Preference is given to junior faculty in the allocation of funds.

Information about the program is available from the Office of Research and Sponsored Programs, which will advise you about the application and review process.

The Collaborative Incentive Research Grants Program (CIRG) funds faculty research projects in their preliminary stages. The program encourages an interdisciplinary approach with a focus on participation from two or more CUNY campuses. The primary goal is to seed research that will become the basis of new external grant proposals. The program is administered by a Faculty Evaluation Committee, composed of senior faculty from the colleges,

and chaired by the Associate University Dean for Research. The program is open to research projects in all disciplines.

Details are available on the CUNY website or from the Office of Research and Sponsored Programs.

The Ethyl R. Wolfe Institute for the Humanities Fellowships. The Wolfe Institute offers fellowships annually to full-time, tenured faculty “to forward significant projects of scholarly research and writing in the humanities.” Fellows are fully released from teaching in order to commit themselves to full-time research and writing on the project for which the award was made. They will be expected to share their work with the greater College community by participating in the activities of the Wolfe Institute and will normally give at least one public lecture and one faculty seminar on their work in progress.

Additional information about the eligibility and the nomination/application process is available from the Ethyl R. Wolfe Institute, 2231 Boylan Hall, ext. 5847.

Whiting Teaching Awards in the Humanities. A grant from the Mrs. Giles Whiting Foundation releases junior faculty in the humanities or related areas who have demonstrated excellence in teaching to pursue research or scholarly work for one or two semesters. Candidates, who must be in their second or third year of continuous tenure-track service, are nominated by their department chairperson and reviewed by a committee of academic administrators and faculty.

Additional information about the Whiting awards is available from the Office of the Associate Provost for Faculty and Administration, 3227 Boylan Hall, ext. 5024.

Junior Faculty Research Awards in Science and Engineering is a University program to cultivate the excellence and ensure the promise of research-intensive, early career, science and engineering faculty. It is expected that this early career opportunity will advance the research programs of the faculty recipients through boosting their research productivity and enhancing their ability to attract significant external funding. This program typically funds five one-year awards of \$50,000 each.

Details are available on the CUNY website or from the Office of Research and Sponsored Programs.

The Provost's Research Fund is open to the entire faculty and provides reassigned time to pursue scholarly and creative projects. These funds are made available through a competitive process and faculty awards are selected by the Provost's Committee on Reassigned Time to Pursue Scholarly and Creative Projects.

Reassigned Time for New Untenured Faculty. For the purpose of encouraging scholarship, the current PSC-CUNY Agreement (see Article 15) provides for reassigned time for new professors in order to engage in scholarly or creative work related to their academic disciplines. All untenured faculty who receive an initial appointment to a professorial title on or after September 1, 2006, will receive 24 contact hours of reassigned time to be used during their first five annual appointments.

These hours are scheduled with and approved by the department chairperson. The distribution of these hours over the five-year period depends both on the demands of the individual's scholarship and on the instructional needs of the department.

PSC-CUNY Travel Support. The PSC-CUNY Agreement provides partial travel support to assist members of the bargaining unit in attending professional meetings and conferences related to their work at the College. Priority is given to members of the instructional staff who will make presentations. Full-time faculty members, adjuncts, HEOs, and graduate fellows on the College payroll are eligible to apply. Since funds are limited, support typically provides only a portion of transportation expenses for meetings outside of New York City. Faculty are encouraged to supplement this support with other resources, such as external research grants or PSC-CUNY grants.

The PSC-CUNY travel budget is administered by the Office of Research and Sponsored Programs, which can provide complete information about application and reimbursement procedures.

Leonard and Claire Tow Faculty Travel Fellowship Program. Leonard and Claire Tow Faculty Travel Fellowships provide funds for travel and related expenses for research or study in the United States or abroad. All full-time faculty are eligible to apply; preference is given to junior faculty members who wish to advance their research. The fellowships may not be used to attend conferences or professional meetings. Applicants must submit a proposal by October 31 for travel during the following calendar year. A committee reviews the proposals and reports its recommendations to the president, who selects the fellows.

Supervision of Sponsored Program Employees

CUNY faculty who obtain sponsored program funding administered through the Research Foundation on a project that includes staff are required to take on the new, and often unfamiliar, role of supervising such staff. As the program staff is hired under an award administered by the Research Foundation, they are considered to be employees of the foundation. In the event that these employees are treated unfairly, discriminatorily, or otherwise in violation of law or Research Foundation policies, the foundation as the employer can be held responsible, in whole or in part, for the faculty member's actions.

Accordingly, faculty Principal Investigators (PI) who supervise Research Foundation employees must become familiar with and abide by foundation policies and are required to attend foundation-sponsored training sessions. In dealing with individual situations, faculty PIs are expected to exercise caution and good judgment in dealing with employee issues. PIs are encouraged to consult with the grants officer at their campus or a human resources professional in the Research Foundation's Office of Employment Policy and Practice about any employee situation that is of concern to them. PIs are required to consult a human resources professional in the foundation's Office of Employment Policy and Practice prior to taking any adverse action against those employed on their sponsored programs.

Any questions concerning these issues should be directed to the Office of Employment Policy and Practice, (212) 417-8604.

Use of Human Subjects in Research

The Human Research Protection Program (HRPP) is university wide and exists to protect the rights and welfare of human subjects recruited to participate in research activities. As part of the program, five University Integrated (UI) Institutional Review Boards (IRBs) have been created to carry out the activities required to ensure the protection of rights, privacy and welfare of all human participants in research as mandated by the federal, state and institutional policies.

Each CUNY college, including Brooklyn College, has an HRPP Office to assist faculty, students and staff in complying with the requirements of the program. Responsibilities of the HRPP Office include providing oversight, administrative support and educational training.

CUNY policy requires that all research involving human subjects be reviewed and approved by the UIIRB prior to initiation of the research. This requirement applies to all human

subject research conducted by faculty, staff, and students, on- and off-campus, regardless of the funding support, if any, for the project.

Research involving human subjects includes the collection of data about or from human subjects (including surveys/questionnaires) and the use of existing data (including specimens). Any changes to a project after IRB approval must be submitted for review and approval before implementation. Continuing review is also required at regular intervals for certain protocols.

Principal Investigators and all other research team members are required to complete training in the protection of human subjects. CUNY will accept only the completion of Collaborative Institutional Training Initiative (CITI) course for satisfaction of this requirement. This is computer-based training that can be completed at the trainee's own pace. No individual may conduct human research without successfully completing this training.

Please visit the CUNY Office of Research Compliance website to obtain further information on the relevant policies and procedures or contact the Brooklyn College HRPP coordinator, 1306 James Hall, ext. 3829 or irb@brooklyn.cuny.edu.

Care and Treatment of Laboratory Animals

It is the official policy of the City University of New York that research and educational activities involving laboratory animals meet the requirements of the U.S. Department of Agriculture, U.S. Department of Health and Human Services, and New York State Department of Health with respect to care and use of such animals. Protocol review, control of animal purchasing, and assurance of adequate veterinary care and facilities are the responsibility of the Brooklyn College Institutional Animal Care and Use Committee (IACUC). The IACUC reports annually to the agencies named above. The members of the committee are appointed by the president.

A complete policy statement may be obtained from the Office of Legal Services, 1405 Boylan Hall, ext. 3118.

Use of Hazardous Materials

Faculty members who work with hazardous chemical, biological, or radioactive materials must know and follow appropriate safety procedures.

The Office of Environmental Health and Safety (EHS), 1219 Boylan Hall, ext. 5400 or 4268, implements mandated environmental and occupational health and safety programs and provides technical and administrative support in matters of radiation safety, management of hazardous materials, occupational health and safety, and chemical safety. The office maintains service contracts for chemical waste and biomedical waste removal and a radiation safety badge service. The College's standing committee on radiation safety concerns itself with the safe use, storage, and disposal of radioactive materials.

Chemical Safety. A Chemical Hygiene Plan has been developed and implemented in accordance with the Occupational Safety and Health Administration (OSHA) laboratory standard, 29CFR 1910.1450. These procedures apply to all employees in the college's teaching and research laboratories whose activities involve the use of chemicals and/or other potentially hazardous materials. This plan outlines the required procedures for the proper storage, use and disposal of these materials. A copy of the Chemical Hygiene Plan is available from EHS in 1219 Boylan Hall or 252 Ingersoll Hall Extension.

Radiation Safety. Principal investigators planning to conduct research involving radioactive isotopes must submit an application to the Radiation Safety Committee. Once the committee approves the protocol, the radiation safety officer will submit an application for license amendment to the New York City Department of Health for the principal investigator to be added to the college's license. Comprehensive information regarding the proper use of radioisotopes and protection against radiation exposure is provided in the Radiation Safety Plan. A copy of the plan is available in the EHS Office.

Biosafety. Information regarding the safe handling of infectious agents and potentially infectious materials is provided in the Centers for Disease Control and Prevention Biosafety Guidelines. All employees working with these materials must be familiar with the CDC guidelines and have received appropriate training. The EHS hazardous materials manager is available for consultation when additional information on maintaining safety in the laboratory is required.

Laboratory Safety Equipment. EHS provides assistance with the proper selection, function and use of safety equipment, including the inspection and evaluation of fume hoods, emergency showers/eyewashes, fire extinguishers, etc. For assistance with testing of safety equipment, contact the EHS Office, ext. 5400. To request maintenance and repair of safety equipment, contact the Office of Facilities, ext. 5885.

Misconduct in Research and Similar Educational Activities

A fundamental purpose of the University is to foster an environment that promotes the responsible conduct of research, discourages research misconduct, and deals promptly with any allegations or evidence of such misconduct. The University policy pertains to and sets out procedures to be followed in connection with allegations of fabrication, falsification and plagiarism in research, as defined by the policy. The policy covers all research conducted by University faculty, staff, and postdoctoral associates, regardless of the academic discipline of the researcher or the sponsorship or source of support for the research.

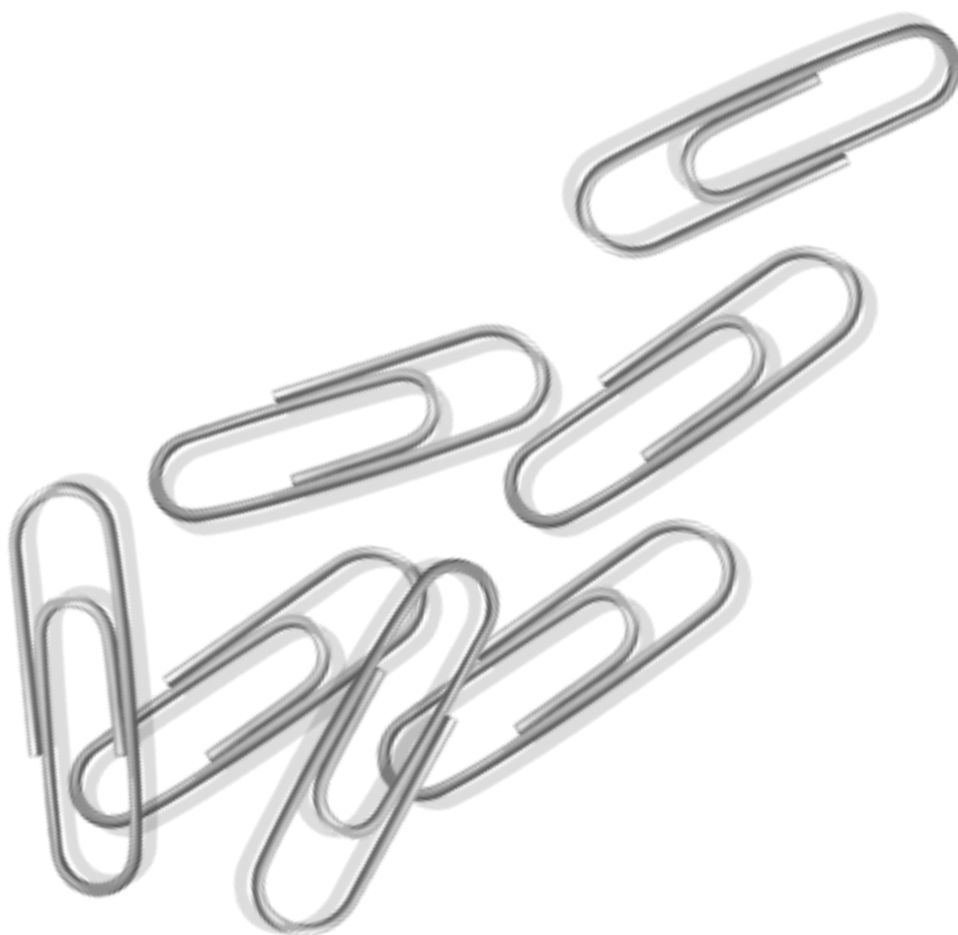
The full policy relating to the disposition of allegation of misconduct in research is available on the CUNY policy website at www.cuny.edu/policy.

Policy on Intellectual Property

The University has a policy that defines ownership, distribution, commercialization rights, and procedures for the management of products of research, writing, and invention by members of the University.

The CUNY Intellectual Property Policy is available on the CUNY policy website at www.cuny.edu/policy.

Chapter 7: **Teaching, Students and the Classroom**



Course and Classroom Requirements

Course Pre-Requisites and Co-Requisites. The CUNYfirst system blocks students from registering for a course in the absence of the pre-requisite or co-requisite courses listed in the Brooklyn College Bulletin. For courses with many pre- and co-requisites, departmental permission may be required. These permissions are then entered in CUNYfirst.

During the first class meeting of the semester, faculty should remind students of the stated pre-requisites and co-requisites of a course. In general, students lacking any pre-requisite or co-requisite should be advised to drop the course or add the co-requisite before the end of the first week of classes.

Course Syllabus. All faculty members are expected to organize their courses for greatest teaching efficacy over a fifteen-week semester. All requirements of a course must be explained clearly and completely at the first class meeting and in the course syllabus.

All faculty members should provide students with a clear and practical course syllabus that helps them plan and structure their studies. Course syllabi are also submitted to the department and kept on file for future reference. Ideally, a course syllabus should include the following information:

- Course learning objectives
- A list of all required books and other materials for the class
- Assignments for each class meeting, lab requirements and due dates for papers or other projects
- Your class policies (including attendance, participation and use of electronic devices)
- Date, time and place of the final examination
- Criteria for determining the final grade and specific weight of each component of the course
- An indication whether the final grade (or individual assignment grades) will be based on a curve or scale
- An indication whether students will be given an opportunity to revise and resubmit essays or other assignments

- The following statement on the University's Academic Integrity Policy:

The faculty and administration of Brooklyn College support an environment free from cheating and plagiarism. Each student is responsible for being aware of what constitutes cheating and plagiarism and for avoiding both. The complete text of the CUNY Academic Integrity Policy and the Brooklyn College procedure for implementing the policy can be found at www.brooklyn.cuny.edu/bc/policies. If a faculty member suspects a violation of academic integrity and, upon investigation, confirms that violation, or if the student admits the violation, the faculty member **MUST** report the violation.

- The following statement in reference to the Center for Student Disability Services:

In order to receive disability-related academic accommodations, students must first register with the Center for Student Disability Services. Students who have a documented disability or suspect they may have a disability are invited to set up an appointment with the Director of the Center for Student Disability Services, Ms. Valerie Stewart-Lovell, at (718) 951-5538. If you have already registered with the Center for Student Disability Services, please provide your professor with the course accommodation form and discuss your specific accommodation with him/her.

- Reference to the state law regarding non-attendance because of religious beliefs (see later in this chapter).
- Information about key registration and semester schedule dates.
- The instructor's office location, schedule of office hours and contact information (e-mail, phone, etc.)

Prior to the start of each semester, the Associate Provost for Academic Programs distributes additional important information to share with your students. It is highly recommended that faculty place the syllabus on the course section's electronic course management site (e.g., Blackboard, Sakai, etc.). Auditors should be informed of their responsibilities in a course at the time of registration.

Semester Schedule. Many new students are not familiar with the pattern of the academic cycle and need to be reminded of key dates during the semester: last day to add a class; last day to drop a class (with or without "W" grade); filing date for graduation; last day to

make up incomplete grades from the previous term; the date, time, and place of the final examination. In particular, students need to be reminded of the importance of withdrawing from a course before the tenth week of the semester in order to avoid a penalty grade. First-year students, especially, are often ignorant of these dates and of the wisdom of dropping a course for which they cannot adequately prepare.

These dates and the procedure for dropping a class appear in the Schedule of Classes. Students should also be urged to read the section of the Brooklyn College Bulletin on the academic regulations of the College.

Course Readings and Other Materials. The “My Textbook” component of CUNYfirst is used to identify and order the required textbooks. Faculty should publish this information as early as possible in advance of the semester (at least 3 weeks). This serves two major purposes:

- Makes the expense of course materials more transparent to students, allowing the College to be in compliance with the Higher Education Opportunity Act (HEOA);
- Ensures timely arrival of the textbooks at the College Bookstore and gives the student the opportunity to find lower cost sources for course materials.

The same lead time should be observed in the placement of books, documents, articles, media and other materials on electronic reserve, as well as on-site in the Library.

With advance notice, copy services in the immediate neighborhood will prepare a packet of supplementary readings for a course. Reproduction in bulk may be done by Brooklyn College PrintWorks. Copyrighted materials may not be reproduced by PrintWorks without permission from the publisher. Conformity with copyright restrictions in the production and sale of course packets and the presentation of materials on a website, including Blackboard, is the responsibility of the instructor.

Faculty often give their students a basic bibliography or reading list of materials other than the books to be purchased for the course. These may include a course packet of additional photocopied readings, books or audiovisual materials placed on reserve in the library, software on reserve in a computer laboratory, and websites for the course. This bibliography should be part of the course syllabus. Exact locations of all materials should be clearly stated.

Class Meetings. The class schedule assumes that 50 contact minutes are equivalent to one hour of instruction. The corresponding class durations depend on the number of class meetings per week. The number of hours per week is usually equivalent to the number of course credits, but not always. This is often the case with courses with studio, laboratory or clinical instruction.

Attendance. Faculty must keep accurate attendance records. Attendance records are needed to verify a student's registration and to comply with requirements for the receipt of federal financial aid (see the section "Registration and Grading Procedures," below). Failure to maintain and/or submit attendance records in a timely manner may hinder students from receiving their financial aid awards.

In most departments, the instructor decides whether a student's attendance affects a final grade. New faculty should ask their chairperson about departmental attendance policies. In any case, attendance requirements should be spelled out clearly during the first meetings of a course and included in the syllabus. Students with excessive absences should be reminded of your attendance requirements. You may seek legitimate, documented excuses from such students.

Class-Size Limits. In consultation with the appropriate dean, class-size limits are determined by the department chairperson and are submitted with class schedules to the Office of the Registrar. A faculty member who is concerned about the number of students in a class should speak with his or her chairperson. Since policies and procedures vary within the College, faculty members should acquaint themselves with their department's rules for admitting students in a course beyond its assigned limits (i.e., "overtallies").

Classroom Decorum. To preclude distraction or disruption, it is reasonable to request that electronic devices such as phones, and, in some instances, notebook computers be turned off during the classroom period. Tape recording is permitted at the discretion of the instructor.

The Office of Student Affairs, 2113 Boylan Hall, ext. 5352, is a resource to report or discuss strategies for dealing with disruptive students in the classroom.

Tests and Final Examinations. Adequate advance notice should be given for all examinations unless a surprise factor is important for a particular pedagogical reason, for example, as a diagnostic tool. At each of the last three class meetings of a course, instructors should remind students of the date, time, and place of the final examination.

Faculty are required to give final examinations in the fifteenth week of every undergraduate course unless specifically exempted by Faculty Council. Since the total number of hours required by the New York State Education Department includes the final examination period, final examinations may not be given during the last week of classes but only during examination period. Weekly graduate seminars that do not have a final examination should hold their last meeting during the fifteenth week of the semester. An official list of courses that are exempt from final examinations is maintained by the Office of the Registrar.

Dates of undergraduate final examinations are listed in the Schedule of Classes on the Office of the Registrar's website. The time of a scheduled examination may be changed only with approval of the department and the Office of the Registrar.

A student who is a candidate for graduation may receive authorization from the Center for Academic Advisement and Student Success (CAASS), with the concurrent approval of the instructor and/or the department chairperson, to take a reexamination in a course to raise the final grade. The course must be one that is taken during the student's last term and must be essential to graduation requirements.

All copies of final examinations must be kept by a department for at least one year in the event a student wishes to see the exam or appeal a grade. Faculty should inquire in their department where final examinations are stored.

The Scheduling section of the Registrar's Office, West Quad Building, ext. 5418, is responsible for scheduling all undergraduate final examinations and for any changes in the final examination schedule. Students or faculty may contact the office whenever a student encounters a conflict between final examinations or whenever there is any question about the final examination schedule.

Papers. When assigning a paper, an instructor should be as specific as possible about:

- topic or topic possibilities
- rubric or method for evaluating the assignment
- format (paper, margins, typed, line-spacing, font types and sizes)
- length (approximate number of pages)
- references/footnotes and bibliography, including recommended or required style (APA, MLA, etc.)

- acceptability of/requirements for electronic submission, including acceptable file formats
- due date

It is considered best practice to provide this information in writing in order to avoid confusion of misunderstanding. Students are greatly helped by a suggested schedule of specific dates, e.g., when their research should be completed, when an outline and a first draft should be done, and when the final paper must be submitted. Some faculty members ask to see the earlier stages of students' papers. Students who require extra help in writing papers should be referred to the Learning Center, 1300 Boylan Hall.

Faculty should expect all papers written in English to be grammatically correct. Papers seriously deficient in English should be graded accordingly or, if resubmission is possible, returned to the student for revision.

Audiovisual and Computer Equipment. Teaching may be made more effective by using audiovisual materials, including CD-ROMs, DVDs, or resources from the Internet. Faculty members should check what equipment the department owns before contacting the New Media Center. The College maintains several computer labs, some of which may be reserved to introduce a class of twenty-five to thirty students to Internet resources or to oversee their computer writing or research during class time.

An instructor should clarify how computers will be used in a course—for example, for research, daily assignments, problem solving, term projects, distance learning, e-mail, spreadsheets—and how much computer access will be needed. Students should be informed of the locations and schedules of campus computer labs and of the systems, software, or websites to be used in a course.

Field Trips. Field trips must be approved by the department chairperson and the appropriate dean. All students participating in a trip, including minors, must complete a release form, which may be obtained from the Office of Legal Services, 1405 Boylan Hall.

Instructors should notify students as early as possible of the dates and other specifics for all required field trips:

- Will field trips occur at unusual times (e.g., on a weekend)?
- Which field trips do students undertake on their own and which with the instructor?

- How are absences from field trips handled? May students make up a trip with another section of the course or by an alternate assignment?

Changing Course Content. A faculty member who wishes to alter course content significantly from the description in the Brooklyn College Bulletin should confer with the department chairperson. It may be necessary to present a curricular proposal to the department for discussion, approval, and referral to Faculty Council for final approval.

Student Illness in Class. Medical emergencies should be reported immediately to the Office of Campus and Community Safety Services (ext. 5511). A student who suffers a seizure should be helped into a recumbent position and something soft should be placed under the head; the area around the student should be cleared. Nothing should be forced into the student's mouth. An ambulatory student should be accompanied to the Health Clinic, 114 Roosevelt Hall, ext. 5580.

Early Grading and Early Warning. Before the withdrawal deadline—the end of the tenth week of the semester (see the Schedule of Classes)—at least one assignment should be graded and returned so that students may know how they are faring in a course. They may then decide whether to withdraw from the course and receive a “W” grade. This policy is particularly important in large sections of introductory courses. Instructors who do not provide an early evaluation of students' performance may expose their students to serious academic difficulties (e.g., being placed on academic probation, or difficulties with financial aid).

Instructors must caution students who are doing poorly before the end of the tenth week so that those with insurmountable difficulties may withdraw from the course with a “W” grade. Poor performance is usually defined as a grade lower than C.

First-year students are particularly in need of assistance in identifying and overcoming difficulties with their studies. Students having difficulties with writing or studying habits should be referred to the Learning Center. Students who seem to be having trouble with college life in general should be directed to Personal Counseling, 0203 James Hall, ext. 5363.

Registration and Grading Procedures

Faculty members should consult the current Brooklyn College Bulletin for any changes in the procedures described below.

Class Rosters. Class rosters enable the College and its faculty to verify course attendance and registration. Verification is essential because a student must be officially registered in a course to receive a grade and to comply with requirements for federal financial aid. The College is liable for federal financial aid for students whose registration cannot be confirmed. All students must be officially registered to attend classes or submit work for evaluation (see “Auditing” below).

Class rosters, including student photos, are found on the Brooklyn College WebCentral portal. The official attendance verification rosters are submitted via CUNYfirst.

Registration procedures. Continuing degree-seeking students and all non-degree students register via the Web through CUNYfirst. Some academic departments or programs may require students to obtain permission for certain classes or departmental advisement before being allowed to register.

Degree-seeking first- and second-semester freshmen and first-semester transfer students must register in person by appointment only; they select their own appointment through the Self-Managed Appointment Registration Tool (SMART) accessible through the Brooklyn College WebCentral portal.

Incoming Student Registration is a comprehensive program that includes a success workshop, advisement, program planning and course registration. SEEK students register in person.

A Schedule of Classes, the Final Examination Schedule, an academic calendar, and course registration information are available online each term. Students should plan more than one program, as some classes may be filled or unavailable by the time they register.

During the first ten days of classes, students may apply to the Office of the Registrar to take a course with the Pass/Fail grading option—with certain restrictions outlined in the Bulletin. An instructor receives no notice of a student’s grading option and all course requirements are the same. The grades of students who have taken a course under the Pass/Fail option will be changed automatically to P or F. The grade P implies that all course requirements have been satisfied.

Adding classes after the first day of classes is very limited, requiring both special permission from the instructor and department chairperson and compliance with published deadlines. During first three weeks of the semester, students may drop a class without special

permission. From the fourth through the tenth week of the semester, students may withdraw from a course via CUNYfirst, but the non-penalty grade of W will automatically appear on the final grade roster. Certain students/courses may require prior approval of the Center for Academic Advisement and Student Success (CAASS).

Students receiving financial aid assistance who apply for withdrawal from a course should discuss with a financial aid counselor the effect of such a withdrawal on financial aid eligibility for that semester and for future semesters, prior to taking any action on their withdrawal.

Auditing. With permission of the instructor and the department chairperson, anyone may audit a course if there is room in the class. Unofficial auditing is not permitted. Students who receive permission to audit a course may register in the Enrollment Services Center beginning on the first day of classes up until the deadline for adding courses. Auditors receive no grade and no credit toward a degree. Courses audited are designated on the student's transcript with the grade of AUD.

Grading. Faculty must submit final course grades to the registrar using the CUNYfirst System. A student whose name does not appear on the grade roster must report to the Office of the Registrar/Enrollment Services Center.

Faculty members are expected to submit final grade rosters promptly, usually within 48 hours after administering the final exam (or the last day of class for those courses exempt from a final exam).

Reporting Grades to Students. Under no circumstances should students' grades be posted in a public place, such as on a bulletin board or an office door. This is both bad practice and a violation of the Family Educational Rights and Privacy Act (FERPA).

The official final grades are available to students via CUNYfirst self-service approximately one to two weeks after final exams have ended. Based on participation in the Student Evaluation of the Faculty (BC Feedback), students may be notified early of their final grades via the eGrade system (e-mail and text message) and the WebCentral portal. Early grade notification happens normally within 24 hours after the faculty member submits the grades.

Authorized Grades. Listed below are the grades a faculty member may submit to reflect the outcome of students' work. Please refer to the undergraduate and graduate Bulletins for a full list of grades that may appear on a transcript.

A+, A, A- 90 to 100 percent

B+, B, B- 80 to 89 percent

C+, C, C- 70 to 79 percent

D+, D, D- 60 to 69 percent

F Failure

INC (incomplete) should only be given in very limited circumstances (see below).

SP (satisfactory progress) is used for thesis research courses.

P (passed) is given for acceptable thesis and some research classes.

CR (credit) may only be used for specified courses.

NC (no credit) may only be used for specified courses.

S (satisfactory) and U (unsatisfactory) are used only for specified noncredit workshops.

For graduate-level courses, C is the lowest passing grade. Grades of C-, D+, D, and D- are not applicable in the Graduate Division.

Incomplete Grade. A grade of Incomplete (INC) may be given at the discretion of the instructor when (1) a student has satisfactorily completed most, but not all, course requirements, and (2) a student provides to the instructor evidence documenting the extenuating circumstances that prevent the completion of course requirements by the end of the semester. The instructor may change the grade of INC to another grade when the work has been completed.

A grade of Incomplete (INC) may also be given at the discretion of the instructor when (1) a student has been fulfilling course requirements but is absent from the final examination and (2) a student provides to the instructor evidence documenting the extenuating circumstances that prevent the taking of the scheduled final examination. The instructor may change the grade of INC to another grade after the final exam has been taken.

Deadlines for resolution of unresolved grades appear in the academic calendar posted each term. Students who do not meet the deadlines are assigned a grade of FIN (equivalent to a grade of F).

F-Grade Replacement. A student who receives certain failing grades (F, FIN, WF or WU, but not an F resulting from an academic integrity violation) in a Brooklyn College course and who retakes that course and earns a grade of C- or higher (C for graduate courses) will have the failing grade excluded from the calculation of the GPA. The original failing grade remains on the transcript, preceded by a note to indicate that the course grade is not included in the computation of the GPA.

Use of the F-Grade Replacement Policy is limited to a total of 16 credits for the duration of a student's undergraduate career (6 credits for graduate career) in any of the institutions of the City University of New York. In order to take advantage of the F-Grade Replacement Policy, students must repeat the course at the same college where they originally received the failing grade.

Grade Changes. The policy of the College is that a grade submitted by the instructor and entered on a student's transcript stands, unless there is very good reason to change it. Changes are possible in such cases as error, late completion of work, or completion of an absentee final examination. When a grade has been assigned and recorded, the instructor may not raise the grade by accepting additional work except when the grade INC has been assigned.

Grade Appeals. In the academic community, grades are a measure of student achievement toward fulfillment of course objectives. The responsibility for assessing student achievement and assigning grades rests with the faculty, and, except for unusual circumstances, the course grade given is final.

The grade appeals system affords recourse to a student who has evidence or believes that evidence exists to show that an inappropriate grade has been assigned as a result of prejudice, caprice, or other improper conditions such as mechanical error or assignment of a grade inconsistent with those assigned other students. A student who believes he or she has reason to challenge a grade penalty assigned for an alleged violation of academic integrity shall use the grade appeals procedures.

More details about the grade appeal procedures may be found in the undergraduate and graduate Bulletins.

Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA), which protects student academic records, applies to all institutions that receive funding from the U.S. Department of Education. Breach of FERPA can result in the revocation of all federally awarded financial aid. Compliance with FERPA is stringently monitored.

An institution is answerable to a student's parents until the student reaches eighteen and thereafter to the student. A student is someone who is currently attending classes or who formerly attended classes at the College. Applicants for admission are not protected by FERPA.

FERPA stipulates that information about a student may be released only to those College employees who have a "legitimate educational interest" in it. A legitimate interest may proceed from exercise of such functions as academic advising, writing letters of recommendation on behalf of a student, verification of major or degree requirements, verification of admission requirements (testing, ESL, etc.), departmental or other recommendation for scholarships or awards, and departmental or College program reviews.

The College will not disclose any identifiable information about a student without that student's written consent, except directory information as listed below (and other exceptions that need not be addressed here). A student may restrict the release of any or all directory information by completing a form available in the Registrar's Office. Directory information includes name, date and place of birth, current or permanent address and phone number, academic major, enrollment status, degrees and awards received, participation in Brooklyn College activities or sports, dates of attendance (not daily attendance records), previous educational institution attended, photograph, and e-mail address.

FERPA mandates that anyone to whom information is released may not release that information to a third party. The following guidelines will help faculty members meet that responsibility:

- Do not release information about students to other persons.
- Student scores or grades may not be displayed publicly in association with names, social security numbers, or other personal identifiers.

- All papers, examinations, or lab reports containing student names and grades should be secured. Students should not have access to the scores and grades of others in the class.
- Refer all requests for directory information to the Office of the Registrar.
- Do not release information that could easily be traced to an individual student,
- Do not give computer account passwords to others and do not store written passwords in a desk.
- Keep a computer monitor out of view of those who may enter a workstation area.
- Do not leave a computer unattended when logged into CUNYfirst or SALI.
- Do not leave printed documents in view of those who may enter an office or workstation area.
- Shred all printed documents that are no longer needed.
- Do not release information about grades to parents, spouses, or any other family member of students.
- When in doubt err on the side of caution and do not release student educational information.

If you have questions about your responsibilities under FERPA or need further information, please consult the Office of the Registrar.

Policy on Academic Integrity

Academic dishonesty is prohibited in the University and is punishable by academic and disciplinary penalties, including failing grades, suspension, and expulsion. Academic dishonesty includes cheating, plagiarism, obtaining unfair advantage, and the falsification of records and official documents.

If an instructor, upon investigation, substantiates that an alleged violation has occurred or if the student admits to the violation, the faculty member must report the violation. In keeping with the principle of due process, students must be notified of any charges and sanctions for academic integrity violations and be given the opportunity to be heard.

College Procedures. These procedures aim to facilitate the transparent and timely processing of cases while, at the same time, protecting students' due process rights.

- An instructor who suspects a student of violating the CUNY Policy on Academic Integrity should allow the student to complete the assignment in question. Afterwards the instructor should review with the student the facts and circumstances of the case whenever possible.
- Before filing any report or seeking any sanction, the instructor should collect evidence to support his or her case. Copies of all pertinent materials should be made and relevant Web pages should be printed.
- In determining a sanction the instructor should consult with the academic integrity official and the department chairperson. The academic integrity official will inform you if the student has any previous violations. In cases where a disciplinary sanction is being considered, the Vice President for Student Affairs should also be consulted. The choice of sanction sought will rest with the faculty member in the first instance, but the College retains the right to bring disciplinary charges against the student.
- When only an academic sanction is sought, the instructor submits the reduced grade to the registrar and completes the Faculty Action Report (FAR) form and sends it to the academic integrity official.

When an academic sanction and a disciplinary sanction are sought, the instructor submits an INC grade to the registrar, sends the completed Faculty Action Report (FAR) form to the academic integrity official, and sends a completed Disciplinary Complaint Form with documentation to the Vice President for Student Affairs.

In cases of an academic sanction, the student has the right to appeal the charge and/or the sanction. Students wishing to appeal the allegation itself will appeal to the Faculty Council Committee on Academic Integrity whose ruling is final. Students may elect to appeal the grade penalty; these appeals are initially reviewed by departmental grade appeals committees. If the student's appeal is denied, the student may appeal to the Faculty Council Committee on Course and Standing, whose decision is final. The appeal procedures for disciplinary sanctions follow the Student Disciplinary Procedures.

Please visit www.brooklyn.cuny.edu/bc/policies for the full text of the CUNY Policy on Academic Integrity along with the Brooklyn College implementation procedures and guidelines. You may also contact your department chairperson or the Office of the Associate Provost for Academic Programs.

Learning Center

The Learning Center, 1300 Boylan Hall, ext. 5821, offers students free tutoring, supplemental instruction and technological support for courses across the curriculum. Peer tutors work with students on writing in general and course work related to freshman English, ESL, general education courses, the natural sciences, business and accounting, computer and information science, foreign languages, and mathematics.

Students working on writing assignments can get help with every stage of the writing process. Those who wish to work on their writing are recommended to schedule an appointment for regular weekly meetings or an individual session. For all other subjects unrelated to writing, students may drop in without an appointment during the Center's advertised days and times. Sessions are conducted in small groups or one-on-one depending on availability.

Center for Student Disability Services

The Center for Student Disability Services, 138 Roosevelt Hall, ext. 5538, is responsible for ensuring the successful integration of students with disabilities into the Brooklyn College community and for determining what constitutes appropriate, reasonable accommodations. Students with disabilities must register with the center in order to have access to its services, which include preadmission interviews, priority registration, individual counseling, auxiliary aids (readers, writers, laboratory assistants), individual testing accommodations and arrangements, advocacy and direct liaison with offices that provide college services.

Students who request accommodation for a disability in a course must present a Verification of Disabilities/Course Accommodations Request form signed by the student and by the coordinator of the program. The instructor signs this form and the student returns it to the program office. The form certifies that appropriate documentation of a disability has been provided to the Center. (The documentation itself is confidential.) A student who requests an accommodation for a disability without presenting the form should be referred to the Center for Student Disability Services.

Questions about the appropriateness of a required accommodation should be discussed with the program coordinator. If agreement cannot be reached, the ADA/504 compliance officer in the Office of Diversity and Equity Programs will resolve the matter. Meanwhile accommodation must be provided until it is set aside or modified by the compliance officer.

Study Abroad Programs

Brooklyn College is affiliated with a number of study abroad programs. If you wish to work with or initiate such a program in your department, contact the Office of International Education and Global Engagement, 1108 Boylan Hall, ext. 5189.

Student Complaints about Faculty Conduct in Academic Settings

The University recognizes its responsibility to provide students with a procedure for addressing complaints about faculty treatment of students that is not protected by academic freedom and not covered by other procedures. Examples might include incompetent or inefficient service, neglect of duty, physical or mental incapacity, and conduct unbecoming a member of the staff.

Students are encouraged to attempt to resolve complaints informally with the faculty member or to seek the assistance of the department chairperson or campus ombudsman to facilitate informal resolution. If students have any question about the applicable procedure to follow for a particular complaint, they should consult with the Office of the Vice President for Student Affairs. In particular, the Vice President for Student Affairs should advise a student if the complaint is governed by some other procedure.

The full policy may be found on the College website. The department chairperson, the Office of the Associate Provost for Faculty and Administration or the Office of the Vice President for Student Affairs can answer questions about the implementation of this policy, including the investigation and appeals process.

Student Absence on Account of Religious Belief

A student who, because of his or her religious beliefs, does not attend classes on a particular day or days shall be excused from any examination or other work. It is the responsibility of the

faculty and the administration to provide the student with an equivalent opportunity to make up any examination or any study or work requirements. For a full description of the policy, consult the Brooklyn College Bulletin or the College website.

Conversion Days

On conversion days, classes regularly scheduled for a particular day of the week are replaced by classes that normally meet on other days. Conversion days are necessary to ensure that every class meets the required number of times during a given semester. They are indicated on both the academic and administrative calendars.

Common Hours

Generally, no classes are scheduled on Tuesdays and Thursdays between 12:15 and 2:15 p.m. so that student clubs may meet and other activities may occur without conflict. Evening common hours are scheduled for four evenings each semester, on which regular twice-a-week pattern class meetings may be abbreviated to 50 minutes. For complete information about evening common hours, please consult the *Calendar and General Information* document published each semester on the College website.

Black Solidarity Day

Faculty are asked not to schedule special events or examinations on Black Solidarity Day, the first Monday in November.

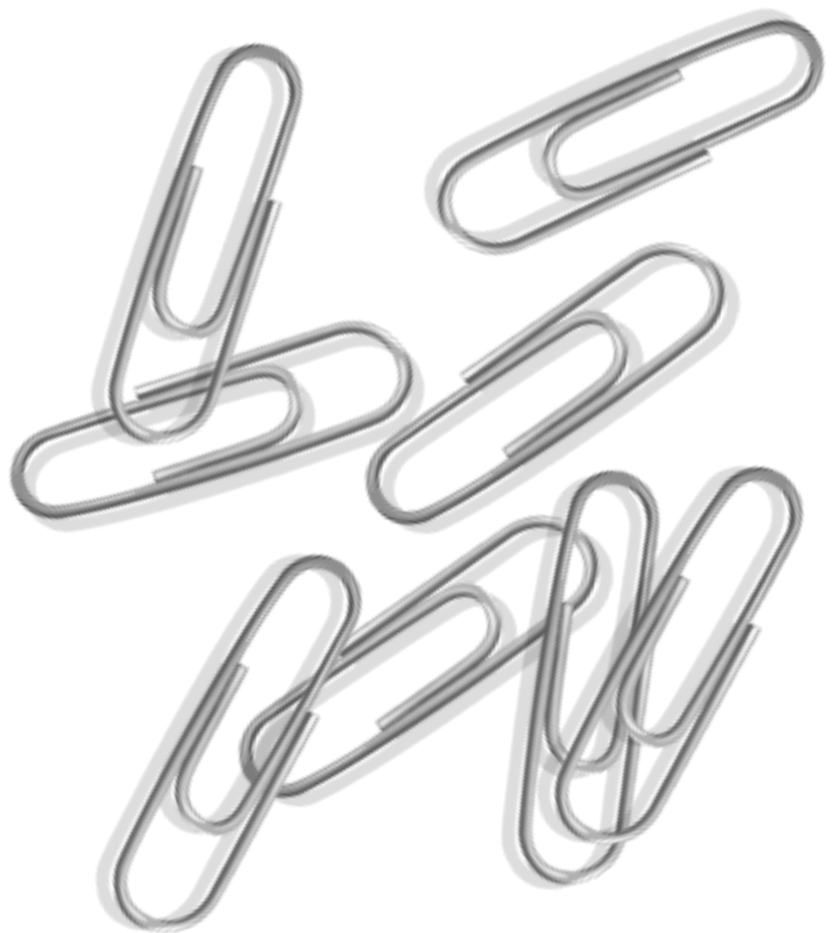
Evaluation of Students' Credit

Transfer students make up nearly half of the student body. In order to facilitate a smooth transition for students, the Transfer Student Services Center (TSSC) is responsible for processing all transfer credits for courses taken prior to attending Brooklyn College, including Advanced Placement (AP), International Baccalaureate (IB), College Level Examination Program (CLEP) and college courses taken while still in high school. The Transfer Student

Services Center also serves as a liaison to all academic departments to assist faculty with the process of evaluating transfer credits.

Please contact the Transfer Student Services Center, 1600 James Hall, ext. 5263 or tcevaluations@brooklyn.cuny.edu, for more information.

Chapter 8: **Other Policies and Regulations Concerning College Life**



Use of College Property

Policies concerning the use of College property govern the receiving, tagging, relocation, and salvage of all College-owned equipment and furniture. Off-campus use of College property requires approval by appropriate heads of offices or departments; personal property that is used on campus must comply with established identification procedures. Details concerning the use of College property are published in the Brooklyn College Policies and Procedures Manual on Property Management, Risk Assessment, Internal Control, and Central Routing, which may be obtained from the Office of the Assistant Business Manager.

Computer Resources User Responsibilities

The computer resources of the City University of New York must be used in a manner that is consistent with the university's educational purposes and environment. All users of computer resources are expected to act in a spirit of mutual respect and cooperation and to adhere to the regulations for their use set forth below. As a user of CUNY/Brooklyn College resources:

- You must have a valid authorized account to use any such computer resources that require one, and you may use only those computer resources that are specifically authorized.
- You may use your account in accordance with its authorized purposes and may not use an unauthorized account for any purpose.
- You are responsible for the safeguarding of your computer account.
- You are strongly advised to change your password frequently and not to disclose it to anyone. Take all necessary precautions to protect your account, no matter what type of computer resources you are using.
- You may not circumvent system protection facilities.
- You may not knowingly use any system to produce system failure or degraded performance.
- You may not engage in unauthorized duplication, alteration or destruction of data, programs and software.
- You may not transmit or disclose data, programs and software belonging to others, and may not duplicate copyrighted materials.

- You may not engage in abusive or improper use of computer hardware. This includes, but is not limited to, tampering with equipment, unauthorized attempts to repair equipment and unauthorized removal of equipment components.
- You may not use computer resources for private purposes, including, but not limited to, use of computer resources for profit-making or illegal activities.
- You may not use computer resources to engage in abuse of computer personnel or other users. Such abuse includes the sending of abusive, anonymous or unsolicited messages within CUNY or beyond via network facilities.
- You are expected to be familiar with college regulations regarding the use of college computer resources. You must also note that these regulations are subject to change and/or revision. The university and Brooklyn College reserve the right to monitor, under appropriate conditions, all data contained in the system, to protect the integrity of the system and to insure compliance with regulations.

General Rules

- Users of university computing resources must comply with federal and state laws, university rules and policies, and the terms of applicable contracts, including software licenses, while using university computing resources.
- Users may not state or imply that they speak on behalf of the university or use university trademarks and logos without authorization to do so. Authorization to use university trademarks and logos on university computing resources may be granted only by the Office of Communications and Marketing.
- The use of appropriate disclaimers is encouraged.

Enforcement

- Users who violate the policy stated herein may be denied access to university computing resources and may be subject to other penalties and disciplinary action, both within and outside the university, including:
 - Suspension and/or termination of computer privileges;
 - Disciplinary action(s) by appropriate college and/or university officials;
 - Referral to law enforcement authorities for criminal prosecution; and
 - Other legal action, including action to recover civil damages and penalties.

Security and Privacy

The university employs various measures to protect the security of its computing resources and user accounts. Users should be aware, however, that the university cannot guarantee security and confidentiality. Users should therefore engage in "safe computing" practices by establishing appropriate access restrictions for their accounts, guarding their passwords and changing them regularly.

Users should also be aware that their use of university computing resources is not completely private. While the university does not routinely monitor individual usage of its computing resources, the normal operation and maintenance of the university's computing resources require the backup and caching of data and communications, the logging of activity, the monitoring of general usage patterns and other such activities that are necessary for the rendition of service. The university may also specifically monitor, without notice, the activity and accounts of individual users of university computing resources, including individual login sessions and the content of individual communications, when:

- The user has voluntarily made them accessible to the public, as by posting to Usenet or a Web page;
- It reasonably appears necessary to do so to protect the integrity, security or functionality of university or other computing resources or to protect the university from liability;
- There is reasonable cause to believe that the user has violated or is violating this policy;
- An account appears to be engaged in unusual or unusually excessive activity; or
- It is otherwise required or permitted by law.

Commercial Use

Computing resources are not to be used for personal commercial purposes or for personal financial purposes or other gain. Occasional personal use of university computing resources for other purposes is permitted when it does not consume a significant amount of those resources, does not interfere with the performance of the user's job or other university responsibilities, and is otherwise in compliance with this policy. Further limits may be imposed upon personal use in accordance with normal supervisory procedures concerning the use of university equipment.

Unacceptable Use of the Brooklyn College Networks

- The creation or transmission of data or material that is obscene or that displays indecent images; any data that can be resolved into obscene or indecent material; the creation or transmission of data and material that are not lawful and properly supervised.
- The creation or transmission of material of a defamatory nature.
- The transmission of any material that infringes upon the copyright of another person's work.
- The transmission to User Organizations, or to organizations connected to other networks, of advertising material or material that is of an unsolicited commercial nature.
- The purposeful conducting of activities containing any of the following characteristics:
 - wasting the time and efforts of staff; wasting networked resources, including the spending of time on end systems that are accessible via BC Network; wasting of time and effort of staff involved in the support of those systems;
 - damaging, corrupting or destroying the data of other users;
 - violating the privacy of other users;
 - disrupting or interrupting the work of other users;
 - using the BC Network in such a way to cause or result in the the denial of service to other users; and
 - any and all indicated, specific and commonly understood misuse of the network or networked resources, such as the introduction of viruses.

Commercial Pages

Using Brooklyn College Web pages for personal gain is forbidden. Any private commercial use of BC Web pages must be preapproved pursuant to existing university policies and procedures regarding outside employment activities.

External Links

Brooklyn College accepts no responsibility for the content of pages or graphics that are linked from BC pages. However, Web page authors should consider that such links, even when clearly labeled, can be misinterpreted as being associated with the university. Links to pages in which you have a personal monetary interest are likely to violate policies regarding advertising and commercial use and should be avoided.

Excessive or Disruptive Use

Excessive or disruptive use of university resources in the viewing or publishing of Web pages is not permitted. Units owning or administering the resources involved will determine whether specific usage is considered normal, excessive or disruptive.

Records Retention and Disposition Schedule

The University's Records Retention and Disposition Schedule, revised May 2007, requires the following schedule of retention for the basic records related to instruction:

- Instructors' grade records, test scores, and marking sheets be retained for two years.
- Examination questions, term papers, completed examinations, and answer sheets must be retained for one year after the course is completed.
- Course and laboratory attendance records must be kept for six years.
- Retention of course syllabi and lesson plans is prescribed by each department.

Departments should keep such records in the department office or other accessible location for easy retrieval. Questions about this policy may be addressed to the Office of Legal Services, 1405 Boylan Hall, ext. 3118.

The new Records Retention and Disposition Schedule may be found on the CUNY policy website at www.cuny.edu/policy.

Calendar

All campuses of the City University of New York follow a uniform academic calendar for the fall and spring semesters. The calendar for each semester appears in the Schedule of Classes on the College website. It is also forwarded to each department by the Scheduling section of the Office of the Registrar for distribution to the faculty.

The Office of the Associate Provost for Faculty and Administration prepares an annual administrative calendar for use by College and department administrators. The administrative calendar contains such items as dates of meetings for College governance bodies and deadlines for certain personnel actions.

Student Membership on Faculty Committees

Brooklyn College's Governance Plan requires that students majoring in a department be represented on the department Curriculum Committee.

Many of the standing committees of College governance bodies also include students, e.g., all standing committees of Policy Council and the following Faculty Council committees: Admissions; Campus Planning; Computer Utilization and Educational Technology; Core Curriculum; Faculty-Student Disciplinary; Graduate Curriculum and Degree Requirements; Honorary Degrees; Library; Master Planning, Educational Policy, and Budget; Undergraduate Curriculum and Degree Requirements. For a complete list of Faculty Council committees and their charges, see Appendix A.

Reservation of Space on Campus

The Scheduling section of the Registrar's Office (ext. 5148) is responsible for scheduling all departmental course offerings and such events as examinations, special classes, tutorials, and workshops.

Reservations for non-instructional purposes, such as departmental meetings or presentations by outside speakers, are handled by the Brooklyn College Conference Center, 1st Floor of the Student Center (ext. 5528). Room and equipment rentals are discounted for faculty and staff.

Reservation for space within the Library, including the Woody Tanger Auditorium, New Media Center rooms, and the Academic Information Technology multimedia classrooms may be requested via the Library's website or by contacting the New Media Center at ext. 5327.

Posting of Notices

Bulletin boards are assigned annually by the Division of Student Affairs. Academic departments and other College offices usually receive boards adjacent to their offices.

Student organizations, academic departments, and administrative offices may post notices on public bulletin boards in the basement of Boylan Hall, in the Student Center, and on

classroom bulletin boards. Notices may not be placed on doors, windows, walls, lampposts, or other similar areas. These notices will be removed and disciplinary action may follow.

Tobacco-free Policy

In accordance with the City University of New York's tobacco-free policy, the use of all tobacco products is prohibited at Brooklyn College. In addition to cigarettes, cigars, pipes and other traditional smoking paraphernalia, the policy prohibits the use of chewing tobacco and e-cigarettes as well as tobacco-related promotion and advertising.

Smokers may continue to smoke outside of the campus gates but are asked to avoid smoking near campus entryways or windows, including those of the Student Center. The proper disposal of all smoking-related waste is also encouraged.

A tobacco-free environment:

- supports community efforts to reduce or eliminate tobacco use in public settings;
- eliminates second-hand smoke from around building entrances;
- eliminates litter from cigarette butts and other debris;
- may encourage some tobacco users to stop a harmful habit;
- prepares students to cope with future employment in tobacco-free environments;
- sets a positive example for high school students and young children who are often on campus.

Smoking Cessation Resources. If you are a smoker and wish to quit or reduce your intake, the Brooklyn College Health Clinic offers a variety of strategies to help you:

- Behavioral counseling tailored to fit your lifestyle, including stress management and weight-control techniques.
- Group counseling and educational programs offering tips and support from fellow quitters.
- Individualized pharmacotherapy treatment plans to reduce cravings for nicotine and tobacco.

For further details about these and other programs offered by the college, contact the Health Clinic, 114 Roosevelt Hall, ext. 5580.

Policy on Drugs and Alcohol

The University and Brooklyn College enforce state and local ordinances regulating possession, use, and distribution of alcohol wherever their students or employees, their premises, or their auspices are implicated. Any forced consumption of liquor or drugs for the purpose of initiation into or affiliation with any organization is prohibited. The full text of the CUNY Policy on Drugs and Alcohol is available on the College website.

Emergency Alerts and Closings

All faculty, students and staff may subscribe to the CUNY Alert System to receive notifications via cell phone (text and/or voice), land line telephone and e-mail. To sign up to receive these alerts, please visit www.cuny.edu/alert.

An emergency closing is a cancellation of classes or suspension of campus operations for a full day or part of a day because of adverse weather conditions, interruption of transportation, or other major emergency. The decision is made by the president or the president's designee. The College is open unless a specific announcement of closing is made through the College's information telephone service (718) 951-5000, on the College's website, by radio broadcast, or (in the case of early closings) by announcements from the Office of the Senior Vice President for Finance and Administration.

Closure announcements must refer specifically to Brooklyn College. Occasionally, radio stations confuse CCNY and CUNY and announce that the City University has closed when in fact only CCNY is closed.

Conflict of Interest Policy

All University activities are to be conducted in accordance with the highest standards of integrity and ethics and in a manner that will not reflect or appear to reflect adversely on the University's credibility, objectivity, or fairness.

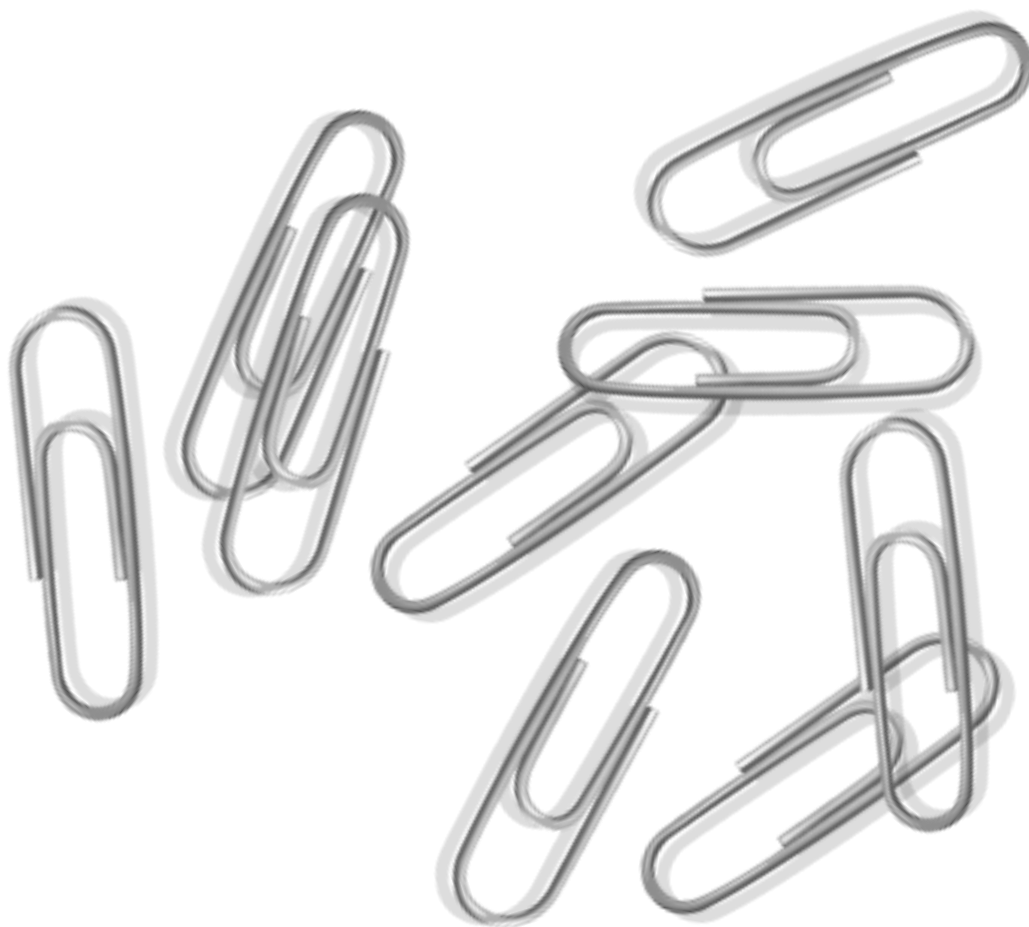
The University's Conflict of Interest Policy sets forth the general standards of conduct and the rules regarding hiring, employment, and contracting decisions and supervisory responsibility involving certain family members; these standards and rules apply to any individual who is, or at any time becomes, an officer, full-time or part-time employee, or post-

doctoral associate at the University, and to any student engaged in faculty-directed research at the University other than as part of his or her course work, whether or not the student is paid for the engagement.

The policy also sets forth specific obligations of covered individuals who are involved in research or similar educational activities at the University and the University's procedures for managing conflicts of interest that may arise in connection with those activities.

The complete text of this policy may be found on the CUNY policy website at www.cuny.edu/policy (Manual of General Policy, section 6.01) or by contacting the Office of Legal Service.

Chapter 9: **Faculty Resources and Professional Development**



Brooklyn College Library

The library website (library.brooklyn.cuny.edu) provides faculty with up-to-date information and access to library services, programs, resources and collections.

Reserves. Electronic Course Reserves (E-Reserves) provides access to reserve material twenty-four hours a day, seven days a week, through a faculty member's Blackboard course site. Students have the ability to view and print these materials from any computer with Internet access. Faculty may upload their own materials or have this work done by library staff who will scan the documents, create PDFs, and upload them to the Blackboard site. Materials may also be placed on physical reserve in the library's reserve reading room.

Forms for both electronic and on-site reserves are due at least four weeks before the beginning of a semester. Books that are wanted for reserves but are not held by the Brooklyn College Library should be requested well in advance through the Reserves Office so that they may be purchased before the start of the term. Faculty members may also place personal copies on reserve. Bound periodicals and interlibrary loan materials are not eligible for reserves.

At the end of each semester, reserve materials held by the library are returned to the stacks without notice to the instructor. Faculty who wish to keep materials on reserve for the following term must notify the Reserves Office before the end of the semester. For assistance with reserve procedures, please call the Reserves Office, ext. 5424, or send an e-mail message to reserves@brooklyn.cuny.edu.

Interlibrary Loan. Interlibrary Loan (ILL) is a service that obtains library materials that are not otherwise available to the Brooklyn College community. Most ILL transactions are done electronically through a secure online ILLiad account. (Books held by other CUNY libraries may be requested directly through CUNY+, the shared online catalog.)

The Library absorbs all interlibrary loan costs, but patrons are responsible for overdue and lost book fees. Full instructions for requesting interlibrary loan materials are found on the library's website. For more information, contact the ILL Office, ext. 4414 or ill@brooklyn.cuny.edu.

Reference Librarians. The reference librarians are available to assist faculty and students with research-related questions in-person and by chat, e-mail and phone. The library website includes resources organized by subject, along with the contact information for the assigned faculty librarian supporting that subject area.

Library Instruction. Library instruction on any topic is available to faculty and students. The Library highly encourages faculty in all departments to schedule library sessions for those courses that have a research component. See the library website or call ext. 5340 for more information.

24/7 Reference Help. The Brooklyn College Library participates in a nationwide consortium of libraries providing chat reference assistance to all readers. Faculty and students may get help with questions twenty-four hours a day, seven days a week, even when the library is closed. Click “Ask a Librarian” on the library’s home page to use the service.

The Woody Tanger Auditorium (WTA), Room 150 Library. The Woody Tanger Auditorium is a place where the College community can make use of a high-tech communications infrastructure. Whether showing a DVD, conducting a video- or tele-conference, screening a 16mm film, holding a debate, or hosting a guest speaker, users find the Tanger Auditorium perfect for large groups, which benefit from advanced presentation technology and expert support.

The New Media Center. The New Media Center, located on the second floor of the library, provides faculty and students with a variety of services, including a state-of-the-art computing facility, access to the video portion of Brooklyn College’s non-print collection, and viewing/presentation rooms for small and large groups.

Morton and Angela Topfer Library Café. Located on the lower level of Whitehead Hall, the Topfer Library Café is a state-of-the-art computer facility that houses more than eighty PC and Apple multimedia-capable workstations with standard applications and full access to the Web, CUNY+, and other databases. The café also offers four wired group-study rooms, informal seating areas, and a coffee and snack bar. WiFi is also available.

Technical support, printing and scanning are available when the service desk is staffed. Faculty may arrange with the café manager to make printed materials, photocopies, and other media available to their students during hours when the service desk is staffed. Except for holidays, the café is open 24 hours, 7 days per week to faculty, staff and students with valid Brooklyn College IDs.

Academic Information Technologies (AIT)

Part of the Brooklyn College Library, AIT (ait.brooklyn.cuny.edu) assists faculty members in using computer and Web-based resources to improve their teaching and further their academic research in the following ways:

Faculty Training and Development Laboratory, 382 Library, ext. 4634, provides faculty with a host of services to meet their widely varying needs. Faculty members have access to an ample assortment of computers, electronic accessories, software packages, expert support and advice, drop-in consultations with friendly staff, and personalized workshops focusing on the effective use of digital media in the teaching and learning processes.

A scanning service for documents, images, and media is available. Free color laser printing and wide-format inkjet printing are also available.

Blackboard is the CUNY-wide course management system. Without being more technology savvy than knowing how to use a keyboard and mouse, an instructor can use Blackboard to create a course site that includes an interactive syllabus, learning materials, reserve documents, and even quizzes and examinations. Instructors can create course sites that vary from simply supplementing a class to delivering a course either partly or fully online.

Faculty must contact AIT to activate a Blackboard course site. AIT also offers workshops at several levels to help faculty learn how to use Blackboard effectively.

Multimedia Classrooms. AIT has two multimedia classrooms, each accommodating twenty-five participants (or more if computers are shared). Each classroom has one instructor station that broadcasts its screen display to a large screen. The rooms offer interactive modules on computers with advanced graphics and sound capabilities and are available for teaching. The rooms may also be used to train colleagues in creating multimedia applications. Reservations for these classrooms may be made via the library's website or by phone at ext. 4634.

Writing Across the Curriculum

The Brooklyn College Writing Across the Curriculum (WAC) program helps faculty members integrate writing into their courses, comment on student writing more quickly and effectively, and improve the quality of their students' writing.

Writing Fellows work closely with faculty members individually and in groups, and are available for consultation and collaboration. Fellows also lead Faculty and Adjunct Workshops multiple times a semester and during the summer.

Please visit the WAC website (www.brooklyn-wac.org) to explore the full range of resources available to both faculty and students, including workshops, writing toolkits and rubrics. You may also contact the WAC program at ext. 5211.

Faculty Newsletter

The Faculty Newsletter, published once each semester, carries articles by and interviews with faculty on their research, articles on College programs, and reports on other areas of interest, as well as listings of the faculty's recent individual and collaborative scholarly and artistic achievements. In advance of each semester, the editor of the Faculty Newsletter sends out a call for accomplishments. Material may be submitted at that time.

Faculty Day Conference and Awards Ceremony

The annual Faculty Day Conference and Awards Ceremony afford all of us an opportunity to pause from business as usual in order to recognize and celebrate the accomplishments of the Brooklyn College faculty. The day features a multidisciplinary conference—including workshops, panel discussions, presentations, art gallery, academic poster sessions and informal roundtable discussions over lunch—culminating in an awards ceremony and reception. At the conference, colleagues participate in an exchange of ideas about a wide variety of scholarly, artistic and pedagogical interests and concerns. At the awards ceremony, individuals nominated by their fellow faculty members are honored for their accomplishments in teaching, research and service.

The Faculty Day Conference emerged out of a desire to provide a unique college-wide opportunity to foster connections with our colleagues and improve the quality of intellectual and social life here on campus. Each year this day gives us a chance to engage in dialogue about academic and pedagogical activities with our colleagues from remarkably diverse disciplines.

Center for Teaching

The Robert S. Matthews Center for Teaching, 2420 Boylan Hall, ext. 5211, offers a wide range of practical resources to improve instruction. Workshops and training series have included topics such as Team-Based Learning (TBL), grant writing, using technology in the classroom, integrating quantitative reasoning in activities and assignments, developing a teaching portfolio, and peer mentoring.

A schedule of activities is disseminated via e-mail periodically throughout the year or may also be obtained by calling the Center for Teaching.

Tuition Waivers

All full-time instructional faculty and staff are eligible for tuition waivers for courses taken at any CUNY campus after one year of service for undergraduate courses and without a service requirement for graduate courses. Tuition may be waived for an unlimited number of undergraduate credits and for no more than six graduate credits per semester. Tuition waivers are granted only for a fall or spring semester and are valid for one semester.

Part-time (adjunct) instructional staff members are eligible for tuition waivers after completing ten consecutive fall and spring semesters of adjunct employment with the University. Once eligible, an adjunct may receive a waiver of tuition for one undergraduate or one graduate course per semester.

All candidates must apply for admission to the CUNY college at which they wish to take a course. Instructional and student fees are not waived.

Transit Benefit

The Commuter Benefits Program, administered by WageWorks, provides CUNY employees with a personal commuter account funded on a pre-tax basis through payroll deductions. The tax-free funds may be used for MTA NYCT, Long Island Railroad, Metro-North Railroad, NJ Transit, PATH, NY Waterway, Paratransit and the MTA's Access-A-Ride program and parking at or near public transit to commute to work. Contact the Benefits Office, 1160 Boylan Hall, ext. 4255, for details and the application materials.

CUNY Work/Life Program

To help employees and their families balance the demands of their work and personal lives, the university offers free, confidential assistance to its employees and their families through the CUNY Work/Life Program administered by the Deer Oaks Employee Assistance Program (EAP). Among other things, your EAP benefit includes eight confidential short-term counseling visits at no cost to you or your dependents. Deer Oaks EAP has numerous convenient locations, and its professional counselors have considerable clinical experience and are knowledgeable and experienced in helping clients of all ages, from young children to the elderly.

For information or referral to a provider near you, please call Deer Oaks at (888) 993-7650 or explore available online tools, educational articles and other resources at www.deeroaks.org (login and password – CUNY).

Discounts

Employee discounts on entertainment and travel (Barclays Center, zoos, etc.), computers and software, neighborhood restaurants, health and fitness centers, wireless phone services, financial services and more. Visit the Human Resources website for more information.

Cultural Activities on Campus

For more than five decades the Brooklyn Center for the Performing Arts at Brooklyn College has brought professional performing artists to the community in its series of concerts, dance, comedy, and film. The administrative office is in 400 Roosevelt Hall, ext. 4600.

The Art Department mounts regular exhibitions focusing on a particular artist or theme in its gallery. The Theater Department produces a mainstage series of four major plays annually, on which faculty, students, and guest directors collaborate. Several M.F.A. thesis productions, directed, designed, costumed, and acted by students, are presented each year.

The Conservatory of Music produces nearly one hundred concerts, recitals, operas, master classes, and festivals each year. The Institute for Studies in American Music (ISAM) publishes a semiannual newsletter and organizes scholarly festival conferences around a particular composer or musical topic. Conservatory ensembles include an orchestra, wind ensemble, jazz ensemble, percussion ensemble, contemporary music ensemble, chorus, chamber

chorus, and the Brooklyn College Opera Theater, the only opera company in the CUNY system. Events are scheduled by the Conservatory Concert Office, ext. 5792.

The Brooklyn College Television Center, ext. 5585, provides production facilities and technical support for the Department of Television and Radio. Its professional studio and equipment are available to M.F.A. students in television for Brooklyn College productions and for rental by private clients.

The Brooklyn College Preparatory Center for the Performing Arts, ext. 4111, offers noncredit courses in music, drama, and dance for young people and in music for adults.

The Conservatory of Music and the Art, Film, Theater, and Television and Radio Departments regularly sponsor guest lectures, special showings, performances, master classes, and colloquia. Qualified faculty and members of their families may participate in most College performing arts events, ensembles, and festivals. Call the appropriate department, institute, or center for information.

Social Organizations

Brooklyn College Faculty Circle was established in June 1977 to promote social and cultural activities, a sense of community, a respect for scholarship, and service to the College. Membership is open to faculty, administrators, and retirees. Every fall term Faculty Circle and PSC-CUNY Brooklyn Chapter jointly sponsor a welcoming reception for newcomers to meet their colleagues and other members of the College community. Faculty Circle offers a wide range of social functions, including luncheon seminars, holiday parties, wine and beer tastings, poetry readings, and other unique events.

Faculty Circle oversees the faculty lounge and holds many of its functions in the relaxed and comfortable lounge located in the basement of Boylan Hall. Among the organization's main events is an annual fund raiser for student scholarships and the library. A small membership fee is charged to help meet expenses. A board of directors meets monthly to plan and coordinate activities.

Black Faculty and Staff Association (BFSA). The purpose of BFSA is to advance the interests and general well-being of black faculty, staff, and students at Brooklyn College and in surrounding communities. BFSA supports other organizations with similar objectives and

encourages the Brooklyn College community to serve the community needs of the borough in particular and New York City in general.

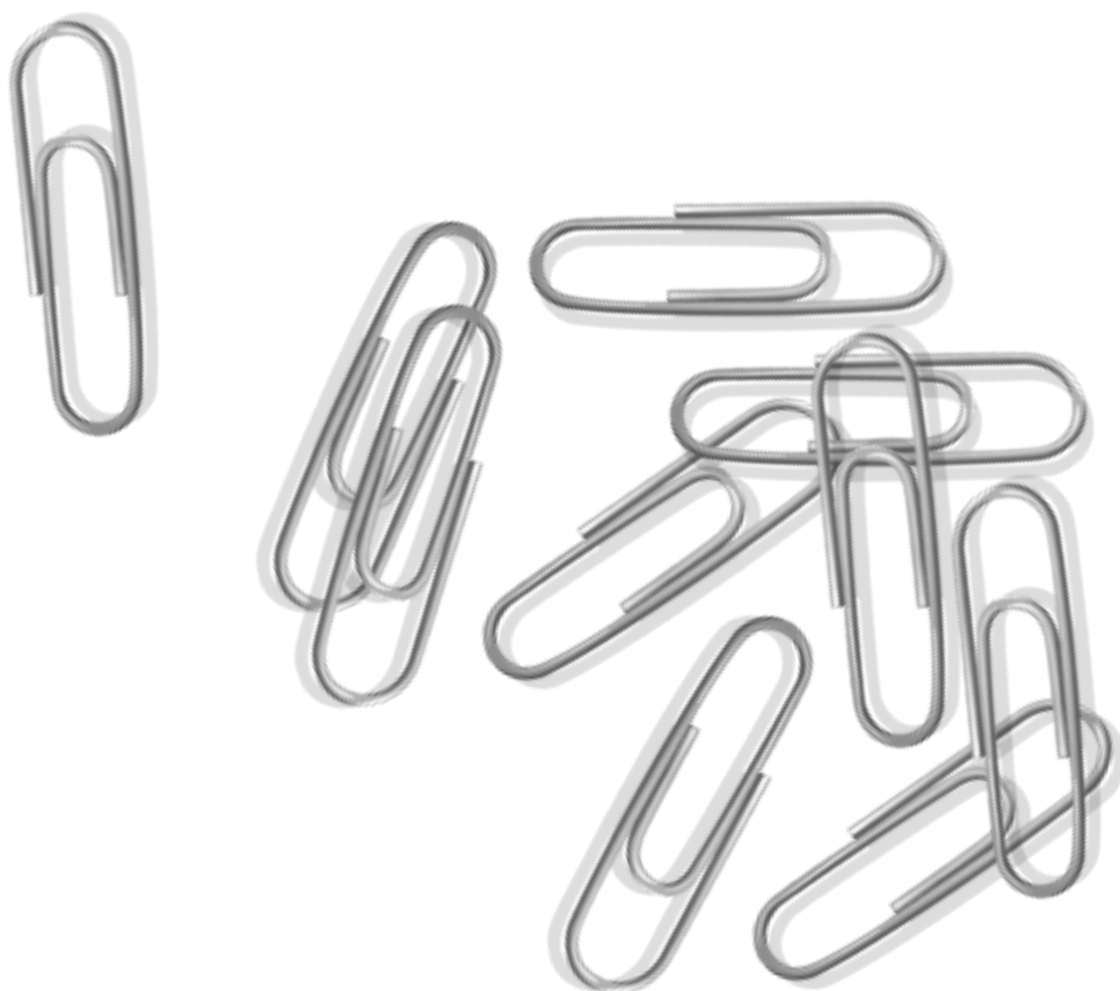
Puerto Rican and Latino Faculty and Staff Organization. Formed in the early 1980s as an advocacy and networking group, the Puerto Rican and Latino Faculty and Staff Organizations sponsors forums, lectures, and colloquia on issues pertaining to the Latino/Latina reality. It meets monthly during the academic year and dues are minimal.

More information may be obtained from the Department of Puerto Rican and Latino Studies, ext. 5561.

GLBTQ Advocacy in Research & Education (GLARE) is a group of faculty and staff in the School of Education at Brooklyn College which is committed to the well-being of lesbian, gay, bisexual, transgender, queer, questioning or gender nonconforming children and youth. GLARE devotes itself to the preparation of the next generation of teachers and school professionals by conducting research on queer issues in schools and by developing affective, anti-oppressive pedagogical approaches for use in a variety of school settings. In its eight-year history as a gay-straight organization, GLARE has hosted numerous educational advocacy events on the Brooklyn College campus and elsewhere, including theatrical performances, guest speakers, film series and panel presentations. GLARE's hope is that those affected by these efforts will act on their awareness and understanding of LGBTQ issues in ways that create safe schools and safe streets for all children and families.

If you would like more information about GLARE, please contact the School of Education at ext. 5214.

Chapter 10: **Other College Resources and Services**



Brooklyn College Information Line

Calling (718) 951-5000 from a touch-tone telephone connects you to the Brooklyn College Information Line. A 24-hour service, it provides recorded information and a directory of College programs, departments, and services.

ATM

An ATM is located near the main entrance of Boylan Hall.

Brooklyn College Bookstore

Lower Level, Boylan Hall, ext. 5150. Information concerning ordering textbooks is included in the “Course and Classroom Requirements” section above and from your department.

On presentation of a Brooklyn College ID card, faculty members receive a discount on certain merchandise purchased in the bookstore.

Mailing Services

Brooklyn College Mailing Services, ext. 5237, provides all postal services except registered mail and money orders. Express mail forms and envelopes are available. Window hours are 10 a.m. to 5 p.m., Monday to Friday. Outgoing mail for the U.S. Postal Service leaves Brooklyn College at approximately 3 p.m. Mail for same-day processing must be brought to the mailroom no later than 2:30 p.m.

All outgoing mail must show a return address:

Department Name
Brooklyn College
2900 Bedford Avenue
Brooklyn, NY 11210-2889.

A CUNY messenger picks up inter-campus mail once per day and distributes it throughout the University within two business days.

All interoffice mail must be placed in interoffice envelopes and have the full name and department of the person it is being delivered to. Room numbers and first names only are not acceptable. If Brooklyn College envelopes are used for interoffice mail, indicate this when mail is delivered to the Mailing Services office to prevent unnecessary use of postage funds. Personal mail must be paid for in advance by check with proper proof of identification.

Health Services

Brooklyn College Health Clinic, 114 Roosevelt Hall, ext. 5580. The clinic offers health care to undergraduate and graduate students. For services offered, see the Brooklyn College Bulletin.

Emergency Medical Squad, 021 Ingersoll Hall Extension, ext. 5859; Emergency Only, ext. 5858. Founded in 1977, the Brooklyn College Emergency Medical Squad (BC-EMS) is one of the most important student organizations on campus. Highly dedicated student volunteers, who are trained and certified as emergency medical technicians, provide emergency medical service—including ambulance service—for the campus and the surrounding community. Prompt, professional response to emergencies is ensured by advanced radio links among student members and the medical base.

EMS operates whenever classes are in session and is available upon request for standby service for campus events.

Health Programs/Immunization Requirements Office, 0710 James Hall, ext. 4505, ensures that students are in compliance with immunization regulations as stipulated in public health laws and will provide advocacy, education, communications, materials, workshops and related culturally competent practices to enhance and advance the health and wellness of students. The office is responsible for immunization processing, health fairs, seminars, blood drives and inviting public health insurance providers to the campus.

Safety and Security

Emergency Number. For on-campus emergencies, call ext. 5444 or 911.

Office of Campus and Community Safety Services, 0202 Ingersoll Hall, ext. 5511, is open 24/7 to provide a safe and secure environment for all College faculty, staff, and students and protects College property. Security officers are trained peace officers who enforce the policies and procedures of the College and the criminal and civil laws of New York. Safety and security are the responsibility also of all members of the campus community.

Campus Access. The campus is open Monday through Thursday, 7:30 a.m. to 11 p.m., and Friday, Saturday, and Sunday, 7:30 a.m. to 6 p.m. The college is closed on public holidays and on any other designated days, as published on the Academic Calendar. Faculty have 24-hour access to campus on presentation of an ID card. Entrances are:

- Bedford Avenue Gates
- Bike Rack Gate, Campus Road and East 27th Street
- East Gate, Campus Road and Nostrand Avenue
- Hillel Gate, Campus Road and Hillel Place
- James Hall (*24-hour access*)
- Roosevelt Hall (*24-hour access*)
- West Gate, entrance to parking lot
- Whitehead Hall, Campus Road and East 27th Street (*24-hour access*)

Keys and Locks. Keys to offices, classrooms, and restrooms may be obtained by submitting a key request card, signed by the department chairperson or office director, to the Office of Campus and Community Safety Services. A small fee for each key is payable at the Bursar's Office. Locks are installed or repaired by requisition to the Office of Campus and Community Safety Services. Requisition forms may be obtained in 0202 Ingersoll Hall. For emergency repairs or installations, contact the office by phone, ext. 5511. If you are locked out of an office or classroom, contact the Office of Campus and Community Safety Services.

Shuttle and Escort Service, ext. 5511, for faculty, staff and students operates whenever the campus is open. The shuttle is available between campus and the parking lots and the two nearby subway stations. A walking escort service is also available during the same hours. Contact the Office of Campus and Community Safety Services approximately 20 minutes before an escort or shuttle is needed.

Crime Prevention. The Office of Campus and Community Safety Services distributes booklets, flyers, and a newsletter to alert the campus to any specific problem or known hazard and to provide information and safety tips. The office will also provide security surveys and crime prevention presentations on request.

Fire Prevention. The Office of Campus and Community Safety Services monitors campus fire alarm systems and is responsible for general fire safety. It also conducts periodic fire drills. At least once each semester, faculty must follow fire drill procedures that are provided to each department. Fire wardens from each department assist in evacuating a designated area at the direction of Campus Safety personnel. Fire safety information and surveys are available on request.

Parking Enforcement. Parking spaces (including those reserved for persons with disabilities), speed limits, and no-parking areas are clearly marked. Tickets are given for parking violations and must be cleared to retain parking privileges. Annual parking tags may be purchased through Auxiliary Accounting, 1146 Boylan Hall, ext. 5241 or online via the WebCentral Portal.

Faculty Photo IDs

All faculty, staff, students, and long-term visitors must present a College ID card to enter the campus and should wear it while on campus, especially when the College is closed. The library, the public computing lab, and the Brooklyn College Student Center also require an ID card for entry.

All visitors to the campus must present identification and be issued a visitor's pass to enter the campus. A one-day visitor's pass may be obtained at any campus entrance.

New employees must report to the Photo ID Center/Enrollment Services, West Quad Building, where a photo identification card will be prepared upon presentation of appropriate personal identification. There is a \$5 replacement fee for lost IDs. ID cards are the property of the College and must be returned at the end of employment.

Dining Facilities

The lower level of Boylan Hall offers two dining areas—the Cafeteria and the Georgian Room. The Cafeteria, which seats more than five hundred, is open Monday through Thursday, 7 a.m. to 7 p.m., and Friday, 8:00 a.m. to 2 p.m., when classes are in session. Shorter hours are in effect during the summer and intersession. Kosher food is available at a separate counter in the cafeteria. Specialty coffees may be purchased at a Starbucks cart in the cafeteria.

The smaller, quieter Georgian Room, open Monday through Thursday, noon to 2 p.m., offers a daily buffet with several hot entrees and a salad bar. Adjacent to the Georgian Room are two conference rooms that may be reserved for luncheon meetings by calling the catering services at ext. 4348.

Information, Publications, and Public Relations

The Office of Communications and Marketing, 2110 Boylan Hall, ext. 5882, promotes a positive and consistent image of the college for internal and external audiences, including the press, and champions the accomplishments of our talented students, gifted faculty and dedicated staff.

To accomplish that, the Assistant Vice President of Marketing, Communications and Public Relations serves as lead college spokesperson with the media at all levels. The office also researches, writes, designs, edits and arranges photography for a wide range of print and Web-based publications, including the *Brooklyn College Magazine*, the Commencement Program, the Brooklyn College Foundation Annual Report, the Faculty Newsletter and a variety of handbooks, newsletters, pamphlets, brochures, posters and invitations.

The Assistant Vice President coordinates media resources and oversees contacts between the Brooklyn College faculty and journalists seeking authoritative, up-to-date information and comments on a variety of both historical and current issues and events. The office is also responsible for the nontechnical maintenance of up-to-date information on the college website.

Advisory Committee on Academic Computing (ACAC)

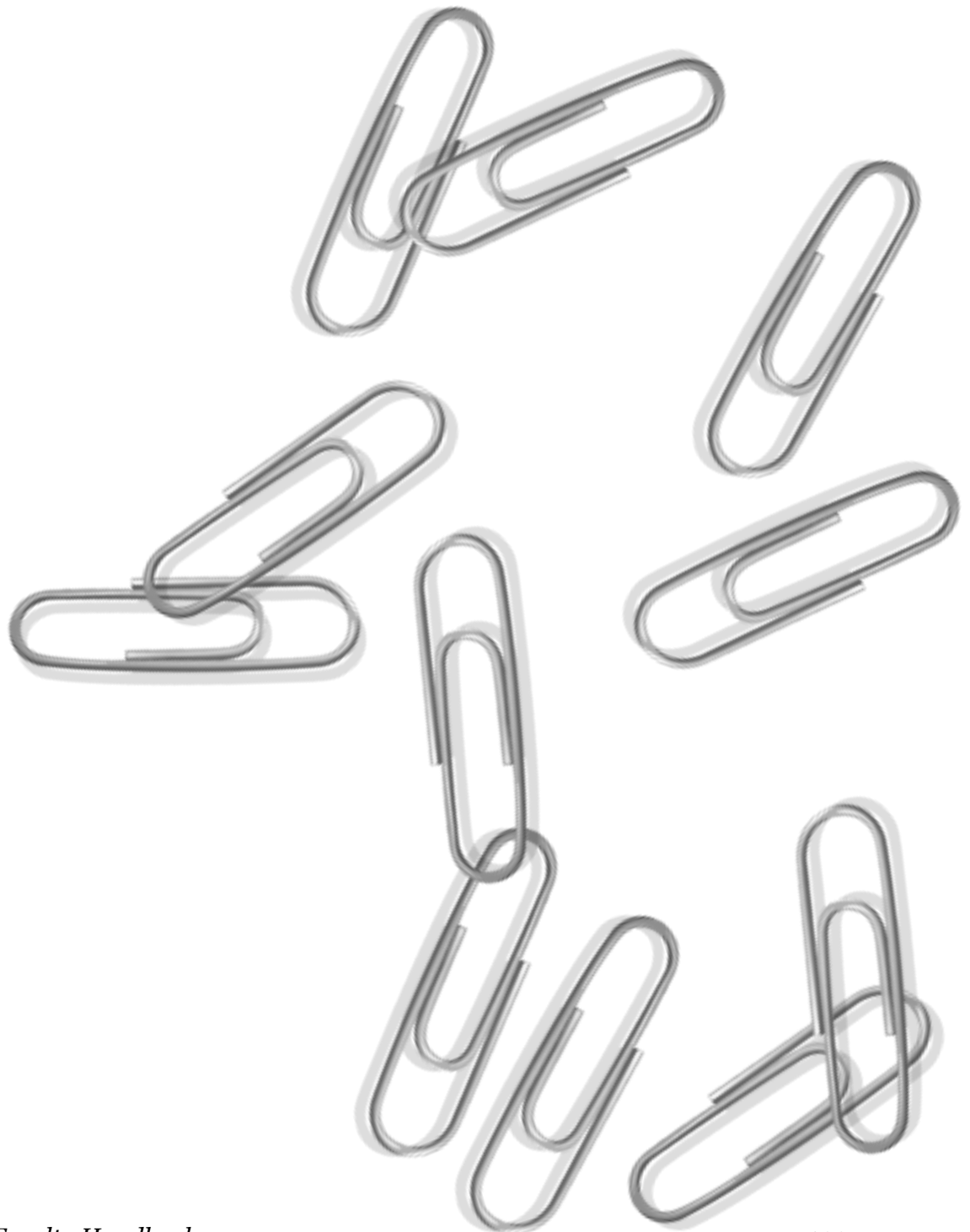
Made up of faculty members from all five schools, the Advisory Committee on Academic Computing advises the AIT staff on the continuing development of the academic computing and teaching-with-technology program at Brooklyn College.

Brooklyn College Foundation (BCF)

The Brooklyn College Foundation, 1122 Ingersoll Hall, ext. 5074, incorporated in 1958 and governed by a board of trustees, is composed of loyal alumni and friends of the College, who promote its development, support its academic mission, and protect the welfare of its students.

The foundation raises funds for scholarships and awards, fellowships, professorships, visiting scholar programs, lectureships, cultural resources, laboratories, and campus improvements. Funds are solicited from alumni, friends of the College, faculty and staff members, foundations, and corporations.

Chapter 11: **Legal Matters**



Use of College Name, Title, Stationery, and Logo

Using the name or symbol of the City University of New York or any of its colleges in an advertisement without the written permission of the University is prohibited. Use of the Brooklyn College logo should conform to the guidelines of the Graphic Standards Manual, available in the Office of Communications and Marketing—when in doubt, consult with the College’s graphic design manager.

Use of CUNY or College titles or stationery must be reserved to activities related to an employee’s official duties. Officers and employees may not use their official titles or the name of the University or the College in solicitations or advertisements in behalf of political candidates or political parties.

Accepting Services of Subpoenas and Other Legal Documents

The Office of Legal Services, 1405 Boylan Hall, ext. 3118, alone is authorized to accept subpoenas and other legal documents served on the College or its employees. Any person who attempts to serve a subpoena or any other legal document on any member of the College community should be escorted to that office by a Campus Safety Officer.

If a subpoena, complaint, or other legal document is sent to you by mail, please note how and when it was received (e.g., regular mail, certified mail, overnight delivery service), attach the envelope to the document, and bring these materials immediately to the Office of Legal Services.

Lawsuits

If the College or an employee is named as a party to a lawsuit, a process server may attempt to deliver such documents as a Complaint, Notice of Claim, Order to Show Cause, or Notice of Petition. The College must respond to these documents in a timely fashion. Therefore, please direct all process servers to the Office of Legal Services. Do not accept process of any kind for the College or for an employee.

Human Rights Complaints

Members of the College community may receive complaints against the College or named employees filed by the New York City Commission on Human Rights, the New York State Division of Human Rights, the U.S. Equal Employment Opportunity Commission, or the U.S. Office for Civil Rights. These documents, too, must be forwarded promptly to the Office of Legal Services.

Indemnification

New York State Public Officers Law, Section 17, provides for the defense and indemnification of an employee in a civil action, and indemnifies the employee in the event there is a judgment against the employee, provided the alleged act that is the basis for the lawsuit occurred while the employee was acting within the scope of his or her public employment or duties, subject to the discretion of the New York State Attorney General.

Should you have any questions, please call the Office of Legal Services, ext. 3118.

Appendix A:

College Structure and Governance

Brooklyn College Governance Plan

Governance Bodies Summary

Faculty Council Committees

Brooklyn College Organization Chart

Brooklyn College Governance Plan

(Amended and approved by the CUNY Board of Trustees on January 26, 2015)

Article I. The Policy Council

A. The membership of the Policy Council shall consist of an equal number of administrators, faculty and students:

1. Members of the Administration to be designated as follows:
 - a. the President of Brooklyn College who shall chair the Policy Council;
 - b. Additional members of the administration selected by the President from among the following: vice presidents, assistant vice presidents, deans.
 - c. Any additional members needed to bring the total members of the Administration to 10, which shall be the minimum. These members are to be selected in a manner determined by the members of the administration designated in 1(b) above with the approval of Policy Council.
2. Members of the faculty are to be chosen as follows:
 - a. one representative of the Steering Committee of Faculty Council;
 - b. one representative of the Liaison Committee of the Council on Administrative Policy;
 - c. Faculty members at large (except administrators with a title of assistant dean or above) to bring the total number of faculty representatives to the same number as members of the Administration, to be elected biennially in May, to serve in the following two academic years, in a manner to be determined by Faculty Council with the approval of Policy Council.

Faculty members at large may be reelected.

3. Students are to be chosen as follows:
 - a. the three presidents of the three student government bodies;
 - b. Additional students to bring the total number of student representatives to the same number as administrators, to be selected annually in a manner determined by the Student Governments with the approval of Policy Council.
4. Should the number of members of the Administration, as determined in section 1, change during the biennial period commencing with the faculty election, the following procedures shall be followed;
 - a. If the number increases, an equal increase in the membership of faculty and students shall be effected, by the selection process indicated in 2(c) and 3(b);
 - b. If the number decreases, the additional members to bring the Administration membership to the same level as that of the faculty and students shall be selected in a manner determined by the Administrators designated in 1(a)-(b) above with the approval of Policy Council.

5.
 - a. If one of the members designated in paragraph 1(a) or (b) above shall be unable to serve for an entire semester or for the balance of a semester, a replacement shall be selected in the manner used in paragraph 4(b).
 - b. If one of the student government presidents shall be unable to serve for an entire semester or for the balance of a semester, a replacement shall be selected by the student government presidents.
 6. Each constituency (administrators, faculty, and students) shall choose three alternates to serve with voice and vote at any meeting in the absence of their respective members.
- B. The Policy Council shall meet at least three times a semester, and more frequently if necessary. Special meetings may be called by the President or by the Executive Committee and shall be called at the request of any eight members of the Policy Council.
- C. The functions of Policy Council shall be as follows:
1. Recognizing the legislative authority of Faculty Council in matters of curriculum and degree requirements, of the Student Governments in matters of student affairs, of the Council on Administrative Policy and the Promotions and Tenure Committee on matters of personnel, the Policy Council may make recommendations in all areas of the operation of the college to the President.
 2. The Policy Council shall serve as a forum for discussing issues and problems of general college concern; shall advise the President both in response to his/her requests for counsel and upon its own initiative; shall provide through its existence a formal body for each constituent group to express its viewpoint and to communicate with other elements of the college community; and shall submit recommendations for action as appropriate to the Faculty Council, to the Council on Administrative Policy, and to the student governments.
 3. The Policy Council shall be responsible for approving any and all new governance proposals and assuring that they meet standards of the Trustees of The City University of New York and standards of Brooklyn College. The Policy Council shall determine that the proposals provide a role for students, faculty, and administrators. The Policy Council shall also monitor the functions of individual legislative and administrative bodies to assure that no constituent body exceeds its jurisdiction.
 4.
 - a. The Policy Council shall establish standing committees which shall be responsible for continuing study of and reporting on college policy. The Policy Council shall also have the authority to appoint and charge ad hoc committees as it sees fit. In the case of both standing committees and ad hoc committees, the Policy Council may draw students, faculty, or administrators including members of the support staff from the college community at large. In addition to the college's constituencies represented on the Policy Council, there are other groups which should be consulted, such as community people and alumni.
 - b. With regard to goals, priorities, policy guidelines, budget and the overall direction of the college, the President shall work closely with the appropriate Policy Council committees.
 - c. The Policy Council shall prepare its own bylaws consistent with this governance plan and the Bylaws of the Board of Trustees of The City University of New York.

Article II. The Faculty

- A. The faculty shall consist of all persons having faculty rank or status. It shall conduct the educational affairs customarily cared for by a college faculty. It shall make its own bylaws consistent with this governance plan and Bylaws of the Board of Trustees of The City University of New York. It shall meet at least once each semester, or more often, at the call of the President or by petition of ten percent of its members, and shall be responsible for the formulation of policy relating to the admission and retention of students, including health and scholarship standards; student attendance, including leaves of absence; curriculum; awarding of college credit; granting of degrees. Meetings of the Faculty shall be chaired by the President.
- B. The Faculty Council shall be the legislative body of the Faculty and shall have all the responsibilities of a faculty, as exercised heretofore under the Bylaws and Policy Statements of the Board of Trustees of The City University of New York subject only to the review of the Faculty.
- C.
 - 1. The Faculty Council shall consist of all of the following, (a) through (d):
 - a. all department chairpersons.
 - b. an additional delegate of faculty rank or faculty status from each department elected, or reelected, for a term of three years by department members of faculty rank or faculty status. Departments shall elect an alternate delegate to serve with voice and vote at any meeting in the absence of the department delegate.
 - c. delegates-at-large of faculty rank or faculty status, equal to the number of instructional departments, elected in a manner determined by Faculty Council. Delegates at-large shall be elected for a term of three years and may be reelected.
 - d. a maximum of five directors of programs in academic areas which meet criteria established by Faculty Council for this purpose and/or are individually designated by Faculty Council.
 - 2. The President, the vice presidents, the assistant vice president(s), full deans, director of student records and business manager may attend Faculty Council meetings with voice, but without vote. At each meeting, the President may present a report to Faculty Council.
 - 3. Fifty percent of the voting members of Faculty Council shall constitute a quorum unless the faculty shall adopt a bylaw requiring a larger number.
- D. The Faculty Council shall function through a system of standing and ad hoc committees consisting of faculty and student members as designated in each committee charge. There shall be a Steering Committee whose composition and charge are determined by the Faculty Council Bylaws. The Steering Committee shall meet regularly with the President to apprise him/her of the agenda of each Faculty Council meeting and to discuss any matters of interest to the Faculty. With regard to goals, priorities, policy guidelines, budget, and the overall direction of the college, the President shall work closely with the appropriate Faculty Council committees.
- E. The Faculty Council shall prepare its own bylaws consistent with this governance plan and the Bylaws of the Board of Trustees of The City University of New York.

Article III. Departments

- A. The chairperson of each department shall be elected in accordance with the Bylaws of the Board of Trustees of The City University of New York, Section 9.1(b), from among professors, associate professors, and assistant professors by all members of the department with faculty rank or faculty status for a term of three years. He/she shall be the executive officer of the department, shall carry out the department's policies, and shall perform the duties of the chairperson in accordance with Bylaw Section 9.3. Each department, subject to the approval of Faculty Council, shall have control of the educational policies of the department through the vote of all members of faculty rank or faculty status.

In all departmental elections an affirmative vote shall be determined by satisfaction of the following:

1. There must be an affirmative vote of a majority of those present and eligible to vote at a duly constituted election meeting of the Department, a quorum being present;
 2. a quorum shall be defined as a majority of the adjusted membership of the Department;
 3. the adjusted membership of the Department shall be defined as the whole membership of the Department eligible to vote, less those on leaves of absence, those in full-time administrative positions outside the Department, and those without assignment within the Department for a continuous period of two years prior to the election.
 4. Members of any Brooklyn College Personnel Committee shall not be eligible to vote on their own candidacies, and for purposes of such a candidacy the whole number of voting members of the committee shall exclude the candidate.
- B. The department appointments committee in accordance with Bylaw Sec. 9.1(e) shall consist of the chairperson and four members of faculty rank elected by the department members of faculty rank or faculty status for a term of three years. The chairperson of the department shall be the chairperson of the committee. The committee shall be responsible for all recommendations of appointments, reappointments, leaves and tenure. It shall take into consideration student evaluations of professional performance in all matters of reappointment and tenure.
- C. The curriculum committee shall consist of faculty members and of students who are majors in the department. It shall consider and make recommendations concerning curricular proposals for department action; department action will be transmitted to the appropriate graduate or undergraduate Committee on Curriculum and Degree Requirements of Faculty Council.
- D. Promotion recommendations shall be made in accordance with Section 9.8 of the Bylaws of the Board of Trustees of The City University of New York. Student evaluations of professional performance shall be taken into consideration.
- E. Such other committees (standing and ad hoc) shall be created as the department shall decide. All committees shall keep minutes of their proceedings in conformity with Robert's Rules of Order, latest revised edition.

Article IV. The Council on Administrative Policy

- A. The Council on Administrative Policy (CAP) shall consist of the vice presidents, the assistant vice presidents, the deans, the chairpersons of departments, and such non-voting guests as the President may designate. The number of administrators eligible to vote shall not exceed the number of chairpersons of departments. The Council on Administrative Policy shall be chaired by the President and shall meet at least once a month or more often, at the call of the President or an individual member.

It shall discuss issues of importance to the college and its educational mission and make recommendations to the President. The President shall present to CAP, in timely fashion, any significant plans of the administration in the areas of general Educational Policy, Planning, Priorities, Personnel and Budget for discussion and advice. It shall establish, in conformity with the Bylaws of the Board of Trustees and the Governance Plan of Brooklyn College, standards and policies concerning Personnel. It furthermore shall serve as a principal means of communication between the President and the operating departments of the college.

- B. There shall be a Liaison Committee of CAP consisting of five chairpersons, one from each of the five schools (i.e. Business, Education; Humanities and Social Sciences; Natural and Behavioral Sciences; Visual, Media and Performing Arts), to be elected annually. The Liaison Committee of CAP shall have a chairperson. Only department chairpersons shall vote in this election. The Liaison Committee shall serve as the chairpersons' advisory group to the President. Acting as a conduit of information between the President and the chairpersons, it shall meet regularly with the President and/or the Provost to discuss and consult on issues of importance to the college including but not limited to Policy, Planning, Priorities and Budget, as these issues are being formulated and developed by the Administration. It shall help develop, with the President and/or the Provost, the agenda for the CAP meeting.
- C. There shall be a secretary of CAP to be elected by the body as a whole from among the chairpersons.

Article V. College-wide Committee on Personnel and Budget

- A. The College-wide Committee on Personnel and Budget shall consist of all chairpersons of the departments who shall be voting members as well as the President, the Provost, the Associate Provosts, Assistant Provost and Academic Deans, who shall be non-voting members. The College-wide Committee on Personnel and Budget shall be chaired by the President or his or her designee and shall meet each month, or as necessary, at the call of the President.
- B. All appointments and reappointments without tenure shall be recommended to the College-wide Committee on Personnel and Budget by the chairperson of the department in accordance with the vote of a majority of the Department appointments committee. The Provost, Associate Provosts, Assistant Provost and the full Academic Deans shall participate in discussion of the candidates. The President will make his/her final recommendation to the Board of Trustees following consultation with the Provost and the appropriate Academic Deans.
- C. Members of any Brooklyn College Personnel committee shall not be eligible to vote on their own candidacies and for purposes of such a candidacy the whole number of voting members of the committee shall exclude the candidate.

Article VI. Committee on Promotion and Tenure

- A. A College-wide Promotion and Tenure Committee will be composed of all department chairpersons. The chairperson of the Liaison Committee of the Council on Administrative Policy will serve as chairperson of the College Promotion and Tenure Committee.
- B. Subsidiary School Promotion and Tenure Review Committees will be established as described below. The promotion and tenure decisions will take place on four levels:
 - 1. *Level One: Departmental Review.* The appointments committee votes on tenure, including CLTs in academic departments. The appointments committee votes on reappointment of lecturers with the certificate of continuous employment (CCE). Full professors, associates, and the chair vote on promotion to associate. Full professors and the chair vote on promotion to full. Tenured faculty will vote on promotion of CLTs to the ranks of Senior College Laboratory Technician and Chief College Laboratory Technician. Where there are fewer than five eligible voters in a department, additional committee members (bringing the total to five) are to be drawn from the appointments committee in order of rank, then seniority in rank, then time at college. As a supplement to the standard curriculum vitae, a candidate is to provide a personal statement that encompasses her or his major accomplishments and contributions in research, teaching, and service. Department recommendations on promotion and tenure shall be submitted to the appropriate School Promotion and Tenure Review Committee at level two.
 - 2. *Level Two: School Review.* There will be five School Promotion and Tenure Review Committees: Humanities and Social Sciences; Natural and Behavioral Sciences; Visual, Media and Performing Arts; Education; and Business. Each School Promotion and Tenure Review Committee will consist of one tenured associate or full professor (not a department chair) per department in that School. Where there are fewer than five departments in the school additional committee members will be elected to bring the committee total to five. These additional members will be nominated and elected from the faculty of the school. No more than two members of the same department may serve. Each School Promotion and Tenure Review Committee will consider all promotion and tenure/CCE candidates within its school. Selection of committee members to three-year terms are to be voted on (one person one vote) in each department in conjunction with triennial elections. Each School Promotion and Tenure Review Committee will meet and discuss the candidates with the Dean of the respective school prior to voting. The content of this interview is to be limited to clarification and explanation of the written record. The Dean will not have a vote nor be present for the voting procedure. A member of each school review committee (not the Dean) will report that committee's recommendations to the third level.
 - 3. *Level three: College-wide Promotion and Tenure Committee.* The College-wide Promotion and Tenure committee, described above, reviews the recommendations of the School Promotion and Tenure Review Committees. Then the recommendations of the College Promotion and Tenure Committee, together with the recommendations of the School Promotion and Tenure Review Committees, will be forwarded to the President.
 - 4. *Level Four:* The President considers the recommendations of all committees and renders her or his

decision on whether or not a candidate will be recommended positively to the University's Board of Trustees.

5. Subcommittees of the full College Promotion and Tenure Committee will be appointed when there are candidates in the following categories:
 - a. A subcommittee on tenure for College Laboratory Technicians in non-academic Departments which shall consist of three tenured faculty members elected by, but not from, the College Promotion and Tenure Committee, and two administrators appointed by the President.
 - b. A subcommittee on promotion for College Laboratory Technicians in non-academic Departments which shall consist of three tenured faculty members elected by, but not from, the College Promotion and Tenure Committee, and two administrators appointed by the President. This subcommittee will consider promotions to the ranks of Senior College Laboratory Technician and Chief College Laboratory Technician in non-academic departments.
 - c. A subcommittee on tenure for persons in the Registrar series which shall consist of three chairpersons elected by the College Promotion and Tenure Committee and two administrators appointed by the President.
 6. The subcommittees named in paragraph 5 will report their recommendations to the College Promotion and Tenure Committee, after which the recommendations of the College Promotion and Tenure Committee, together with the recommendations of the subcommittees, will be forwarded to the President.
 7. Members of any Brooklyn College Personnel Committee shall not be eligible to vote on their own candidacies, and for purposes of such a candidacy the whole number of voting members of the committee shall exclude the candidate.
- C. The President will meet with the appropriate college personnel committee or committees to discuss any case for which he/she requires additional information before making his/her final recommendation to the Board of Trustees.

Article VII. Student Government

- A. There shall be three student government associations at the college: the CLAS student government organization representing students in the day session; the SGS student government organization representing undergraduate students in the evening session, and the graduate student organization representing graduate students. Each body shall be governed by its own constitution, subject to the provisions of this Governance Plan and the Bylaws and policies of the Board of Trustees.
- B. These organizations shall have authority in areas relevant to student extra-curricular activities at the college. Their powers shall include:
 1. The power to charter or otherwise authorize teams (excluding intercollegiate athletics), publications, organizations, associations, clubs or chapters, and, when appropriate in the exercise of such

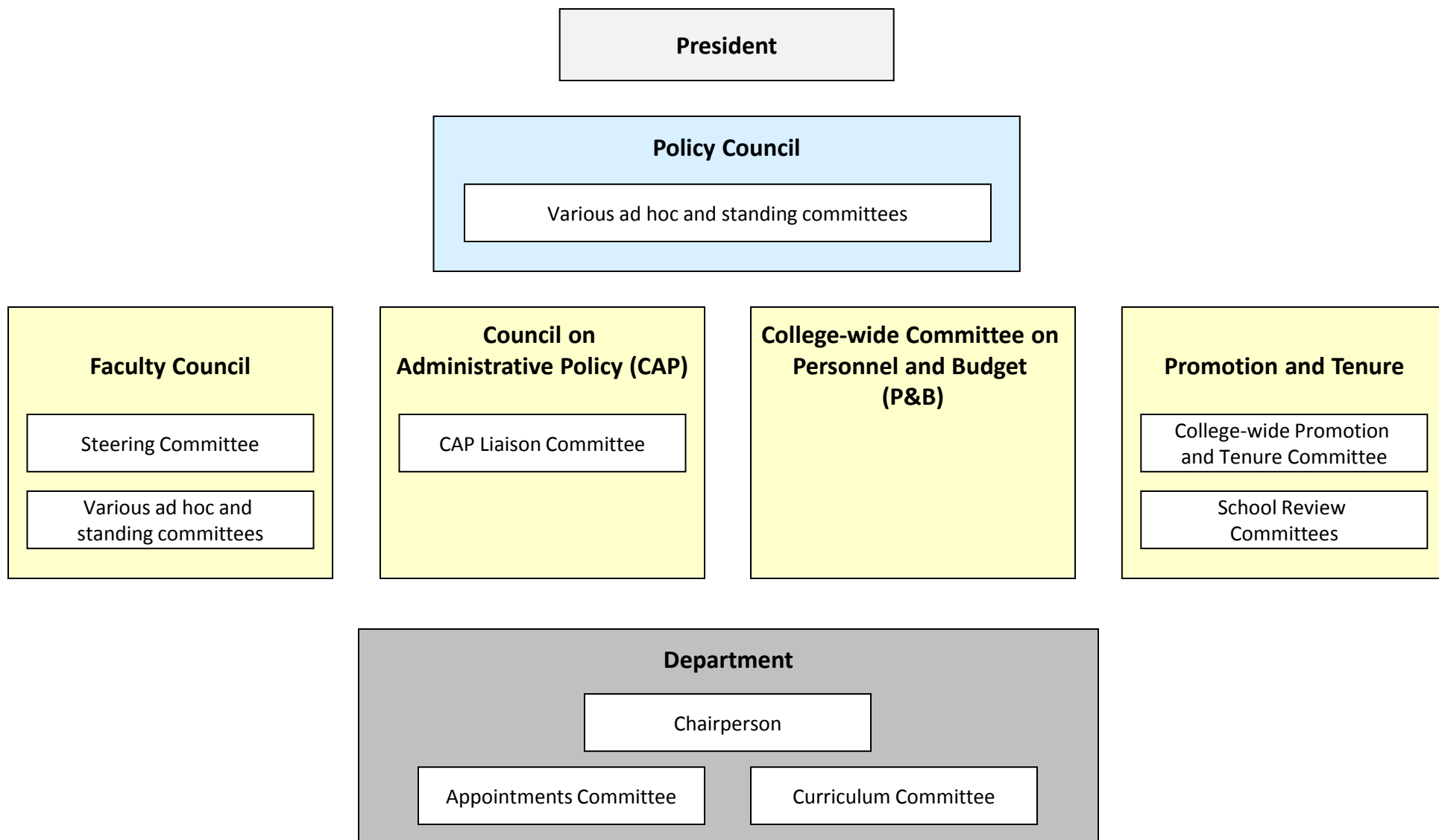
regulatory power, the power to refuse, suspend or revoke any charter or other authorization for cause after hearing on notice.

2. The power to delegate responsibility for the effective implementation of its regulatory functions to any officer or committee which it may appoint. Any aggrieved student or group whose charter or other authorization has been refused, suspended or revoked may appeal such adverse action by such officer or committee or student government to the duly elected student government. On appeal an aggrieved student or group shall be entitled to a hearing following the due process procedures as set forth in Section 15.3 of the Bylaws of the Board of Trustees. Following such hearing the duly elected student government shall have the authority to set aside, decrease or confirm the adverse action.
- C. The Student Governments shall, in a manner that they determine, appoint all student members to Faculty Council committees.
- D. The Student Governments shall have the power to allocate the Student Government fee in accordance with the Board Bylaws. Each student and government organization shall be responsible for the full disclosure to its constituents of all financial information with respect to student government fees.
- E. Each of the Student Governments shall have the right and power to make recommendations to the President, Faculty Council, Policy Council, and to any other agent, department, committee, or organization of the college and/or City University of New York.
- F.
1. There shall be a Council of Student Governments.
 2. The Council shall consist of the Presidents of the Student Governments.
 3. They shall meet on a monthly basis to discuss and formulate policy on student matters, set goals and priorities.
 4. They shall meet with the college President to discuss college-wide matters affecting the college community.
 5. The Chairpersonship of the Council shall rotate on a monthly basis.
 6. The Council may appoint resource members as it sees fit.

Article VIII. Amendment

Amendments to this Governance Plan may be initiated (a) by any constituent body or (b) by the Policy Council itself, provided such amendment does not alter the powers held by another constituent body without the consent of that body. All amendments must be approved by the Policy Council and by the President for submission to the Board of Trustees.

Governance Bodies



Policy Council

10 Administrators

10 Faculty (2 ex officio and 8 at-large)

10 Students (3 ex officio and 7 at-large)

Chaired by the president.

Meets at least 3 times per year.

Makes recommendations to the president in all areas of college operation.

Approves all new governance proposals.

Monitors the functions and jurisdiction of the other administrative and governance bodies.

Faculty Council

35 department chairpersons

35 department delegates of faculty rank or faculty status

35 delegates-at-large of faculty rank or faculty status

Up to 5 academic program directors

Administrators may attend with voice, but without a vote.

Chair elected by council.

Meets at least once per month during the academic year.

The legislative body of the Faculty whose duties include, but are not limited to, curriculum approval and oversight, degree and certificate programs, campus planning, admissions, academic integrity, technology utilization, research and student records.

Council on Administrative Policy (CAP)

21 Administrators

35 Department Chairpersons

Chaired by the president.

Makes recommendations to the president related to the college's educational mission and other issues of importance. This includes general education policy, planning, institutional priorities, personnel and budget.

CAP Liaison Committee:

Serves as the chairpersons advisory group to the president consisting of five department chairpersons, one from each of the five schools, elected annually.

College-wide Committee on Personnel and Budget (P&B)

35 Department Chairpersons

12 Administrators (with voice only)

Chaired by the president.

Meets at least once per month during the academic year.

Reviews and votes on appointments and reappointments without tenure

Promotion and Tenure

See Promotion and Tenure Structure for details and membership.

The Department

Chairperson:

Elected for a three year term from among tenured professors, associate professors and assistant professors by all members of the department with faculty rank or faculty status.

The executive officer of the department, shall carry out the department's policies and perform the duties of the chairperson in accordance with the Bylaws §9.3.

Appointments Committee:

Chairperson and four members of the department with faculty rank. Elected for a three year term.

Responsible for recommendations of appointments, reappointments, leaves and tenure.

Curriculum Committee:

Faculty members and students, who are majors in the department.

Considers and makes recommendations to Faculty Council concerning curricular proposals for department action.

Student Government

There shall be three student government associations at the college.

These organizations shall have authority in the areas relevant to student extra-curricular activities at the college.

Charges of Standing Committees

Brooklyn College Faculty Council

Revised May 11, 2010

Committee on Academic Foundations

The Committee on Academic Foundations shall consist of five members of the faculty.

It shall monitor the implementation of the Basic Educational Skills document. It shall be the agency to receive proposals concerning the matter dealt with in this document. Subject to present authority of other committees of Faculty Council, it shall submit its recommendations concerning such matters to Faculty Council for approval. The committee shall make an annual report to Faculty Council at the regular meeting in April. This report shall include an update, if necessary, of the Basic Skills Educational document.

Committee on Academic Integrity

The Academic Integrity Committee (AIC) shall consist of five members of the faculty. To assure continuity, at least two members should serve for two consecutive years.

The AIC will oversee the implementation, interpretation, maintenance, and revision of academic integrity policies at Brooklyn College. This includes:

- a) educating students and faculty about the College's expectations, policies, and procedures on Academic Integrity,
- b) ensuring that each academic department has a Departmental Academic Integrity Committee (DAIC) to review contested grade reductions resulting from documented incidents of student cheating and plagiarism and providing such committees with advice and assistance,
- c) conducting hearings that pertain to student and faculty appeals of the decisions made by DAIC's,
- d) reviewing existing policies and procedures and preparing and submitting appropriate recommendations and legislation to Faculty Council and other governance bodies.

The committee will consult relevant documentation (e.g., Faculty Report forms) collected by the [Office of the Vice President for Student Affairs], and a representative from that office may attend meetings in an advisory capacity. Files on decisions from this committee will be maintained by the [Office of the Vice President for Student Affairs]. An attorney from the college's legal affairs office may also be present to act as legal advisor to the committee. It shall submit to the Faculty Council at its regular April meeting an annual report of its activities.

Committee on Admissions

The Committee on Admissions (Undergraduate) shall consist of four members of the faculty and one student.

The committee shall monitor all policies and procedures involving the recruitment, admission and placement of students, shall evaluate these policies and procedures, and shall make recommendations to Faculty Council for their improvement whenever appropriate. The committee shall have access to the college records needed to carry out this responsibility. The committee shall submit an annual report in May and any other reports that it considers advisable.

Committee on Campus Planning

The Committee on Campus Planning shall consist of four faculty members and two student members.

The faculty-student Committee on Campus Planning is to review the allocation, reallocation, maintenance, and rehabilitation of currently available space; to recommend, if necessary, that specific space assignments be initiated, changed, or eliminated; to recommend procedures concerned with campus security. The committee shall submit to Faculty Council in March an annual report of its activities.

Committee on College Integrity and Academic Freedom

The Committee of College Integrity shall consist of five members of the faculty: the Chairperson of Faculty Council, one additional member of the Steering Committee of Faculty Council appointed by the Chairperson of Faculty Council, and three members of the faculty elected by Faculty Council; the Committee Chairperson shall be one of these three.

The committee shall assume initiative and responsibility for protecting the reputation and integrity of the college by prompt comment on such documents, reports, statements or actions as it may judge to be inimical to the welfare of the college. The committee will also make recommendations pertaining to all issues of Academic Freedom at Brooklyn College. The committee shall submit recommendations to the Faculty Council when and as required. It shall submit to the Faculty Council at its regular April meeting an annual report of its activities.

Committee on Committees

The Committee on Committees consists of six members of Faculty Council as provided in Article IV of the Faculty Council Bylaws.

These bylaws define the duties of the Committee on Committees as follows: The Committee on Committees shall make nominations to Faculty Council with respect to the faculty

membership of all standing Faculty Council committees. The Committee on Committees shall report periodically to Faculty Council on the effectiveness of the committee structure.

Committee on Computer Utilization and Educational Technology

The Committee on Computer Utilization and Educational Technology shall consist of four members of the faculty and one student.

The committee shall make recommendations to the Faculty Council with respect to the use of college computer facilities for teaching and administrative purposes, for faculty research, and for other relevant functions. The committee shall keep the college and the various departments aware of the latest developments in educational technology and advise on problems of procurement and distribution of technological educational equipment and facilities. It shall submit to the Faculty Council at its regular March meeting an annual report of its activities.

Committee on the Core Curriculum

The Committee on the Core Curriculum shall consist of seven members of the faculty and two students (one from CLAS and one from SGS).

The function of the committee shall be to review the implementation of the core curriculum and to make recommendations for any desirable modification. It shall receive core curricular proposals from the sponsoring departments and, after approving them, transmit them to the Committee on Curriculum and Degree Requirements for presentation to Faculty Council with recommendations. In addition, it shall cooperate with the administration in establishing faculty seminars on the core curriculum. The committee shall have access to all information needed to carry out its charge and shall report annually to Faculty Council in May on the effectiveness of the Core Curriculum.

Committee on Course and Standing

The Committee on Course and Standing shall consist of five members of the faculty.

It shall have power to formulate policies with respect to scholastic requirements and academic standing, including retention standards, size of programs, attendance, withdrawal from courses, absence(s) from final examinations, reexaminations and absentee examination, residence requirements, leaves of absence, readmission of students dropped for poor scholarship, changes of grade, extension of time for completion of entrance conditions, scholarship warnings, graduation with honors and modifications of degree requirements in individual cases. In these areas, it shall interpret faculty policy and shall act on appeals from decisions of administrative officers.

The function set down for this committee shall apply to all undergraduate degree-bearing programs. The committee shall submit all major policy formulations to the Faculty Council before the implementation of such policies. It shall submit to the Faculty Council at its regular meeting in May an annual report of its activities.

Committee on Undergraduate Curriculum and Degree Requirements

The Committee on Undergraduate Curriculum and Degree Requirements shall consist of five members of the faculty and five students.

It shall be charged with reviewing proposals concerning curriculum and degree requirements submitted to it by the departments and programs, and it shall transmit its recommendations on these proposals to the Faculty Council. Changes in the requirements of departments and programs, collateral prescriptions, course descriptions and prerequisites, new courses and courses to be withdrawn shall be reviewed by the Committee on Undergraduate Curriculum and Degree Requirements after approval by the concerned department or program.

The committee shall recommend to the Faculty Council as need arises the establishment of ad hoc committees to consider specific curricular problems. The committee shall submit recommendations to the Faculty Council when and as required. It shall submit to the Faculty Council at its regular May meeting an annual report of its activities.

Faculty-Student Disciplinary Committee

The Faculty-Student Disciplinary Committee consists of seven members as provided in the Bylaws of the Board of Trustees (Sec. 15.3, Par. g): The faculty-student disciplinary committee shall consist of three faculty and three student members plus a chairperson. The faculty members shall be selected by a lot from a panel of six elected annually by the appropriate faculty body from among the persons having faculty rank or faculty status and the student members shall be selected by a lot from a panel of six elected annually in a election in which all students registered at the college shall be eligible to vote. In the event that the student or faculty panel, or both are not elected, the president shall have the duty to select the panel or panels which have not been elected. No member of the committee shall serve more than two consecutive terms. The chairperson of the committee shall be selected by the committee from among the remaining members of the panel and shall have the power to vote in case of a tie. A quorum shall consist of at least two students and two faculty members. Persons who are to be participants in the hearing as witnesses or have been involved in preferring charges or who may participate in appeals procedures or any other person having a direct interest in the outcome of the hearing shall be disqualified from serving on the hearing panel. A lawyer from the general counsel's office of the board may be present to act as legal advisor to the committee.

The duties and procedures of the committee are further described in other paragraphs of this section of the bylaws. It shall submit an annual report to the Faculty Council at its regular May meeting.

Committee on Graduate Admissions and Standards

The Committee on Graduate Admissions and Standards shall consist of five members of the faculty.

It shall have power to formulate policies with respect to standards, admissions, scholastic requirements and academic standing, including retention standards, size of programs, excessive absences, dropping of courses by students, absences from final examinations and reexamination, residence requirements, leaves of absence, readmission of students dropped for poor scholarship, change of grade, maximum extension of time for the completion of entrance conditions and requirements for degrees, honors in the Graduate Division and appeals from the decisions of the administrative officers in these areas.

It shall interpret faculty policies with respect to the standing of students. The committee shall submit all major policy formulations to the Faculty Council for approval before the implementation of such policies. It shall submit to the Faculty Council at its regular April meeting an annual report of its activities.

Committee on Graduate Curriculum and Degree Requirements

The Committee on Graduate Curriculum and Degree Requirements shall consist of five members of the faculty and one matriculated student in the graduate division.

It shall have the power to formulate and recommend to the Faculty Council general educational policy concerning the review and reevaluation of graduate curricula. It shall have the power to make recommendations concerning the admission of departments to the Graduate Division, the general structure of the curriculum including courses of study, requirements for graduation, course offerings, comprehensive examinations and theses, and counseling in the Graduate Division. The committee shall submit recommendations to the Faculty Council when and as required. It shall submit to Faculty Council at its regular May meeting an annual report of its activities.

Committee on Honorary Degrees

The Committee on Honorary Degrees shall consist of four members of the faculty and one student.

It may make recommendations to the President and shall consider the President's nominee(s) for an honorary degree from Brooklyn College and shall submit to Faculty Council the name(s) of any such nominee(s) whom it wishes to recommend for an honorary degree. The

committee shall be guided in its deliberations and procedures by the relevant directives of the Board of Trustees and of the Council of Presidents.

Committee on Honors, Citations and Awards

The Committee on Honors, Citations and Awards shall consist of four members of the faculty.

It shall formulate policies governing the awarding of college honors (not otherwise provided for) to students and alumni. It shall formulate policies governing nomination of students and alumni for awards in those cases where the responsibility devolves upon the faculty. It shall select recipients of honors and awards in such cases, determining the monetary award whenever necessary. It shall be responsible for the selection of alumni to be honored by the college for distinguished achievement. It shall be empowered to prepare citations and letters for appropriate occasions, reporting such actions as items of information to the Faculty Council. It shall also be charged with responsibility for recognizing honor societies and for approving their bylaws. The committee shall submit all major policy formulations to the Faculty Council before the implementations of such policies. It shall submit to the Faculty Council at its regular May meeting an annual report of its activities.

Committee on Intercollegiate Athletics

The Committee on Intercollegiate Athletics shall consist of four members of the faculty.

This committee shall screen the registration records and transcripts of all students participating in intercollegiate athletics in order to ascertain academic eligibility to participate in intercollegiate athletics according to the academic eligibility guidelines and standards approved by Faculty Council. The committee shall develop any additional guidelines and standards that it deems necessary and present these for approval to Faculty Council. It shall also ensure that these student athletes are apprised of the appropriate support services available on campus. It shall declare students who do not satisfy the guidelines ineligible to participate in intercollegiate athletics; and it shall consider student appeals to regain eligibility. The committee shall consult with the Faculty Athletics Representative and the Assistant Athletics Director for Compliance. It shall present an annual report to Faculty Council at the May meeting.

Committee on the Library

The Committee on the Library shall consist of four members of the faculty and one student.

It shall have power to formulate policy in those matters which relate to the effectiveness of the Library in furthering the educational aims of the college. It shall evaluate in cooperation with the Library Department the services of the Library. The committee shall also act as an advisory body to the Chairman of the Library Department. The committee shall submit all major

policy formulations to the Faculty Council for approval before their implementation. It shall submit to the Faculty Council at the regular March meeting an annual report of its activities.

Committee on Master Planning, Educational Policy and Budget

The Committee on Master Planning, Educational Policy and Budget shall consist of six members of the faculty and one student.

It shall be charged with identifying current and emerging needs in all areas within the jurisdiction of the faculty and with making appropriate recommendations. In addition, the committee shall consider the budgetary policy of the college, particularly in effect of budgetary decisions on the academic program. The committee shall exercise an advisory role in the formation of the fiscal policy of the college and shall keep the Faculty Council informed on all developments in this area. The committee shall consult with all student, faculty, and administrative agencies pertinent to its duties and shall have access to all relevant documentations It shall submit to the Faculty Council reports and recommendations appropriate to its charge, including an annual report in May.

Committee on Research

The Committee on Research shall consist of four members of the faculty.

It shall review college policy concerning funded institutional research and shall be consulted in the formation of such policy. It shall uphold the interests of the faculty in relation to the college administration and the Research Foundation of CUNY. It shall access to all information needed to carry out its charge. It shall submit recommendations to Faculty Council whenever appropriate, and shall submit an annual report in May.

Committee on the Review of Programs

The Committee on Review of Programs shall consist of four members of the faculty.

It shall perform the following functions with regard to inter-departmental and extra-departmental programs:

- a) each November it shall receive from the director(s) of each such program, on the Committee's request, a brief summary of the program's curricular and enrollment status for the previous academic year;
- b) if a program is inactive for three consecutive years or if the program's director(s) recommend, the Committee on Review of Programs may recommend to Faculty Council that the program be terminated;
- c) the committee shall receive from each program at least once every seven years, on request from and in a format to be determined by the Committee, a curricular and

programmatic self-study, after consideration of which the Committee will recommend to Faculty Council that the program be continued, continued provisionally, or terminated.

The Committee shall also review each new departmental program three years after its implementation and shall recommend to Faculty Council that the program be continued; or be continued for a specific period, after which it will be reviewed again; or it be discontinued. The Committee shall submit to Faculty Council in April an annual report of its activities.

Committee on Review of Student Records

The Committee on Review of Student Records shall consist of four members of the faculty.

Its function shall be to assure Faculty Council that student academic records are complete, accurate, and in conformity with college regulations. The committee shall have access to any information necessary to determine the efficiency and integrity of the Office of the Registrar, the Computer Center, the Academic Advisement Center, the Schools, and the Departments in recording grades, grade changes and all other academic decisions, and in certifying records for the granting of degrees. The committee shall report to Faculty Council prior to any vote on earned degrees. It shall submit an annual report in May and any other report that it deems useful.

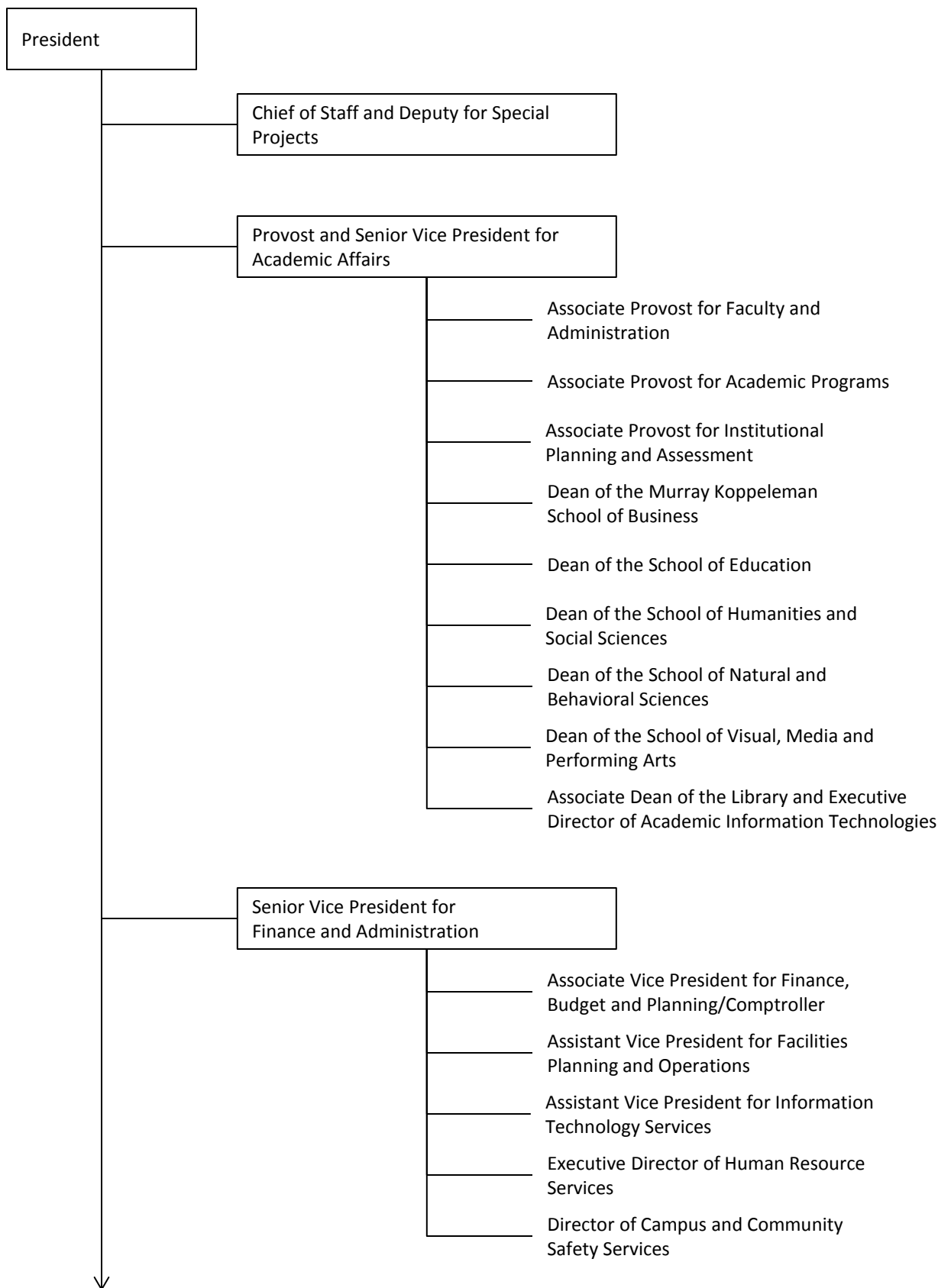
Steering Committee

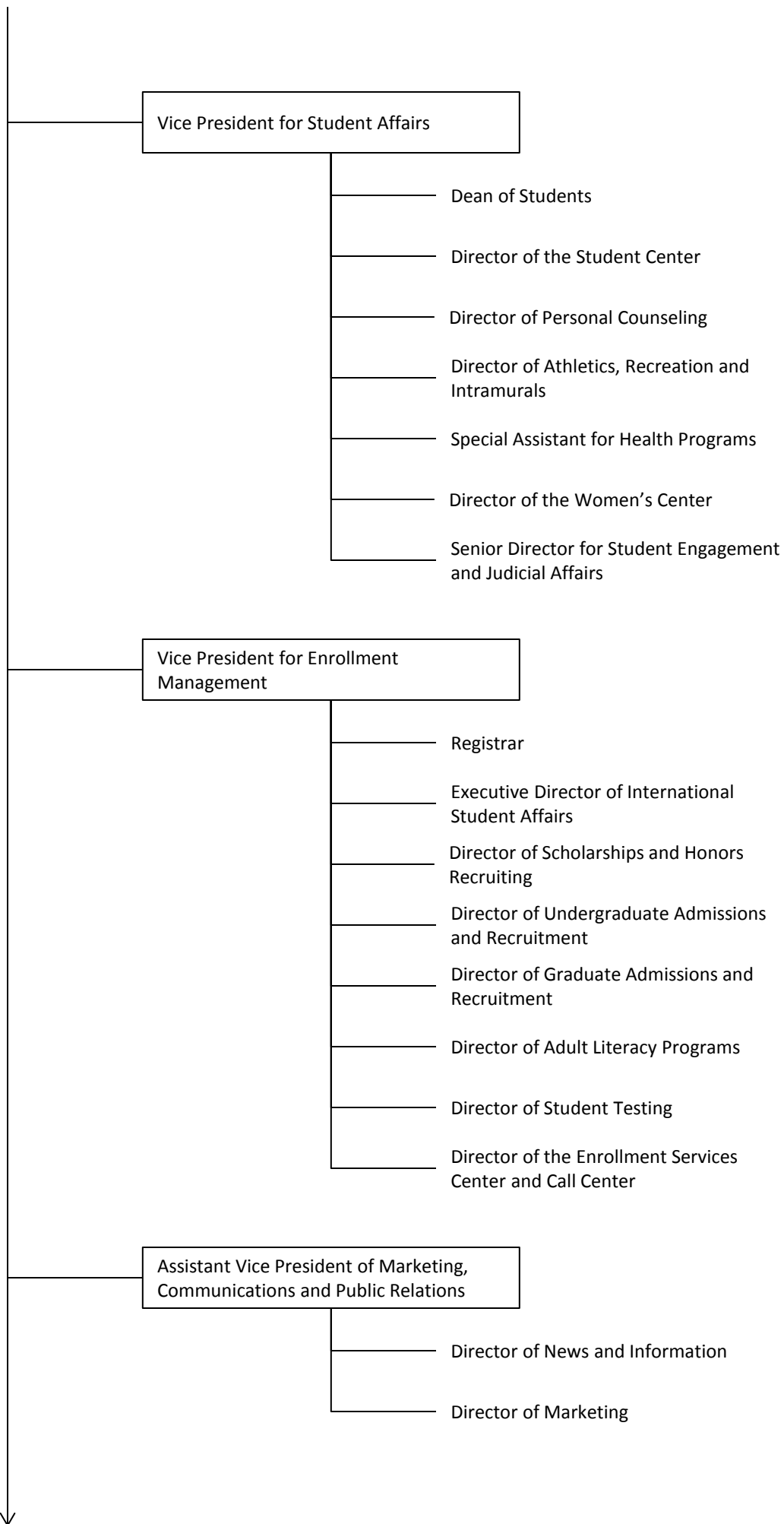
The Steering Committee consists of five members of Faculty Council as provided in Article III of the Faculty Council Bylaws.

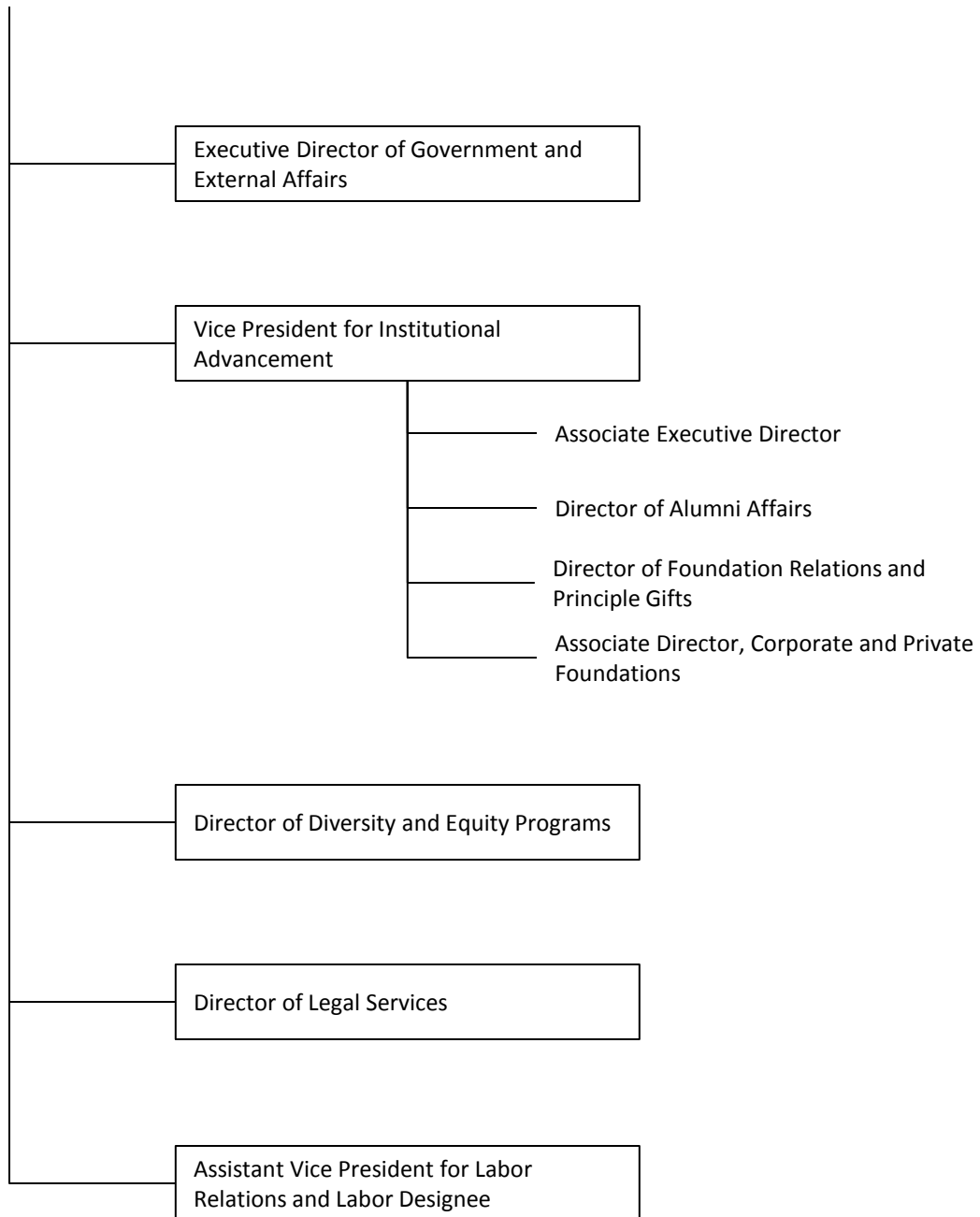
These bylaws define the duties of the Steering Committee as follows: The Steering Committee shall form the agenda and plan the orderly conduct of business for the meetings of Faculty Council, coordinate the operation of committees, supervise the implementation of Faculty Council directives, alert Faculty Council to matters requiring its attention, advise the President and members of the administration on all matters of interest to the faculty of the college, establish and maintain active liaison with other governance bodies of the college, and, on its own authority, call a special session of Faculty Council.

These bylaws also provide for the Steering Committee to act as the Executive Committee of Faculty Council in certain specified ways.

Administrative Structure







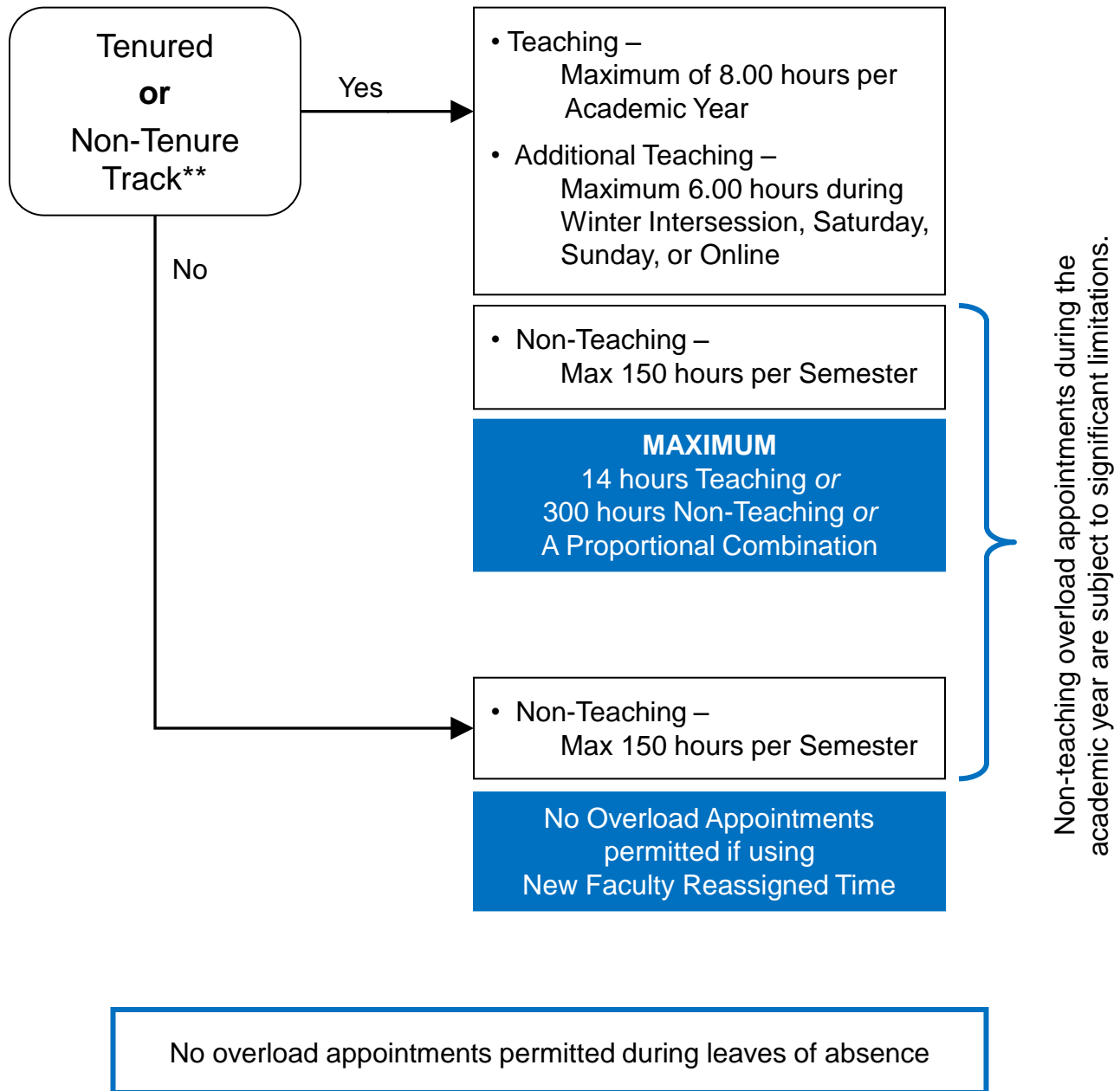
Appendix B: Faculty Workload

Multiple Position Policy and Summary

3-Year Cycle Diagrams (including leaves of absence)

Multiple Position Policy for Brooklyn College Full-Time Faculty Eligibility for Additional Appointments

Overload Appointments Within CUNY Academic Year



*** Non-Tenure Track full-time faculty includes lecturers, instructors and visiting or substitute professorial titles.*

Multiple Positions Outside CUNY

Academic Year

- Faculty member must receive approval from Department Appointments Committee before employment or other external activities commence.
- Must not exceed more than an average of 1 day per week (7 hours), or its equivalent, during the academic year.
- No multiple positions permitted during a leave of absence (limited exception for Travia Leave)

Summer Multiple Positions (CUNY)

Annual Leave Period

- Faculty must report all compensated activities throughout the university, including teaching and non-teaching appointments, summer grant salary, and any other CUNY summer employment.
- Compensation for summer activities may not exceed three-ninths of the faculty member's annual salary (i.e., no more than one-ninth for any single month).
- The summer compensation limitation applies to all CUNY-related sources, including funds administered by the Research Foundation and college foundations.
- The above limits may be exceeded by a *college foundation* for well-documented research activities.
- During the summer annual leave period, there are generally no restrictions for employment outside of the university or its related entities.

Reporting

Academic Year – All full-time faculty must submit a Multiple Position Report *every* Fall and Spring semester (even if they have no additional activities)

Summer – Full-time faculty must submit a Summer Multiple Position Report *only if* they are receiving compensation through CUNY for summer work.



This summary is based on CUNY Statement of Policy on Multiple Position (MGP §5.14, 6/30/2014)

The Brooklyn College "Guidelines on Multiple Positions," dated April 12, 1984, was rescinded by the Council on Administrative Policy (CAP) on April 7, 2011.

STATEMENT OF POLICY ON MULTIPLE POSITIONS

1. PREAMBLE

Each full-time faculty member is obligated to view his/her appointment to a college or university faculty position within The City University as his/her major professional commitment. This commitment obligates the faculty member in two ways: he/she is at once a member of the national and international world of learning and a member of The City University community. Though his/her first responsibility to The City University is that of teaching, he/she recognizes the important and essential obligation to be regularly accessible for conferences with his/her students, to participate in appropriate extracurricular undertakings, and to serve on various college and university committees and as a member of college and university councils and other assemblies.

The City University of New York is a major research university. A full-time faculty member is expected to create new knowledge in his/her discipline through scholarly research, writing, and creative works. He/she constantly makes all efforts to improve his/her professional standing through study and thought, and also through activities such as research, publication, attendance at professional conferences, and the giving of papers and lectures. Such professional involvements also enhance his/her abilities as a teacher and as a member of The City University community; such professional involvements support the value of his/her activities on campus and equip him/her to participate in significant educational innovations as well as furthering his/her professional stature.

2. MULTIPLE POSITIONS

a. OUTSIDE THE CITY UNIVERSITY

Full-time appointment to a college or university faculty position is a full-time assignment. Faculty members have a responsibility to observe professional standards of behavior in becoming involved in activities supplemental thereto. No employment, consultative, or other work outside The City University may be engaged in by a faculty member unless he/she receives prior approval from the P & B of his/her department after full disclosure of his/her total academic commitment, the proposed outside employment, consultative, or other work, and other outside work theretofore approved. The P & B committee shall not approve any outside employment, consultative, or other work unless such employment or work relates to the professional interests, strengthens the professional competence, or enriches the professional performance, and does not interfere with the professional standing of the faculty member. No employment, consultative or other work, remunerative or otherwise, shall be approved by the P & B Committee or engaged in if the services of the faculty member to his/her college or the university or his/her ability to meet his/her commitments to his/her college or the University (including teaching, research, and service obligations) will be impaired thereby. If the departmental P & B approves such employment or work, the amount of time that the faculty member may expend thereon shall be determined by the departmental chairperson after

consultation with the faculty member, and subject to the review of the college president. In no event shall the total amount of time to be expended on such outside employment or work be or be approved for more than an average of one day a week, or its equivalent over the course of the academic year.

In connection with any outside employment, consulting arrangement or other work, each faculty member shall abide by, make known to the other party and incorporate in any written agreement, the following principles:

- i. The faculty member is serving in an individual capacity, and not as an agent, employee or representative of The City University and that the name of The City University or any of its constituent units may not be used in connection with the faculty member's services, other than to identify his/her employer, without the written permission of The City University.
- ii. The faculty member's primary employment responsibility is to The City University, and he/she is bound by its policies, including those related to consulting and other outside work.
- iii. In rendering services to the outside party, the faculty member may not make substantial use of The City University's resources, including but not limited to its facilities, equipment, employees, proprietary information, or clinical data bases, without written permission of The City University.
- iv. No relationship or agreement between the faculty member and another party may grant rights to intellectual property owned by The City University and/or the Research Foundation without their written authorization.
- v. The outside party may not (i) restrict or hinder the ability of the faculty member to conduct current or foreseeable research assignments as an employee of The City University, (ii) limit his/her ability to publish work generated at or on behalf of The City University or (iii) infringe on his/her academic freedom as a faculty member.

b. WITHIN THE CITY UNIVERSITY – TEACHING

- 1) Where the best interests of the college or the university make it desirable or necessary to draw upon full-time personnel in one unit or branch for service in another, requests for such service should originate with the principal academic or administrative officer of the requesting unit and have the approval of the principal academic or administrative officer of the other unit. It is the policy of the university and its colleges to achieve exchanges of services, wherever possible, by budgetary interchange or by the balancing of interchanged services, with no additional academic load or extra remuneration for the individuals concerned. Variations from this norm will be allowed only with the special permission of the Chancellor, or the appropriate President.

- 2) Within the framework noted in section 1, full-time non-tenure-track and tenured faculty will be eligible for consideration for an overload assignment when such assignment is determined to be in the best interest of the college and to serve a specific academic need. Permission to take on an overload teaching assignment will only be granted up to a maximum of eight classroom contact hours total over the fall and spring semesters.
- 3) In addition to the overload assignment permitted in paragraph 2, a full-time non-tenure-track or tenured faculty member will be eligible for consideration for additional overload assignments of no more than a total of six classroom contact hours during the academic year in courses offered during the Winter Session, in courses offered exclusively on Saturdays or Sundays, or in courses offered as part of on-line degree programs.
- 4) Overload teaching by full-time, non-tenured, tenure-track faculty is not permitted, but if a faculty member is not currently using the contractually-mandated research reassigned time, exceptions can be made on an individual basis with the special permission of the Chancellor, or the appropriate President.

c. WITHIN THE CITY UNIVERSITY – RESEARCH, CONSULTING, EMPLOYMENT

The City University regards scholarly activity and research as part of the normal activity and responsibility of the faculty. In fact such activities are part of the basis on which faculty members are evaluated, reappointed, or promoted. The public looks to the University as a source of new information, reinterpretations, and advancing intellectual activities. Also, the University is looked upon as a community of scholars. This carries the implication of joint scholarly effort and mutual support and availability amongst faculty and students. The faculty is given full-time annual paid employment to cover all the activities of teaching, research, consulting, curriculum development, counseling, committee work, etc.

When special funding in support of research is available, it is presumed to make possible, or easier, the scholarly activity that faculty and students wish to or are willing to pursue. Accordingly, it is the policy of the Board of Trustees that there may not be paid any extra compensation to full-time members of the faculty for work done during the academic work year. This limitation applies to research, consulting, or any other employment with The City University or any of its associated organizations, regardless of the source of funds. For the particular case of extra teaching, the policy is expressed in Section 2b above.

Under the special circumstances of an urgently needed short-term administrative and/or service assignment, a President or Vice Chancellor in the Central Office may authorize specific extra compensation for a faculty member whose services are required as an overload. This authorization must define both time and money limitations, and must state that it was not possible to relieve the faculty member of other duties to an equivalent extent. Such non-teaching overload assignments will be limited to 150 hours per semester at the nonteaching hourly rate, or

a total of 300 hours for the entire academic year. Further adjustments may be authorized by the Chancellor or the Chancellor's designee.

d. WITHIN THE CITY UNIVERSITY – SUMMER ACTIVITIES

Compensation for CUNY summer activities from the University and related entities, such as the Research Foundation and the college foundations, shall not exceed a total for all such activities of three-ninths of the faculty members' full-time CUNY salary. This includes, but is not limited to, teaching in a summer session in The City University of New York, performing administrative duties (such as service as a department chairperson), and conducting research paid for using funds originating from the CUNY Research Foundation. During the first three summers of a faculty member's employment at The City University, the President of a College or a Vice Chancellor, as appropriate, may authorize payment to a faculty member to conduct his/her research during the summer from tax-levy funds, subject to the same total three-ninths limitation for all summer activities noted above.

Notwithstanding the limitation in the preceding paragraph, a college foundation may pay faculty for research or additional work during the summer, in an amount that will cause the faculty member's total compensation from the University and related entities to exceed three-ninths of his/her annual salary, under the following conditions: (i) such payment is consistent with the rules and regulations applicable to the college foundation; (ii) the circumstances surrounding such payment have been rigorously documented and justified; and (iii) such payment has been approved by the Chancellor or the appropriate President.

The faculty member shall report to the college at which he/she has a full-time appointment all such summer activities in advance of participating in them to ensure that they do not exceed contractual rules or University practices.

3. RESTRICTIONS ON MULTIPLE POSITIONS FOR FACULTY ON LEAVES FROM THE CITY UNIVERSITY OF NEW YORK

When faculty members are granted leaves of absences, they are expected to devote their time and energy to the purposes for which the leave is granted. As a general rule, employment within or outside of the University during leaves of absence is prohibited, unless such involvement is integral to the purpose for which the leave is granted. Employment either within or outside of the University during a leave of absence requires the approval of the President, pursuant to guidelines to be promulgated by the Chancellor. Notwithstanding the foregoing, faculty on Travia Leave may be employed outside of the University with prior notice to the President, but only if they have given an irrevocable commitment to retire.

For the purposes of this policy, Fellowship Leaves and Scholar Incentive Awards will cover periods within the boundaries of the academic year, and do not include the period of the annual summer leave.

4. MULTIPLE EXTRA INVOLVEMENT

From the beginning of the fall semester until the day after spring commencement, the total extra involvement shall not exceed 300 hours of extra consultation or non-teaching adjunct work (see section 2.c), or 14 classroom contact hours of extra teaching (that is, the combined extra teaching permitted under Paragraphs 2.b.2 and 2.b.3), or a proportional combination of these two types of activities.

5. MECHANISMS OF PAY

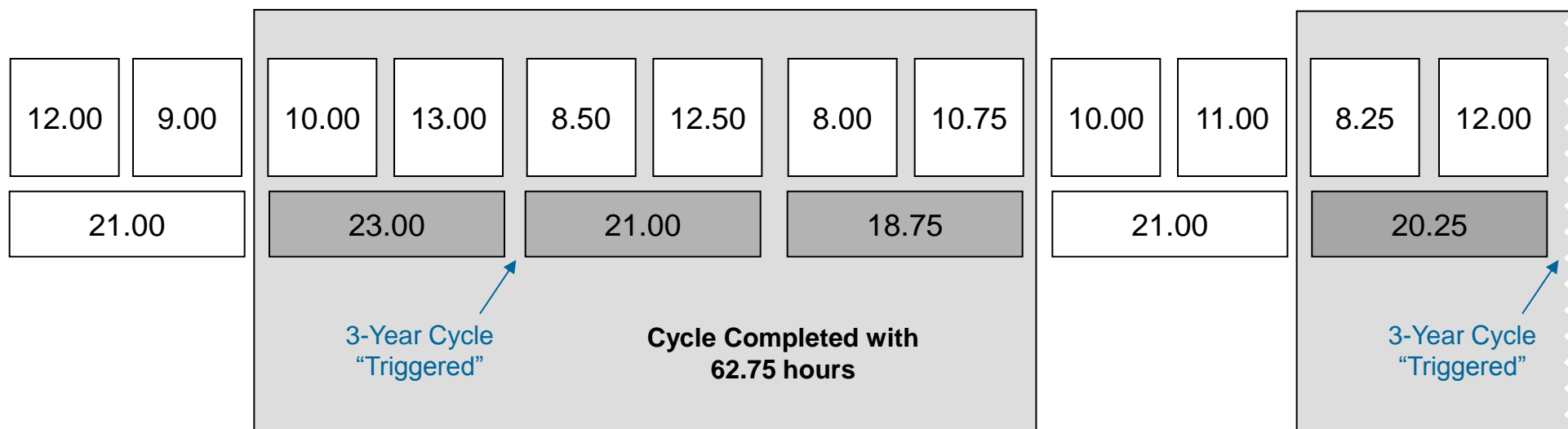
During the academic year, all work done for CUNY must conform to the rates of pay indicated in the collective bargaining agreement.

During the summer, faculty are paid at the hourly rate to do teaching or non-teaching CUNY work in conformity with the collective bargaining agreement. Further, the pay given to faculty during the summer for service as a department chair must conform to the contractual formula negotiated for that purpose. In addition, during the summer faculty paid with funds originating from the CUNY Research Foundation must be paid at the CUNY rates of pay.

6. ANNUAL REPORT

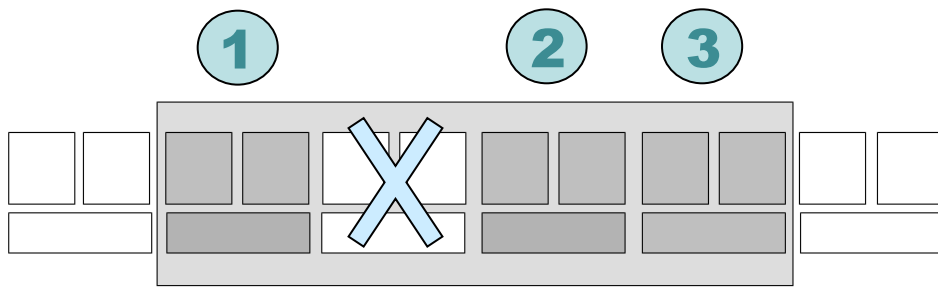
At the regular June meeting, the Chancellor shall report to the Board the steps taken by the Presidents to implement these regulations and the extent of compliance with the limitations set. The reports shall contain details from the Presidents about all excesses over any of the guidelines herein stated, including the names of all persons involved and the specific reasons for the excesses. The University will continue to monitor overload assignments. Overload assignments shall be reported to the Board of Trustees as part of the annual report.

Typical 3-Year Cycle Scenario



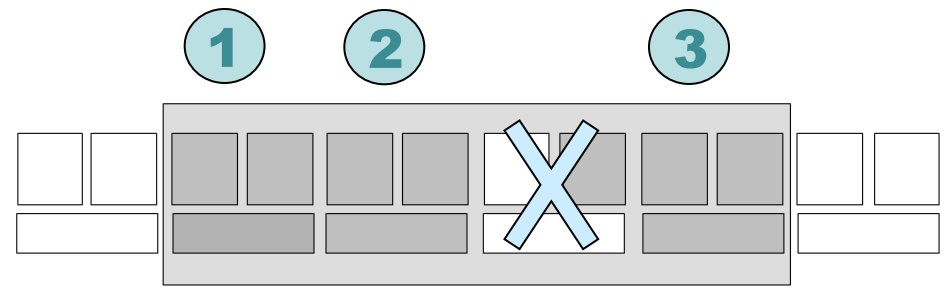
The following page illustrates how leaves of absence, in various configurations, affect 3-Year Cycle calculations.

Full-Academic Year Leave



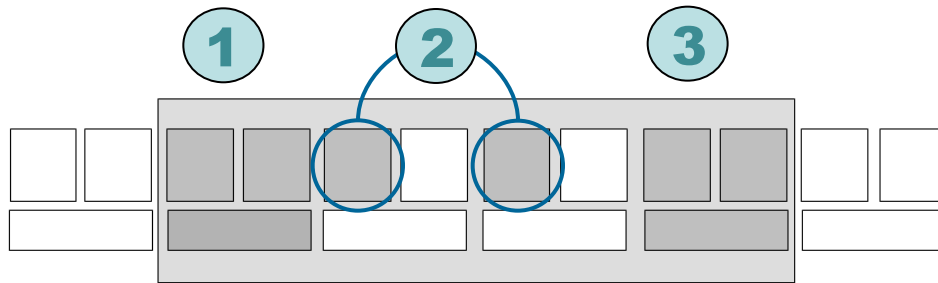
Academic year excluded from 3-Year Cycle Calculations

Single, Full-Semester Leave



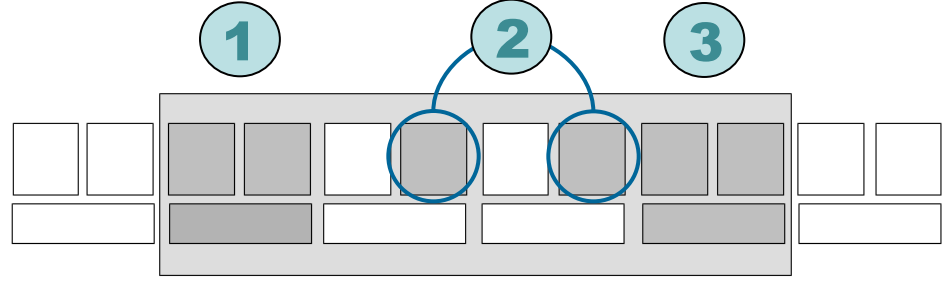
Academic year excluded from 3-Year Cycle Calculations; A "reasonable" workload is expected for non-leave semester

"Split" Leave – Option A



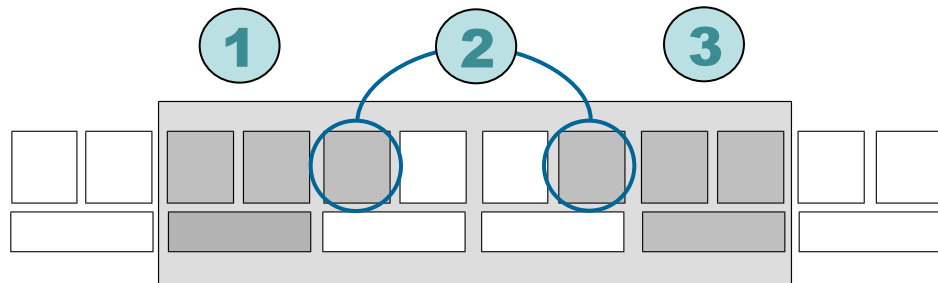
The leave semesters are excluded from 3-Year Cycle calculations and the complementary semesters connect together

"Split" Leave – Option B



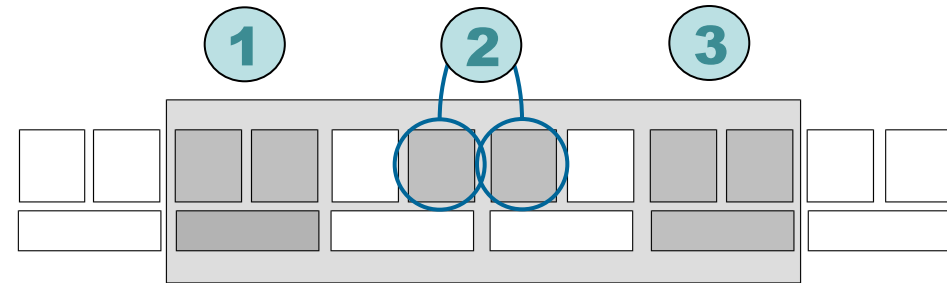
The leave semesters are excluded from 3-Year Cycle calculations and the complementary semesters connect together

"Split" Leave – Option C



The leave semesters are excluded from 3-Year Cycle calculations and the complementary semesters connect together

"Split" Leave – Option D



The leave semesters are excluded from 3-Year Cycle calculations and the complementary semesters connect together

Dissertation and Master's Thesis Supervision During a Leave of Absence

Faculty members are not permitted to accrue workload hours during a leave of absence.* However, there is one exception to this principle. In recognition of the special nature and extended time frame of doctoral dissertation supervision and master's thesis supervision, a faculty member may accrue hours for these two type of teaching activity.

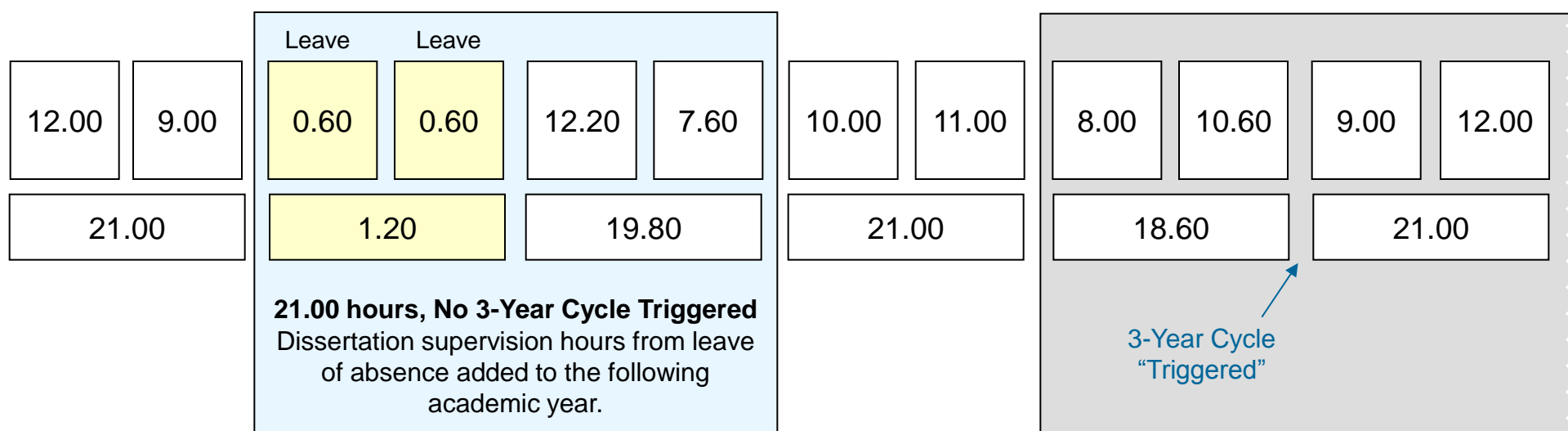
No other workload will be accrued during leaves of absence – including independent study/research, fieldwork and internship supervision, and clinical or practicum supervision/teaching.

The following five pages illustrate how dissertation and master's thesis supervision during leaves of absence are integrated into 3-Year Cycle calculations. Generally speaking, the hours are added to the *current* academic year or the *next* academic year, as appropriate. Hours are never applied retrospectively (i.e., to make up for an underage in a previous year).

** This refers to academic leaves such as Fellowship Leave, Scholar Incentive Awards, etc. Please contact Human Resources in the case of short- and long-term disability leave and other types of medical leave.*

In order to prevent faculty “losing” workload hours accumulated from Doctoral Dissertation and Master’s Thesis supervision taking place during fellowship leave or other leaves of absence, these hours are added to current academic year (if appropriate) or the next term following the leave of absence.

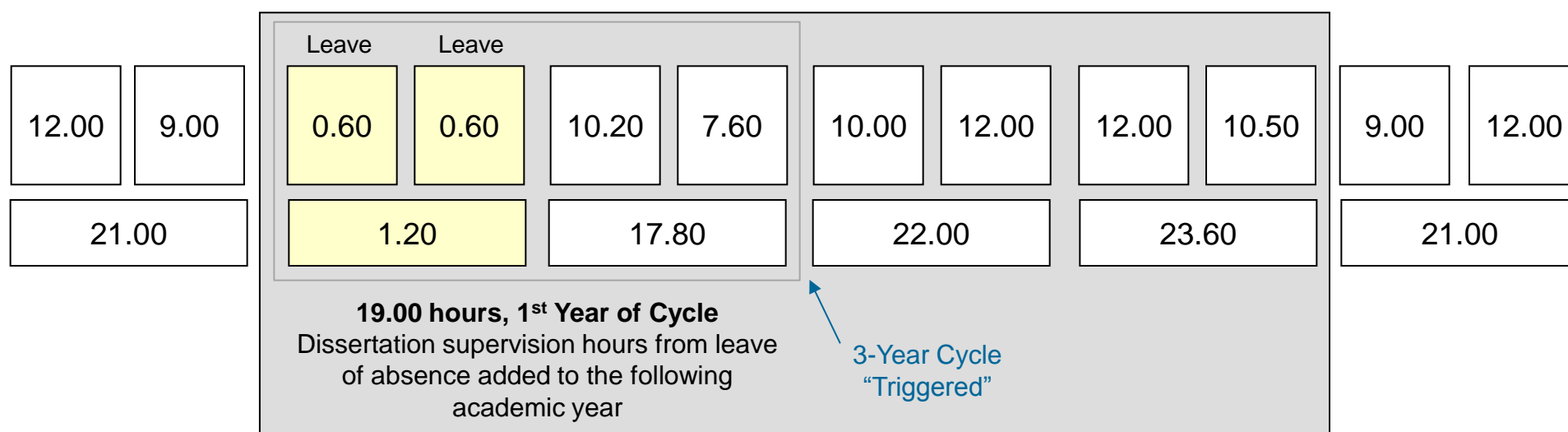
Full-Year Leave of Absence – Scenario 1



This scenario shows how the accumulated hours during a full-year leave of absence are added to the subsequent academic year. The result, in this example, is a total of 21.00 hours of workload (i.e., 1.20 hours + 19.80 hours). That fulfills this particular faculty member’s contractual obligation; consequently no 3-Year Cycle is triggered.

In order to prevent faculty “losing” workload hours accumulated from Doctoral Dissertation and Master’s Thesis supervision taking place during fellowship leave or other leaves of absence, these hours are added to current academic year (if appropriate) or the next term following the leave of absence.

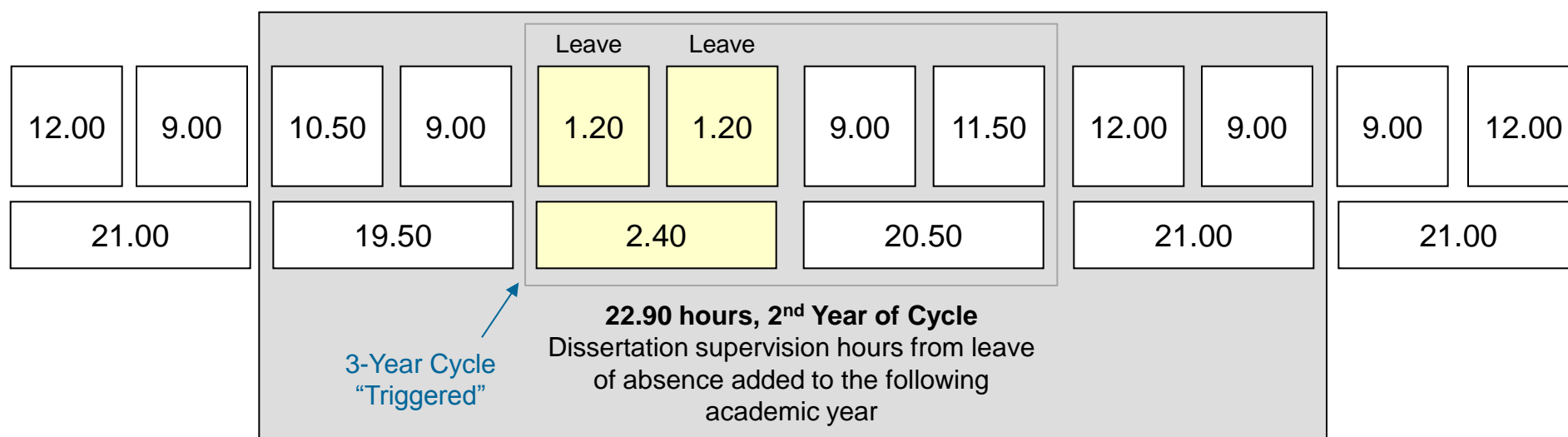
Full-Year Leave of Absence – Scenario 2



This scenario shows how the accumulated hours during a full-year leave of absence are added to the subsequent academic year. The result, in this example, is a total of 19.00 hours of workload (i.e., 1.20 hours + 17.80 hours). This results in an underage and does not fulfill this particular faculty member’s contractual obligation; consequently a new 3-Year Cycle is triggered. As you can see in the diagram, the sum of these 4 semesters comprise the “1st Year” of the cycle.

In order to prevent faculty “losing” workload hours accumulated from Doctoral Dissertation and Master’s Thesis supervision taking place during fellowship leave or other leaves of absence, these hours are added to current academic year (if appropriate) or the next term following the leave of absence.

Full-Year Leave of Absence – Scenario 3

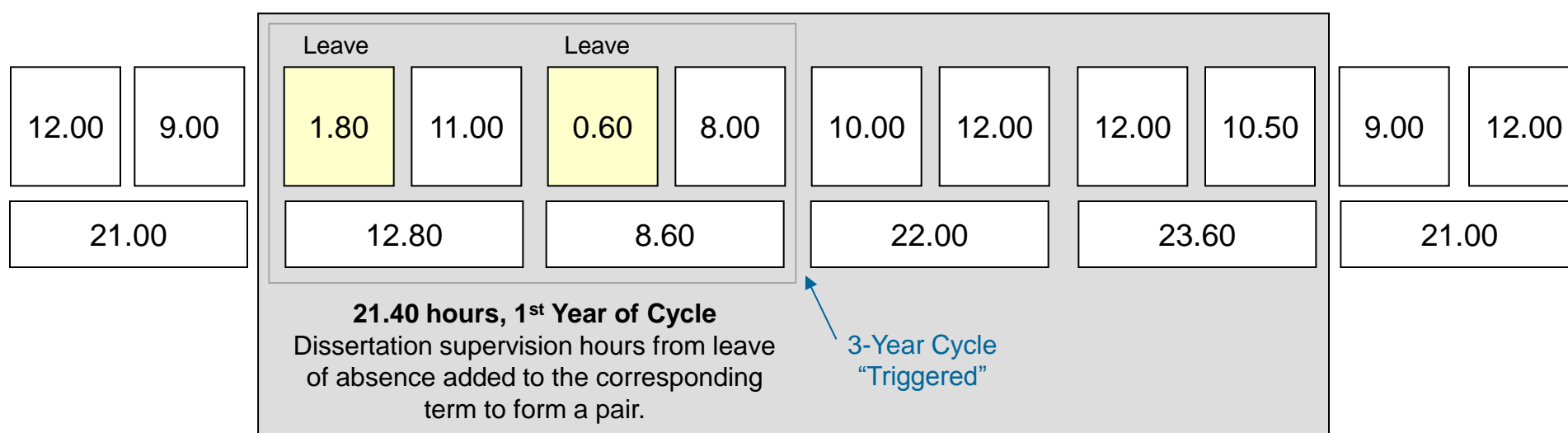


This situation is similar to the prior scenarios, but in this case the faculty member is already in the midst of a 3-Year Cycle. The accumulated hours during the full-year leave of absence are added to the subsequent academic year. The result, in this example, is a total of 22.90 hours of workload (i.e., 2.40 hours + 20.50 hours). As you can see in the diagram, the sum of these 4 semesters make up the “2nd Year” of the cycle.

If a full-year leave of absence occurs immediately after the 2nd Cycle Year, any accumulated dissertation and thesis hours will be added to the 3rd Cycle Year. The 3-Year Cycle will terminate normally with no option for “banking” or “carrying over” of excess workload hours.

In order to prevent faculty “losing” workload hours accumulated from Doctoral Dissertation and Master’s Thesis supervision taking place during fellowship leave or other leaves of absence, these hours are added to current academic year (if appropriate) or the next term following the leave of absence.

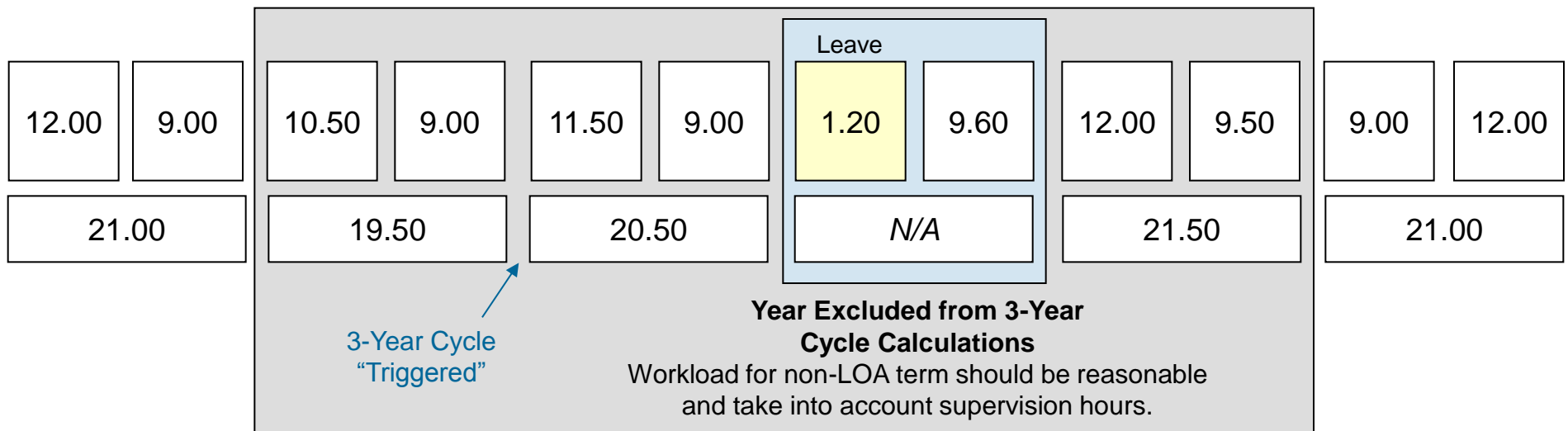
“Split” Year Leave of Absence



This scenario illustrates how a “split” year leave of absence (in this example, two fall semesters) affects accumulated dissertation and thesis workload hours. These hours from the fall semester are added to the spring semester (i.e., 1.80 + 11.00 and 0.60 + 8.00). This results in an overage and exceeds this particular faculty member’s contractual obligation; consequently a new 3-Year Cycle is triggered. As you can see in the diagram, the sum of these 4 semesters make up the “1st Year” of the cycle.

This general principle applies to any leave of absence split across two academic year -- fall/fall, spring/spring, spring/fall or the very uncommon fall/spring. The dissertation or master’s thesis supervision hours are added to the corresponding term to form a pair.

Single-Semester Leave of Absence



In any instance of a single-semester leave of absence, that academic year is excluded from 3-Year Cycle calculations. Since the contract does not specify a workload obligation for a single semester, a faculty member's workload is expected to be reasonable in relation to the annual workload obligation. The workload for the non-Leave of Absence term of the "excluded" year should take into account accumulated hours for dissertation and master's thesis supervision.

Appendix C: Reappointments, Tenure/CCE and Promotion

CUNY Manual of General Policy, Article V Excerpts (“Appointments and Promotions”)

Max-Kahn Memorandum on Appointment and Tenure Procedures

Promotion and Tenure Committee Structure

Tenure and CCE Clock

CAP Guidelines, Policies and Procedures for Promotion and Tenure of Faculty

Article V: Faculty and Staff

5 Appointments and Promotions

.....

5.2 First Reappointment

Candidates for reappointment at the end of their initial term of appointment on a full-time line shall be evaluated on the basis of the following criteria ([BTM,1975,09-22,005, __](#)):

- a) Teaching Effectiveness: There are a variety of ways, including classroom observation, to evaluate this criterion. The evaluation, however, should extend beyond the classroom, since the faculty member's obligation to the students goes beyond normal class hours. Personnel committees should consider student evaluations as a factor in assessing the teaching effectiveness of an instructor. ([BTM,1975,09-22,005, __](#))
- b) Scholarly and Professional Growth: Candidates in tenure-bearing titles for the first reappointment are expected to demonstrate their potential for scholarly work and their achievement in some of the following ways ([BTM,1975,09-22,005, __](#)):
 - (i) Evidence of research in progress leading toward scholarly publication
 - (ii) Publication in professional journals
 - (iii) Creative works, show and performance credits, etc. when such are appropriate to department
 - (iv) Development of improved instructional materials or methods
 - (v) Participation in activities of professional societies
- c) Service to the Institution: Since all full-time faculty members share broad responsibilities to the institution, work in departmental and college committees should be considered in overall evaluations. Although it is understood that not all junior faculty member will have an opportunity to serve on important committees, their evaluation should consider evidence of their informal contribution to such committee work and their participation in other regular administrative activities such as governance, registration, advisement, library and cultural activities. ([BTM,1975,09-22,005, __](#))
- d) Service to the Public: A candidate, though not expected to do so for the first reappointment, may offer evidence of pertinent and significant community and public service in support of reappointment. ([BTM,1975,09-22,005, __](#))

5.3 Second and Subsequent Reappointments

In addition to criteria for the first reappointment candidates for the second or subsequent reappointment shall be evaluated on the basis of the following criteria ([BTM,1975,09-22,005, __](#)):

- a) Teaching Effectiveness: Evaluation of this criterion shall include contractual teaching observations and peer judgments, assessment of the instructor's effort and success in developing new methods and materials suited to the needs of his or her students, assessment of student evaluations, and non-classroom efforts such as academic advisement. ([BTM,1975,09-22,005, __](#))
- b) Scholarly and Professional Growth: Candidates for their second and subsequent reappointments are expected to offer evidence of scholarly contributions to their disciplines. Evaluations of the quality of such work may be sought from outside the department. Achievements in the period following the last reappointment should be evaluated on the basis of publications of scholarly works in professional journals, or reports of scientific experimentation, scholarly books and monographs, evidence of works in progress, significant performance of show credits or creative work, and improved instructional materials and techniques that have been found effective in the classroom either in the University or elsewhere. ([BTM,1975,09-22,005, __](#))
- c) Service to the Institution: Effective service on departmental, college, and university committees. ([BTM,1975,09-22,005, __](#))
- d) Service to the Public: Institutions of higher education are expected to contribute their services to the welfare of the community. Although such activities are a matter of individual discretion and opportunity, evaluation of a faculty member for reappointment should recognize pertinent and significant professional activities on behalf of the public. The absence of this contribution should not act to the disadvantage of any candidate for reappointment. ([BTM,1975,09-22,005, __](#))

Judgments on reappointment should be progressively rigorous. In the second and subsequent reappointments, a candidate should be able to demonstrate that he or she has realized some of his or her scholarly potential. Similarly, standards of acceptable performance as a teacher should be graduated to reflect the greater expectations of more experienced faculty members. ([BTM,1975,09-22,005, __](#))

5.4 Promotion

The Board of Trustees fully supports the concept that the criteria established for reappointment and tenure apply equally to decisions on promotion. It also affirms the caution that judgments on promotion shall be sufficiently flexible to allow for a judicious balance among excellence in teaching, scholarship, and other criteria. ([BTM,1975,09-22,005, __](#))

When considering decisions on either promotion or tenure, personnel committees should bear in mind that the two judgments represent two distinct acts. Just as it would be unwise to promote those whose qualities for tenure are questionable, so it would be equally ill-advised to grant tenure to those whose capacity for promotion to senior rank is judged to be limited. ([BTM,1975,09-22,005, __](#))

The criteria for promotion shall be as follows ([BTM,1975,09-22,005, __](#)):

- a) Assistant Professor: The candidate must possess the Ph.D. degree and submit evidence of qualification to meet, in due time, the standards required for the first reappointment. Those persons without the Ph.D. currently holding positions as Assistant Professors and instructors at the Community Colleges shall not be affected by this provision. [\(BTM,1975,09-22,005, __\)](#)
- b) Associate Professor: The candidate shall present evidence of scholarly achievement following the most recent promotion, in addition to evidence of continued effectiveness in teaching—the candidate should thus meet the qualifications required for tenure. [\(BTM,1975,09-22,005, __\)](#)
- c) Professor: The candidate must meet all the qualifications for an Associate Professor, in addition to having an established reputation for excellence in teaching and scholarship in his or her discipline. The judgment on promotion shall consider primarily evidence of achievement in teaching and scholarship following the most recent promotion. [\(BTM,1975,09-22,005, __\)](#)

6 Tenure

The decision to grant tenure shall take into account institutional factors such as the capacity of the department or the college to renew itself, the development of new fields of study, and projections of student enrollment. [\(BTM,1975,09-22,005, __\)](#)

The criteria upon which decisions to grant tenure are based shall be follows [\(BTM,1975,09-22,005, __\)](#):

- a) Teaching Effectiveness: Tenure appointments shall be made only when there is clear evidence of the individual's ability and diligence as a teacher. [\(BTM,1975,09-22,005, __\)](#)
- b) Scholarship and Professional Growth: Evidence of new and creative work shall be sought in the candidate's published research or in his or her instructional materials and techniques when he or she incorporates new ideas or scholarly research. Works should be evaluated as well as listed, and work in progress should be assessed. When work is a product of joint effort, it is the responsibility of the department chairman to establish as clearly as possible the role of the candidate in the joint effort. [\(BTM,1975,09-22,005, __\)](#)

The following factors may be supplementary considerations in decisions on tenure. The weight accorded to each will vary from case to case. [\(BTM,1975,09-22,005, __\)](#)

- a) Service to the Institution: The faculty plays an important role in the formulation and implementation of University policy, and in the administration of the University. Faculty members should therefore be judged on the degree and quality of their participation in college and University governance. Similarly, faculty contributions to student welfare, through service on committees or as an advisor to student organizations, should be recognized. [\(BTM,1975,09-22,005, __\)](#)
- b) Service to the Public: Service to the community, state and nation, both in the faculty member's special capacity as a scholar and in areas beyond this when the work is pertinent and significant, should be recognized. [\(BTM,1975,09-22,005, __\)](#)

MEMORANDUM

TO: Administrative Council

Date: November 7, 1968

FROM: Mrs. Max and Mr. Kahn

Re: Appointment and Tenure Procedures
with respect to the instructional staff

A number of cases have arisen in court and elsewhere that have raised questions concerning the procedures used in recommending appointments, reappointments, and tenure on the instructional staff. In view of these "clouds on the horizon no larger than a man's hand," it may be helpful to have this review of the legal and procedural basis upon which instructional appointments are made and tenure is granted.

APPOINTMENTS AND PROMOTIONS

Under the provisions of the New York State Constitution (Art. V, Sec. 6), all appointments and promotions in the public service must be made according to merit and fitness to be ascertained, as far as practicable, by examination which, as far as practicable, shall be competitive.

The legislature has determined that in the case of appointments and promotions in the instructional staff of the Board of Higher Education, the board shall determine to what extent examinations are deemed practicable to ascertain merit and fitness and, insofar as examinations are deemed practicable, to what extent such examinations should be competitive (Education Law, Sec. 6206, subd. 7). To that end the board appointed a committee which investigated the practicability of holding examinations with respect to positions on the instructional staff. On the basis of a study of college practices throughout the country, the committee submitted a report (1941 Minutes of the Board of Higher Education, p. 341, April 28, 1941) recommending that competitive examinations be deemed impracticable for certain instructional positions and that procedures for recruitment and scrutiny by college faculty committees and college officers be used in lieu of formal examinations. The committee stated (p. 347):

***The bylaws of the Board have been made explicit in prescribing the procedure by which recommendations for appointment to the instructional staff are made. It is a procedure involving an analysis and evaluation of the professional records and achievements of the applicants involved by a Committee of the department, by a joint committee of heads of all departments and by the president of the college. The education, graduate work, publications, teaching experience, research record and numerous other factors evaluated by the Faculty committees and the President in considering candidates for positions are referred to in some detail in the communication from the presidents of the city colleges as set forth in Appendix B. It is definitely and clearly a procedure that is equivalent, at the least, to an unassembled civil service examination.

With the cooperation of the faculties, the present bylaws were formulated setting up appointment committees in the departments, review by college committees and the president, and final approval by the board.

The underlying assumptions which justify the procedures established by the bylaws are:

1. That there is a thorough search for the best possible person for the post.
2. That sources most likely to produce suitable candidates are solicited (other colleges, professional associations, recommendations from professional sources, etc.).
3. That an evaluation is made by the appropriate faculty committee of those recommended, as well as those who have themselves filed applications.

Procedurally, it is desirable that written material listing the candidate's training and experience and recommendations from those professionally qualified to pass upon his work be kept on file and be of sufficient quality so that if they were reviewed by someone else with knowledge and experience, that a person or agency could reasonably come to the same conclusion as the faculty committee. It would be helpful to have this written material retained for at least one year beyond the date when the candidate's services are terminated. If an appeal concerning the termination of such services is pending, this written material should be retained at least until the appeal is disposed of.

TENURE

The bylaws provide that reappointment on annual salary to certain instructional titles for a fourth full year shall carry with it tenure on the instructional staff (sec. 11.2). Since we do not have formal examinations prior to initial appointment, the probationary period is intended to be an integral part of the examination process. Hence it is important that each department arrange orderly and specific procedures for evaluation for each probationer.

When the Tenure Law and Bylaws were framed, there was general agreement among representatives of the faculty and the board that appointment of an instructor for one year, or two years, or three years did not carry with it a presumption of tenure. There was agreement that the best possible persons should be sought and that tenure should be recommended not on the basis of ability to meet minimum qualifications, but on a high standard of excellence and increasing usefulness as a teacher and scholar. Hence non-reappointment for a second, or a third, or a fourth year does not necessarily depend upon poor performance. The possibility of securing a more qualified candidate a year later, or two years later may very well be a factor in deciding upon reappointment or non-reappointment of an existing instructor, conditions of enrollment, budget, flexibility of teaching staff are also relevant factors in coming to a decision concerning tenure.

However, it is important that there be available objective evaluations which justify whatever conclusion the committee comes to. There is, of course, difference of opinion with respect to the relative weight that should be assigned to visits to classrooms, teaching ability, research, publications, enrollment in an instructor's course, opinions of colleagues and students, and other criteria. However, whatever criteria are used, they should provide an objective and subjective record which, if reviewed by someone else, would indicate a reasonable basis for the determination of the department committee.

Since few of us have infallible memories which can recall oral reports or views with complete accuracy, provision should be made for written reports. The fact that the candidate's competence and abilities have been discussed with him and that he has been given an indication wherever possible of the areas of his weaknesses and strengths should be noted in a written memorandum. There are numerous objective and subjective values that go into a determination of a candidate's ability and though it may sometimes be difficult to be specific, every effort should be made to minimize the subjective criteria and to test those that are used by submission to a committee for determination.

For all practical purposes, decisions as to tenure must be made within 2 ½ years after a candidate's appointment. Since there is a time interval before evaluation can begin, the period of observation is relatively short. Accordingly, observations and evaluations, once begun, should be consistent and consecutive, rather than sporadic. Notes concerning such evaluations should be made at the time of the evaluation and placed on file.

Bylaw sec. 9.2 charges the Chairman of a Department with the responsibility

“for assuring careful observation and guidance of those members of the instructional staff of the department who are on temporary appointment. The chairman of the department, when recommending such temporary appointees for a permanent appointment shall make full report to the president and the committee on faculty personnel and budget regarding the appointees' teacher qualifications and classroom work, the relationship of said appointees with their students and colleagues, and their professional and creative work.”

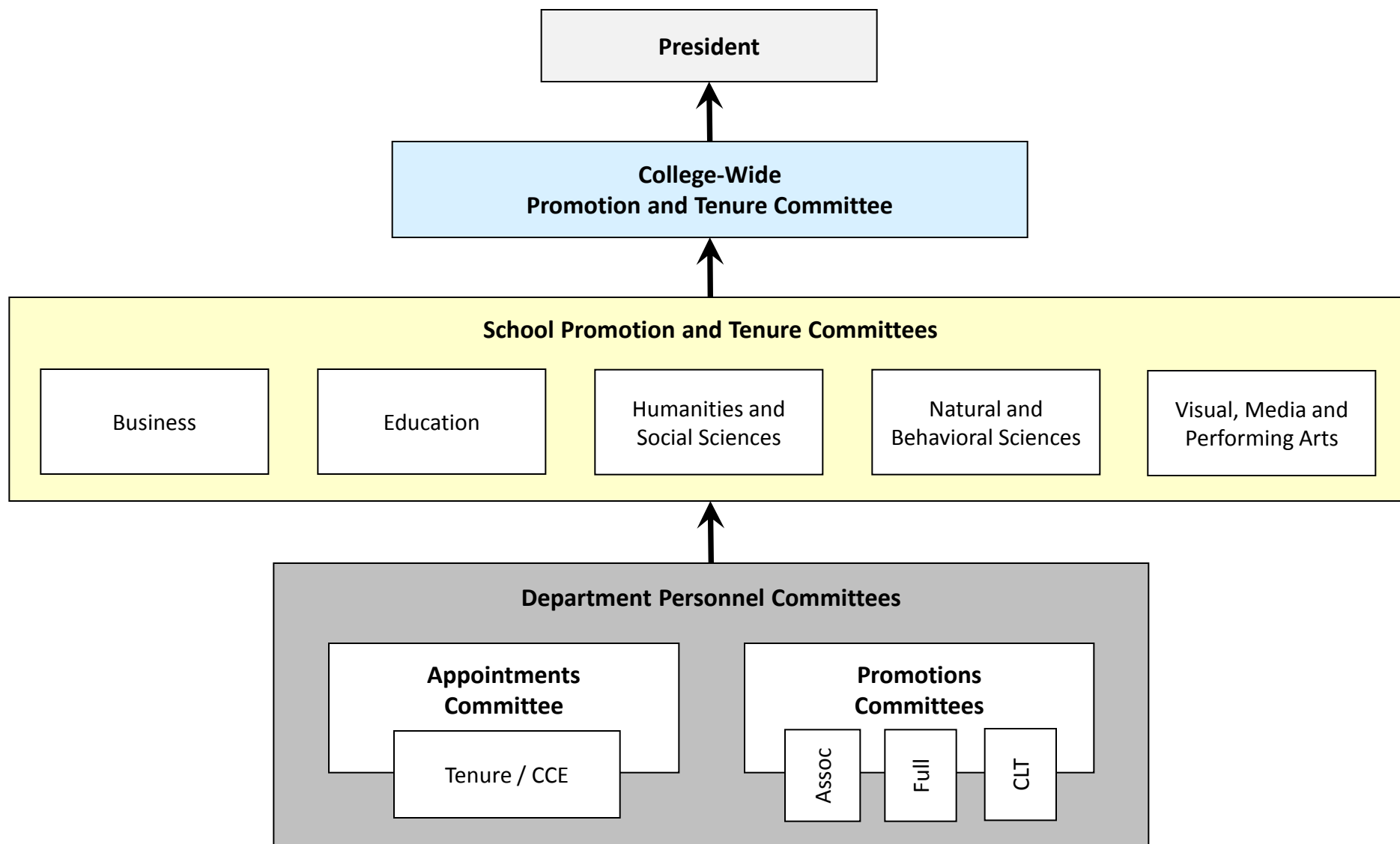
Each candidate should be informed as early as possible of the intention not to reappoint him for the succeeding year if such non-reappointment is probable. The bylaws provide for written notice by April 1st if service is to be discontinued at the end of the third year. The spirit of the bylaws would indicate that a like disposition be made with respect to decisions at the end of the first and second year, where possible.

It is desirable that notice to a candidate of board action with respect to his appointment for the first, second and third year indicate that the appointment is of a temporary nature, stating the terminal date of the appointment and adding “that services beyond the period indicated in the notice of appointment are possible only if the Board takes affirmative action to that effect” (Sec. 11.7).

No procedure or machinery is infallible. It is inevitable that questions will be raised concerning determinations affecting faculty appointments and tenure. From time to time dissatisfied candidates attack the procedures which lead to determinations of non-reappointment. If tangible and objective records exist upon which the determinations attacked were based, such attacks could be confidently met. It is reasonable to assume that where the procedures heretofore outlined are followed, the determinations of faculty agencies will provide a constructive basis upon which those determinations can be justified.

NOTE: The Bylaw sections referred to in the original November 7, 1958 memorandum have been changed to the current Bylaw sections.

Promotion & Tenure Review



Membership of Promotion and Tenure Review Committees

Departmental Review

Tenure and CCE:

The department's appointments committee votes on reappointment with tenure for professorial titles and college laboratory technicians (CLT). This committee also votes on reappointment of lecturers with the certificate of continuous employment (CCE).

Promotion to Associate Professor:

Full professors, associate professors and the department chairperson vote on promotion to associate.

Promotion to Full Professor:

Full professors and the department chairperson vote on promotion to full professor.

Promotion of CLTs:

Tenured faculty will vote on promotion of CLTs to the ranks of senior college laboratory technician and chief laboratory technician.

The recommendations on promotion and tenure/CCE are submitted to the appropriate School Promotion and Tenure Review Committee at the next level.

School Review

There are five promotion and tenure review committees corresponding to the five schools.

Each school committee will consist of one tenured associate or full professor, excluding chairpersons, from each department in that school. If there are fewer than five departments in a school, additional members-at-large will be elected to bring the membership to five.

The appropriate dean will convene each of the school committees, but will have no vote.

Each school review committee will consider all promotion and tenure/CCE within its school. A member of each school review committee will report its recommendation to the college-wide promotion and tenure committee.

College-wide Review

The college-wide promotion and tenure committee will be composed of all department chairpersons.

The chairperson of the CAP Liaison Committee will serve as chair of this committee.

The college-wide committee considers all candidates for promotion and tenure/CCE and reviews the recommendations of the school review committees. The recommendations of the college-wide committee, along with the recommendations of the school review committees, are forwarded to the president for consideration.

Seven-Year Clock

Professorial Titles

<i>Tenure Clock Year</i>	<i>Activity</i>
1	<p>Twenty-Four Contact Hours Reassigned Time for New Faculty</p> <p><i>PSC/CUNY Agreement 15.1(e)</i></p> <p>Effective September 1, 2006, untenured Assistant Professors, untenured Associate Professors and untenured Professors (including those employed as faculty counselors or as faculty librarians) who receive an initial appointment to a professorial title on or after September 1, 2006 will receive twenty-four (24) contact hours of reassigned time... to be used during their first five (5) annual appointments, in order to engage in scholarly and/or creative activities related to their academic disciplines. Assignment of such reassigned time will be made by the college pursuant to guidelines designed to encourage scholarship.</p>
2	
3	
4	
5	
6	In mid-December start to organize tenure file
7	P&T Committees deliberate and vote; candidate is notified by December 1 st of the decision to reappoint with tenure.
8	Appointment with tenure begins on September 1 st

Five-Year Clock

Lecturer Titles

<i>CCE Clock Year</i>	<i>Activity</i>
1	Attains “Faculty Status” with initial full-year appointment
2	
3	
4	In mid-December start to organize personnel files
5	P&T Committees deliberate and vote; candidate is notified by December 1 st of the decision to reappoint with Certificate of Continuous Employment (CCE).
6	Appointment with CCE begins on September 1 st

GUIDELINES, POLICIES AND PROCEDURES FOR PROMOTION AND TENURE OF FACULTY

I. Exceptions to Guidelines

Exceptions to these guidelines will be made only in extraordinary circumstances. Any exceptions require the written approval of the Associate Provost for Faculty and Administration (referred to hereinafter as the Associate Provost) and the Chairperson of the College-Wide Committee on Promotion and Tenure. Requests for such exceptions should be addressed to the Associate Provost in writing.

II. Guidelines for Implementation of the College-wide Policy on External Evaluations (Professorial Titles Only)

A. Candidates with Non-Traditional Research and Scholarship

For candidates whose research and scholarship are non-traditional, it is essential to follow the special protocol established at the CAP meeting of October 4, 2001, from initial appointment through all subsequent personnel actions. The protocol is outlined in Article X below.

The following general guidelines, and the relevant specific guidelines given in Sections II.C and II.D, apply to all other candidates in professorial titles.

B. General Guidelines

Every department must solicit outside evaluations of all faculty in professorial titles as part of the deliberations of its Appointments Committee and/or the relevant Promotion Committee for all promotion and tenure actions. The purpose of this external review is to provide independent feedback on a faculty member's research, scholarship and creative work. External evaluations are therefore not sought for lecturers or college laboratory technicians (CLTs).

Four evaluators will be chosen according to the following uniform procedure:

- i. Two evaluators will be chosen from a list of five names submitted to the department Chairperson by the candidate; and
- ii. Two evaluators will be chosen from a list of five names drawn up by the department Chairperson in consultation with the Appointments Committee.

The candidate should consult with the department Chairperson when compiling their list. These lists are to be submitted to the Associate Provost by the date specified in the promotion and tenure calendar. Any additions or modifications are to be reported in writing to the Associate Provost. The Chairperson of the department will make the final choice of four evaluators from these lists and will solicit the evaluations by sending out a letter to each evaluator, enclosing the materials listed in the instructions for the action in question, as well as a self-addressed envelope for the evaluator's convenience. The Chairperson is strongly encouraged to contact each potential evaluator to determine willingness to perform the evaluation before sending out the materials. In all

communications with external evaluators, the Chairperson should take care to say nothing that might prejudice evaluators either in favor of or in opposition to the candidate. Chairpersons should be diligent in soliciting evaluations and should keep a log of actions taken in sending out and following up on these letters.

To promote honest and critical evaluations, the identities of the external evaluators selected are never to be disclosed to the candidate.

Brooklyn College faculty members are engaged in a broad range of scholarly and creative activity, and the choice of external evaluators should recognize this diversity.

- i. For faculty members under review for *scholarly work*: the external evaluators should be tenured; an evaluator for a promotion candidate should hold at least the rank sought by the candidate; an evaluator for a tenure candidate should be at the rank of Associate Professor or above, and may not have a rank lower than that of the candidate.
- ii. For faculty members under review for *creative activity* (e.g., creative writing, visual, media and performing arts): the external reviewers may be recognized academics in the field or practicing professionals. Non-academic professionals should be well-established in the field, and have appropriate expertise.

External evaluators should not be mentors, former advisors, current colleagues, co-authors, research collaborators or a close personal connection. A maximum of one external evaluator may be from within the CUNY system. Brooklyn College faculty (including retired faculty) may not serve as evaluators.

C. Additional Guidelines: Tenure

- i. Letters from external evaluators should be sought following the uniform procedure outlined in section II.B.
- ii. Faculty who have been promoted to Associate Professor one year prior to the mandated year for tenure may ask the department Chairperson to submit for tenure consideration any one of the following:
 1. the letters from external evaluators solicited for the successful promotion action; *or*
 2. in the event the candidate's record has significantly changed, updated letters from the same external evaluators who wrote for the promotion action reflecting new material since the last letter was written; *or*
 3. a new set of letters from new evaluators chosen according to the established protocol.

D. Additional Guidelines: Promotion

- i. Letters from external evaluators should be sought following the uniform procedure outlined in section II.B.
- ii. Faculty who have been granted tenure one year prior to the application for promotion to Associate Professor may ask the department Chairperson to submit for promotion consideration any one of the following:
 1. the letters from external evaluators solicited for the successful tenure action; *or*

2. in the event the candidate's record has significantly changed, updated letters from the same external evaluators who wrote for the tenure action reflecting new material since the last letter was written; *or*
3. a new set of letters from new evaluators chosen according to the established protocol.

Evaluations may be solicited from people who have already evaluated the candidate for the same personnel action in a prior year. If such an evaluation has been made within the last two years, the solicitation letter should acknowledge this and request an update if appropriate.

- iii. When a department Chairperson is a candidate for promotion, the Chairperson's responsibilities in their case shall be discharged by a representative designated by the Associate Provost from the departmental Appointments Committee. That representative will attend the College-Wide Promotion and Tenure Committee meeting only for the discussion of the candidate they are representing, and will not have a vote at that meeting.

III. Solicitation of External Evaluations

A. General Guidelines

Model letters for the solicitation of external evaluations are provided below in sections III.D and III.E. To ensure equality of treatment for candidates across the college, it is strongly recommended that the actual letters of solicitation should follow the pattern of the model letters as closely as possible.

Deadlines and instructions for the preparation and submission of materials by candidates and the solicitation of evaluations by department Chairpersons can be found in the applicable promotion and tenure calendar. Except in the most unusual circumstances, the candidates themselves are responsible for providing a packet of all relevant materials for each outside evaluator. Considering that the contents of the packet may be expensive, the candidate may ask the Chairperson to include in the solicitation letter a request that the materials be returned. A postage paid return envelope may be provided.

Candidates for *tenure* are to submit all scholarly publications and/or creative work completed since their initial appointment to a tenure-track position at Brooklyn College.

Candidates for *promotion* should submit all scholarly publications and/or creative work completed in their current rank at Brooklyn College or any other institution. Therefore, scholarly publications and/or creative work in rank at any institution weigh in the decision on the action. However, it is critical that candidates demonstrate productivity at Brooklyn College and external evaluators should give primary consideration to this work.

B. Special Guidelines for Candidates Applying for Early Tenure

Application for tenure before the mandated year requires the prior permission of the candidate's School Dean, the Associate Provost, and the Provost. A formal procedure for requesting such consideration was established in March 2012 (see Appendix 3).

If permission for early tenure consideration is granted, the Provost may also authorize the candidate to submit additional records of their achievements representing not more than four (4) years prior to

the appointment at Brooklyn College in order to equal the regular pre-tenure probationary period. Nevertheless, external evaluators and members of Promotion Committees should give the preponderance of consideration to work completed while at Brooklyn College.

C. Repeat Solicitation of External Evaluation

When an evaluation has been solicited for the candidate from a specific evaluator for a given personnel action within the last two years and is now being solicited again, the evaluator should be given the option of updating their earlier evaluation or letting it stand. A copy of the earlier evaluation should be sent to the evaluator and a special paragraph added to the solicitation letter.

D. Sample Generic Letter to Outside Evaluators – Tenure and/or Promotion to Associate

Dear [Evaluator's Name]:

Professor [Candidate's Name] is currently a candidate for [promotion or tenure] at Brooklyn College. In addition to teaching effectiveness and service to the college and the community, the quality of one's scholarly work is an important criterion in [promotion or tenure] decisions.

I am writing to you to request an evaluation of the candidate's scholarly work, as evidenced by the enclosed material. Your evaluation would be most useful to the committee if it were confined to the enclosed material and any other scholarly work by the candidate with which you may be familiar. It would also be helpful if you could indicate in your response your relationship to the candidate and the nature of your professional interaction with [him or her]. I am also enclosing a copy of Professor [Candidate's Name]'s curriculum vitae.

When reviewing the candidate's materials, please keep in mind that the mission of Brooklyn College is both to foster quality research as well as provide a superior education in the liberal arts and sciences. Toward this end, our faculty is deeply committed to providing an outstanding undergraduate education. There is strong emphasis on teaching as well as scholarship.

I would appreciate your returning your evaluation in the enclosed postage-paid envelope. In order to be included in our deliberations the evaluation should reach me by [date]. [If applicable] Please return the written work under separate cover in the postage-paid padded envelope provided.

If you are unable to provide an evaluation, would you please let me know promptly so that the committee will have time to seek another evaluator?

Let me assure you that all replies will be kept in the strictest confidence and made available only to the committees directly involved in the decision-making process.

Thank you for your cooperation.

Sincerely,

[Your Name]
Chairperson
Department of [xxxxx]

E. Sample Generic Letter to Outside Evaluators – Promotion to Full

Dear [Evaluator's Name]:

Professor [Candidate's Name] is currently a candidate for promotion to Full Professor at Brooklyn College. In addition to teaching effectiveness and service to the college and the community, the quality of one's scholarly work is an important criterion in [promotion or tenure] decisions.

I am writing to you to request an evaluation of the candidate's scholarly work, as evidenced by the enclosed material. Your evaluation would be most useful to the committee if it were confined to the enclosed material and any other scholarly work by the candidate with which you may be familiar. It would also be helpful if you could indicate in your response your relationship to the candidate and the nature of your professional interaction with [him or her]. I am also enclosing a copy of Professor [Candidate's Name]'s curriculum vitae.

When reviewing the candidate's materials, please keep in mind that the mission of Brooklyn College is both to foster quality research as well as provide a superior education in the liberal arts and sciences. Toward this end, our faculty is deeply committed to providing an outstanding undergraduate education. There is strong emphasis on teaching as well as scholarship, with a contractually mandated teaching load of 21 contact hours per year.

I would appreciate your returning your evaluation in the enclosed postage-paid envelope. In order to be included in our deliberations the evaluation should reach me by [date]. [If applicable] Please return the written work under separate cover in the postage-paid padded envelope provided.

If you are unable to provide an evaluation, would you please let me know promptly so that the committee will have time to seek another evaluator?

Let me assure you that all replies will be kept in the strictest confidence and made available only to the committees directly involved in the decision-making process.

Thank you for your cooperation.

Sincerely,

[Your Name]
Chairperson
Department of [xxxxx]

IV. Personnel Files

Candidates' personnel files should be carefully maintained. Department Chairpersons should meet with all untenured faculty members in their departments well before each annual reappointment vote to make sure that the files are complete and up-to-date. This should be done well in advance of the vote of the departmental Appointments Committee, so that members of that Committee have time to review the files. Similarly, when a faculty member is up for tenure or promotion, the candidate and Chairperson should meet to update the file well in advance of the votes of the Appointments Committee and/or the relevant Promotion Committee.

The personnel files for all Assistant and Associate Professors, all Lecturers, and all CLTs, should be reviewed and updated at the time of the annual evaluation conference. Note that candidates must initial and date any document placed in their personal personnel file.

Departmental review of personnel files should always take place in the office where the files are stored. Those files may leave that office only to be transported to the Associate Provost's office. Personnel files should be organized in accordance with the "Personnel File Checklist" distributed by the Associate Provost's Office (see Appendix 2). Great care should be taken to safeguard against any materials from the administrative personnel file, including letters of external evaluation, being made available to the candidate.

V. Procedures for School Promotion and Tenure Committees

A. Charging the School Promotion and Tenure Committees

The Associate Provost, in conjunction with the Chairperson of the College-Wide Committee on Promotion and Tenure (College P&T), shall charge the School Promotion and Tenure Committees (School P&T Committees) on matters of procedure. The charge shall include, but not be limited to, the following:

- i. Statement of the criteria for tenure and promotion, as set forth in relevant governance and policy documents.
- ii. Importance of attendance: only under exceptional circumstances should the Committee meet at less than full strength.
- iii. Members of the School P&T Committees must read the complete personnel files of all the candidates in their respective schools.
- iv. The School P&T Committees shall not rank the individual candidates.
- v. The School P&T Committee's vote on the candidates shall be recorded and forwarded, following a template, provided by the Office of the Associate Provost, to the staff liaison for the College P&T, who shall send copies to the Associate Provost and the Chairperson of the College P&T.

B. School P&T Committee Chairperson

Each School P&T Committee shall elect a Chairperson for the Committee. The Chairpersons of the School P&T Committee should be prepared to report orally on individual candidates to the College P&T.

C. Other Rules

An Assistant Professor, Associate Professor, or CLT who has not received a favorable vote of the Departmental Promotions Committee shall be so notified by the department Chairperson and informed of their right to request further consideration. If the candidate wishes to be considered for promotion, they must write a letter to the President with a copy to the Associate Provost requesting consideration. If the President (or the Associate Provost acting as the President's designee) consents, the candidate's dossier will be sent forward for further evaluation.

VI. Candidacy of Committee Members or Department Chairpersons

- A. No member of a Brooklyn College personnel Committee shall be eligible to vote on their own candidacy and, for purposes of such candidacy, the whole number of voting members shall exclude the candidate.
- B. The following are special guidelines for situations in which a department Chairperson is a candidate for promotion,
 - i. If it is determined that Chairperson's Reports will be written for that department's candidates in a given promotion and tenure round (see Article VII below), a member of the departmental Appointments Committee shall be designated by the Associate Provost to write the Chairperson's Report.
 - ii. The Chairperson shall not participate in the discussions or voting on their own promotion, but shall participate in other deliberations and vote on all other candidates.

VII. Chairperson's Report

The Chairperson's Report shall be optional. A Chairperson who chooses to write a Chairperson's Report must do so for every departmental candidate in that year's promotion and tenure round.

Chairperson's Reports will be shared with and initialed by the candidate and placed in the personal personnel file. The Chairperson's Report will consist only of matters discussed in the candidate's teaching observations, post-observation conferences and annual evaluations, including the candidate's written response to same.

VIII. Role of the Academic Deans in P&T

The Dean of each school will review the files of all candidates in their school and discuss each candidate's written record with the appropriate School P&T Committee. The President may also call upon the Deans to provide counsel during their deliberations.

IX. Student Evaluations

Student evaluations of a candidate's teaching are important and should be considered in all personnel actions.

X. Protocol for Evaluating Research in Secondary Areas of Expertise (Non-Traditional Research and Creative Activity)

With the growth of interdisciplinary research and with the emergence of exciting new fields, not all research/scholarship/creative activity will fit conveniently into traditional 'disciplinary' expectations or understandings. The activities considered to be within the criteria for tenure and promotion shall be flexible and expansive.

During the tenure and promotion process, the assessment of teaching, research/scholarship/creative activities and service shall give appropriate recognition, consistent with the institution's mission, to faculty accomplishments that are collaborative, cross-disciplinary and beyond the traditional boundaries of research/scholarship/creative activity associated with a particular candidate.

Chairpersons should discourage pre-tenure candidates from engaging in research, scholarship and creative activity beyond or not associated with her/his acknowledged area of expertise.

A. Formal Documentation of Evaluation Procedures

Upon the initial appointment, the department Chairperson and the candidate should discuss the modes of research and scholarship the candidate is likely to pursue in the foreseeable future. Together they should examine the disciplinary requirements for demonstrating excellence in the field, and the candidate should draft a statement which reflects their understanding of the procedures to be used in evaluating the scholarship and research s/he offers for reappointment, tenure, and promotion. When authorized by the Chairperson and the departmental Appointments Committee, this statement becomes a part of the candidate's personnel file. As candidates grow, they may change direction or develop interests in non-traditional forms of scholarship; the discussion described in this paragraph should occur at any time when the Chairperson becomes aware that some scholarship is designed for non-traditional venues or evaluation procedures need to be modified.

B. Portfolio of Activities

Candidates whose scholarship follows a traditional model have their work independently reviewed by peers through the standard referee procedures. In order to establish a suitable framework for evaluation, faculty who follow a non-traditional path should keep a careful record of activities, events, presentations, exhibits, performances or the like, and any independent reviews that evaluate their work. The candidate should consult with the Chairperson in maintaining the portfolio that documents this work and its reception, and which is part of the official record.

C. Peer Reviewers for Non-Traditional Work

The peer reviewers selected at any stage must be sufficiently aware of the demands of academic protocol to note within their responses at least the following:

- i. their personal and professional relationship, if any, with the candidate;
- ii. their professional evaluation of the criteria established by the candidate for measuring the achievement of the work under scrutiny;
- iii. their professional evaluation of the work itself, both according to the criteria the candidate proposes and according to criteria they consider accepted within the discipline;
- iv. whatever additional information they think helpful to a body of non-specialists required to make informed judgments about the work and the candidate;
- v. finally, reviewers can also be encouraged to include their own CVs as part of the assessment they provide.

- D. In the annual evaluation conference report, the Chairperson should note the occasion(s) on which peer reviewers or other external evaluators provided written critiques of the scholarly product of the candidate.
- E. When reappointment, tenure, or promotion actions begin, the candidate should provide a written description of the nature of their research agenda, the method of its evaluation, and the ways in which the research furthers the discipline. The burden of proof for justifying the research and the chosen evaluation path clearly rests with the candidate, who must explain the disciplinary and scholarly distinctions that result from the praxis documented in the portfolio. In the Chairperson's Report, the department Chairperson should discuss the degree to which the accumulated reviews and evaluations accurately reflect the achievement of the candidate.

Candidates pursuing non-traditional research and creative activity should be judged with the same rigor applied to candidates whose work is more traditional.

Appendices

Appendix 1: Supplementary College Form for Promotion and Tenure

Appendix 2: Personnel Folder Checklists

Appendix 3: Procedure for Requesting Early Tenure Review Consideration

Appendix 1

Supplementary College Form for Promotion and Tenure



Date: _____

Supplementary College Form

Personal Data

Name: _____ Department: _____

Candidate for (Check all that apply) ☐ Tenure ☐ Promotion

I. Professional References

Please provide the contact information for five professionals outside of Brooklyn College who are qualified to evaluate your scholarly and/or creative activities. See instructions for more details.

Reference A

Name: _____

Relationship to Candidate: _____ Area of Expertise: _____

Present Address (include zip code, mailstops, etc.):

E-mail Address _____

Telephone: _____

Reference B

Name: _____

Relationship to Candidate: _____ Area of Expertise: _____

Present Address (include zip code, mailstops, etc.):

E-mail Address _____

Telephone: _____

Reference C

Name: _____

Relationship to Candidate: _____ Area of Expertise: _____

Present Address (include zip code, mailstops, etc.):

E-mail Address _____

Telephone: _____

Reference D

Name: _____

Relationship to Candidate: _____ Area of Expertise: _____

Present Address (include zip code, mailstops, etc.):

E-mail Address _____

Telephone: _____

Reference E

Name: _____

Relationship to Candidate: _____ Area of Expertise: _____

Present Address (include zip code, mailstops, etc.):

E-mail Address _____

Telephone: _____

II. Description of your Field(s) of Research

Provide a brief description of your field(s) of research and scholarship, the specialty within each field and the sub-specialty. See instructions for examples.

A. Field

B. Specialty

C. Sub-Specialty

III. Description of Professional Activities

Signature: _____ Date: _____

Print Name: _____

Appendix 2
Personnel Folder Checklists

Administration File Inventory Checklist

Candidate's Name: _____

I. Current Data

Complete?

- | | |
|--|--------------------------|
| Chairperson's List of Outside Evaluators*♪ | <input type="checkbox"/> |
| Supplemental College Form* ♪ | <input type="checkbox"/> |
| Chairperson's Letters to External Evaluators*♪ | <input type="checkbox"/> |
| Current Curriculum Vitae | <input type="checkbox"/> |
| External Evaluators' Letters*♪ | <input type="checkbox"/> |

II. Initial Appointment Documentation

- | | |
|---|--------------------------|
| Application Form/Curriculum Vitae | <input type="checkbox"/> |
| Appointment Letters/Forms | |
| Department | <input type="checkbox"/> |
| College P&B | <input type="checkbox"/> |
| President/Provost | <input type="checkbox"/> |
| Letters of Reference | <input type="checkbox"/> |
| Educational Background | <input type="checkbox"/> |
| Basic Personnel and Address Information | <input type="checkbox"/> |
| Letter of Acceptance | <input type="checkbox"/> |

Chairperson's Signature: _____ Date: _____

Print Name: _____

* Not required for annual reappointments (without tenure)

♪ Not required for lecturers

NOTE: Verification documents (1-9 Form, degree(s), certificates and copy of the social security card) are no longer required to be in the administration file when it is delivered to the Reading Room.

Personal File Inventory Checklist

Candidate's Name: _____

	Complete?	Initialed by Candidate?
I. Evaluative Information		
Chairperson's Report (optional)*	<input type="checkbox"/>	<input type="checkbox"/>
Observation and Post-Observation Conference Reports (Each Term)	<input type="checkbox"/>	<input type="checkbox"/>
Annual Conference Reports	<input type="checkbox"/>	<input type="checkbox"/>
Student Evaluation of the Faculty Reports	<input type="checkbox"/>	<input type="checkbox"/>
Department and Dean's Third-Year Review Reports ♪	<input type="checkbox"/>	<input type="checkbox"/>
II. Correspondence and Other Information		
Brooklyn College Correspondence	<input type="checkbox"/>	<input type="checkbox"/>
Letters of Commendation	<input type="checkbox"/>	<input type="checkbox"/>
III. Work Information		
Multiple Position Forms	<input type="checkbox"/>	<input type="checkbox"/>
Work Schedules	<input type="checkbox"/>	<input type="checkbox"/>
IV. Academic / Professional Information		
Curriculum Vitae	<input type="checkbox"/>	<input type="checkbox"/>
Candidate's Personal Statement*	<input type="checkbox"/>	<input type="checkbox"/>
Publications	<input type="checkbox"/>	<input type="checkbox"/>
Letters from Publishers	<input type="checkbox"/>	<input type="checkbox"/>
Grants	<input type="checkbox"/>	<input type="checkbox"/>
Awards and Honors	<input type="checkbox"/>	<input type="checkbox"/>
Teaching Portfolio (optional)	<input type="checkbox"/>	<input type="checkbox"/>
Other Academic/Professional Information	<input type="checkbox"/>	<input type="checkbox"/>

Chairperson's Signature: _____ Date: _____

Print Name: _____

Candidate's Signature: _____ Date: _____

* Promotion and Tenure/CCE Only
 ♪ Not required for Lecturers.

Appendix 3

Procedure for Requesting Early Tenure Review Consideration

Procedure for Requesting Early Tenure Review Consideration

According to the *CUNY Manual of General Policy* (Article V. Faculty and Staff, Policy 5.1. Academic Personnel Practice, Section 6. Tenure) early tenure, that is prior to the seventh annual reappointment, may be granted only in exceptional cases – including cases when:

- a) Appointment to the faculty at the University requires the continuation of tenure previously awarded by another institution of higher learning
- b) A prestigious fellowship valuable to the college concerned interrupts continuous service during the probationary period
- c) Some extraordinary reason indicates that the college would be well served by the early grant of tenure.

To assure that cases reviewed for early tenure are in compliance with the University's regulations, a candidate may not go forward with consideration for tenure earlier than the seventh annual reappointment unless:

1. The Department Appointments Committee approves such early consideration.
2. The Department Chairperson writes a letter (a) confirming the Appointments Committee approval and (b) requesting and justifying such early consideration in terms of one or more of the three conditions outlined above and delineated in the *CUNY Manual of General Policy*.
3. The letter and the faculty member's most recent CV are submitted to the Office of the Associate Provost for Faculty and Administration by mid-January, in advance of the start of the spring semester in which the tenure review process begins.
4. The Office of the Associate Provost for Faculty and Administration forwards copies of the letter and CV to the Provost.
5. The Provost approves such early tenure review and sends a letter to that effect to the Department Chairperson, copying the Associate Provost for Faculty and Administration.
6. The Department Chairperson's letter requesting early tenure consideration and the Provost's written approval are placed in the candidate's personal personnel file confirming his/her eligibility for early tenure review.

Should the Provost not approve the request for early tenure consideration, he/she sends a letter indicating that to the Department Chairperson. The Department Chairperson should then dispose of his/her letter and the Provost's letter. For the purpose of maintaining a record of these transactions, the Office of the Associate Provost for Faculty and Administration will keep a file on all requests for early tenure consideration, whether approved or denied.

Appendix D: Faculty Evaluation

PSC-CUNY Agreement

Article 18 (“Professional Evaluation”)

Article 19 (“Personnel Files”)

Classroom Observation Procedures

Student Evaluation Results Reporting

Accessing evaluation data via WebCentral

Samples of reports for personnel files

Annual Conference Report

Third Year Review Policy and Procedure

Article 18: Professional Evaluation

18.1 The evaluation of the professional activities of all employees in a public institution of higher education is essential to the maintenance of academic and professional standards of excellence. The purpose of professional evaluations shall be to encourage the improvement of individual professional performance and to provide a basis for decisions on reappointment, tenure and promotions. An evaluation of professional activities shall be based on total professional performance. Written evaluation shall be on file for all employees.

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.

(b) Teaching observation, as described below, is one factor in total evaluation of academic performance of the teaching staff.

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.

Tenured and certificated members of the teaching staff may be observed once each semester.

* It is understood that Lecturers and teachers in the Hunter College Campus School shall not be required to have a research commitment.

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.

e) After ten (10) semesters of service teaching observation for adjunct personnel shall be held at the request of the chairperson or the adjunct.

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.

(b) Members of the non-teaching staff, including Librarians, CLTs, Counselors, Student Personnel Services staff, Registrar series, HEO series and other non-teaching members of the Instructional Staff covered by this Agreement: Preferably once each semester, but at least once each year, each employee shall have an evaluation conference with the chairperson or supervisor to be designated by the appropriate dean or President. At the conference, the employee's total performance and professional progress shall be reviewed. Following this conference, the designated official shall prepare a record of the evaluation discussion in memorandum form for inclusion in the employee's personal file. A copy of the report shall be given to the employee within ten (10) working days following the conference.

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

(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.

18.4 In those institutions that operate on a basis other than semester (such as trimester or quarter system) the observation and evaluation provisions of this Article, where applicable, shall apply only to two of the three trimesters or two of the four quarters.

18.5 In the Hunter College Campus Schools, the respective Principals of the Elementary School and High School may, in addition to the teaching observation set forth in Article 18.2(b), conduct unscheduled observations of members of the instructional staff. If, following the observation, the principal wishes to prepare a record of the unscheduled observation, he/she shall within ten (10) days, excluding Saturdays, Sundays, and legal holidays, from the date of the observation, conduct a post-observation conference with the employee. Following the post-observation conference, the principal shall within ten (10) days, excluding Saturdays, Sundays or legal holidays, prepare a record of the discussion in memorandum form for inclusion in the employee's personal personnel file.

Article 19: Personnel Files

19.1 Each unit within The City University shall maintain two personnel files for each employee.

19.2 There shall be a personal file which shall include but 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.

19.3 There shall be a separate administration file which shall contain only such materials requested by the unit of The City University or supplied by the employee in connection with the employee's employment, promotion or tenure.

The administration file shall be available only to the committee and individuals responsible for the review and recommendation of the employee with respect to appointment, reappointment, promotion or tenure.

Classroom Observations

According to the Collective Bargaining Agreement, all members of the teaching faculty who have not yet attained tenure (professorial titles) or the Certificate of Continuous Employment (lecturers), including those appointed as substitutes, must be observed at least once each semester for a full classroom period. One observation must take place during any scheduled class during the first ten weeks of the semester, after the instructor has been given at least 24 hours notice of observation.

Tenured and certificated faculty may also be observed once each semester, but it has been the general practice to observe only those faculty members eligible for promotion. Adjunct (part-time) teaching personnel must be observed until the adjunct has completed ten semesters of service. After that, observations may be held at the request of the department chairperson or the adjunct.

Each department appointments committee designates a panel, the size to be specified by the chairperson, of department observers (which includes members of the appointments committee). The observers prepare written observation reports which are included in the faculty member's personal file for consideration in personnel actions. After the peer observation, a follow-up conference is scheduled by the chairperson to take place within two weeks of receipt of the written observation report. A conference memorandum, also placed in the faculty member's personal file, is prepared to record the discussion of the post-observation conference.

Currently there is no college-wide standard peer observation or a post-conference report form. Rather each department uses its own set of materials, leading to substantial variation in the coverage, depth and quality of peer observations.

Model Letter to Faculty Member Being Observed

Dear Professor X:

It is a provision of the PSC/CUNY Agreement that at least once during each academic semester all non-tenured members of the teaching staff shall be observed for a full classroom period. Tenured faculty may be observed once each semester.

The Department's Appointments Committee has selected Professor _____ to conduct your observation this semester. He/she will contact you to arrange an observation visit at a time that is mutually convenient. You will be given at least 24 hours notice. The deadline for conducting the observation is November 6th. Professor _____ will submit a written report of the observation to me within one week. I will then schedule a post-observation conference for the two of you to meet with one another within two weeks of receiving the report. To facilitate scheduling this conference, at the end of the classroom observation period would you and Professor _____ identify two mutually agreeable times to meet as well as a place to meet. Professor _____ will then forward that information to me. I will inform you of the time I've selected and also indicate the place for your meeting. Following the conference, Professor _____ will prepare a record of your discussion in memorandum form and will submit it to me. The observation report and the memorandum of the post-observation conference will be placed in your personal file. You may have a copy of both provided that you submit a signed receipt.

To promote a constructive outcome, in advance of the observation please send Professor _____ a copy of the class syllabus and a one paragraph statement that provides context for the particular session. That paragraph might include a discussion of the topic, or the learning objectives for the period and how they fit into the goals of the course, or relevant activities and assignments that have preceded the session, and/or noteworthy pedagogical strategies to be used.

Thank you for your cooperation.

Sincerely,

Chairperson

HOME

MY INFO

SHORTCUTS

E-SERVICES

ACADEMICS

CAMPUS INFO

TECHNOLOGY

CUNYFIRST

MY TEACHING SCHEDULE

TEACHING

HR

ADVISING STUDENTS

Faculty/Staff Announcements

Fall 2016 Faculty Obligations and Syllabus Preparation

**Relocation Alerts**

Short-term class changes by email or text message. Enter your preferred email address and SMS text number to receive text messages for g

ed in conformance with, and in accordance with, the policies and practices for cancelling ar

place**Marketplace**

Other course materials directly

place

COURSE SEARCH

ACADEMIC INFORMATION

CUNY GLOBAL COURSE SEARCH

ACADEMIC INTEGRITY

ACADEMIC ASSESSMENT

GRADUATE APPLICATIONS STATUS
REPORTS

LEARNING CENTER

BC FEEDBACK REPORTS

FACULTY PROFILE SEARCH

BLACKBOARD (FACULTY)

LIBRARY RESEARCH

TK20 - FACULTY ACCESS

GRANTS AND FUNDING

RESEARCH COMPLIANCE – IACUC

*ding Statistics in the Behavior.**nd Physiology for Speech, Lar*
ny Seikel, Douglas W. King, DICATION WORKS (EIGHTH EDIT.
AEL GAMBLE (\$25.00)

EDITION) by JOSEPH KERMAN

EDA by WENDY DONIGER (\$12

Individual vs. Department Scores for Each Questionnaire Item

Department: Aerospace

Semester: Fall 2010

Kiefer, Sarah

Total Enrollment: **20**

%Response: **85.00%**

In Bold - Instructor, *Italic* - Department

	Yes		No									
1 Did you receive a syllabus during the first week?	100.00%	98.24%	0.00%	1.76%								
	Excellent		Good		Fair		Poor		Unacceptable		Not applicable	
2 The instructor's ability to organize ideas and materials for class	82.35%	53.36%	5.88%	32.30%	11.76%	10.94%	0.00%	2.09%	0.00%	0.61%	0.00%	0.71%
3 The instructor's ability to stimulate interest in the subject	68.75%	47.99%	12.50%	29.77%	12.50%	15.73%	6.25%	4.48%	0.00%	1.22%	0.00%	0.81%
4 The instructor's ability to encourage independent thinking	58.82%	52.24%	23.53%	30.01%	11.76%	12.72%	5.88%	3.46%	0.00%	0.61%	0.00%	0.97%
5 The instructor's ability to generate effective class discussion	58.82%	49.19%	29.41%	30.60%	11.76%	14.21%	0.00%	4.38%	0.00%	0.71%	0.00%	0.92%
6 The instructor's ability to communicate clearly	76.47%	53.75%	11.76%	29.22%	11.76%	12.34%	0.00%	3.11%	0.00%	0.97%	0.00%	0.61%
7 The instructor's openness to comments, questions and viewpoints	70.59%	61.75%	17.65%	25.45%	5.88%	8.52%	5.88%	2.60%	0.00%	0.82%	0.00%	0.87%
8 The instructor's knowledge of the subject matter of the class	88.24%	66.62%	5.88%	24.63%	5.88%	6.67%	0.00%	1.17%	0.00%	0.25%	0.00%	0.66%
9 The instructor's ability to keep to the time and schedule requirements	70.59%	58.73%	17.65%	28.75%	11.76%	9.41%	0.00%	1.73%	0.00%	0.56%	0.00%	0.81%
10 The instructor's availability to students outside of class	64.71%	50.13%	17.65%	30.06%	17.65%	11.57%	0.00%	2.46%	0.00%	0.92%	0.00%	4.86%
11 The clarity of info provided about the course requirements and assignments	76.47%	56.75%	11.76%	28.22%	11.76%	10.85%	0.00%	2.65%	0.00%	0.71%	0.00%	0.82%
12 The promptness with which tests and assignments are graded and returned	64.71%	54.18%	29.41%	30.73%	5.88%	11.01%	0.00%	2.34%	0.00%	0.76%	0.00%	0.97%
	Too many		Just right		Too few		Not applicable					
13 The number of assignments/projects/creative works in this class	37.50%	7.40%	62.50%	86.47%	0.00%	4.13%	0.00%	1.99%				
	Very Challenging		Challenging		Somewhat challenging		Not challenging		Not applicable			
14 How challenging the class assignments/projects/creative works were	58.82%	15.59%	41.18%	47.80%	0.00%	29.65%	0.00%	4.96%	0.00%	1.99%		
	Very useful		Useful		Somewhat useful		Not useful		Not applicable			
15 The usefulness of assignments/projects/creative works in this class	58.82%	33.15%	29.41%	42.78%	5.88%	17.32%	5.88%	4.20%	0.00%	2.56%		
	Very difficult		Difficult		Somewhat difficult		Not difficult		Not applicable			
16 The difficulty of examinations in this class	23.53%	9.13%	64.71%	33.69%	5.88%	42.21%	5.88%	11.23%	0.00%	3.74%		
	Very fair		Fair		Somewhat unfair		Unfair		Not applicable			
17 The fairness of examinations in this class	47.06%	41.02%	29.41%	44.97%	11.76%	8.21%	11.76%	2.31%	0.00%	3.49%		
	Very likely		Somewhat likely		Don't know		Somewhat unlikely		Very unlikely			
18 How likely are you to recommend this instructor to a friend?	58.82%	56.04%	17.65%	26.06%	5.88%	9.84%	0.00%	3.72%	17.65%	4.33%		
	A lot		A fair amount		Some		A little		Hardly anything		Not applicable	
19 How much general knowledge about the subject have you gained?	58.82%	41.59%	23.53%	37.49%	0.00%	13.86%	0.00%	3.73%	17.65%	2.61%	0.00%	0.72%
20 How much ability to analyze and solve problems have you gained?	47.06%	35.74%	41.18%	38.62%	0.00%	14.41%	0.00%	3.79%	11.76%	2.21%	0.00%	5.23%
21 How much ability to find and use information on your own have you gained?	35.29%	36.56%	52.94%	37.18%	0.00%	14.56%	0.00%	4.05%	11.76%	2.46%	0.00%	5.18%
22 Ability to express your ideas verbally have you gained from this class?	43.75%	36.38%	37.50%	38.80%	6.25%	14.13%	0.00%	4.68%	12.50%	3.03%	0.00%	2.98%
23 Ability to express your ideas through artistic/creative means?	11.76%	32.44%	35.29%	33.62%	11.76%	13.84%	0.00%	4.61%	11.76%	2.97%	29.41%	12.51%

The instructor ratings combine the student evaluations for all sections taught by a particular instructor.

The department ratings combine all the student evaluations submitted for the department across instructor, course and section.

Individual Scores for Each Questionnaire Item

Department: Aerospace

Semester: Fall 2010

Kiefer, Sarah

SPAC. 3100 MW2

Total Enrollment: 29

%Response: **93.10%**

In Bold - Instructor, *Italic* - Department

	Yes	No				
1 Did you receive a syllabus during the first week?	100.00%	0.00%				
	Excellent	Good	Fair	Poor	Unacceptable	Not applicable
2 The instructor's ability to organize ideas and materials for class	37.04%	44.44%	18.52%	0.00%	0.00%	0.00%
3 The instructor's ability to stimulate interest in the subject	29.63%	44.44%	25.93%	0.00%	0.00%	0.00%
4 The instructor's ability to encourage independent thinking	33.33%	48.15%	18.52%	0.00%	0.00%	0.00%
5 The instructor's ability to generate effective class discussion	25.93%	40.74%	29.63%	3.70%	0.00%	0.00%
6 The instructor's ability to communicate clearly	42.31%	34.62%	19.23%	3.85%	0.00%	0.00%
7 The instructor's openness to comments, questions and viewpoints	40.74%	40.74%	14.81%	3.70%	0.00%	0.00%
8 The instructor's knowledge of the subject matter of the class	59.26%	22.22%	14.81%	3.70%	0.00%	0.00%
9 The instructor's ability to keep to the time and schedule requirements	29.63%	48.15%	18.52%	3.70%	0.00%	0.00%
10 The instructor's availability to students outside of class	37.04%	22.22%	22.22%	3.70%	0.00%	14.81%
11 The clarity of info provided about the course requirements and assignments	29.63%	40.74%	22.22%	7.41%	0.00%	0.00%
12 The promptness with which tests and assignments are graded and returned	33.33%	37.04%	18.52%	3.70%	3.70%	3.70%
	Too many	Just right	Too few	Not applicable		
13 The number of assignments/projects/creative works in this class	48.15%	51.85%	0.00%	0.00%		
	Very Challenging	Challenging	Somewhat challenging	Not challenging	Not applicable	
14 How challenging the class assignments/projects/creative works were	44.44%	40.74%	11.11%	0.00%	3.70%	
	Very useful	Useful	Somewhat useful	Not useful	Not applicable	
15 The usefulness of assignments/projects/creative works in this class	29.63%	33.33%	22.22%	11.11%	3.70%	
	Very difficult	Difficult	Somewhat difficult	Not difficult	Not applicable	
16 The difficulty of examinations in this class	48.15%	33.33%	14.81%	3.70%	0.00%	
	Very fair	Fair	Somewhat unfair	Unfair	Not applicable	
17 The fairness of examinations in this class	25.93%	37.04%	25.93%	11.11%	0.00%	
	Very likely	Somewhat likely	Don't know	Somewhat unlikely	Very unlikely	
18 How likely are you to recommend this instructor to a friend?	25.93%	48.15%	18.52%	3.70%	3.70%	
	A lot	A fair amount	Some	A little	Hardly anything	Not applicable
19 How much general knowledge about the subject have you gained?	37.04%	37.04%	22.22%	3.70%	0.00%	0.00%
20 How much ability to analyze and solve problems have you gained?	40.74%	37.04%	18.52%	3.70%	0.00%	0.00%
21 How much ability to find and use information on your own have you gained?	37.04%	33.33%	18.52%	3.70%	0.00%	7.41%
22 Ability to express your ideas verbally have you gained from this class?	18.52%	29.63%	18.52%	7.41%	0.00%	25.93%
23 Ability to express your ideas through artistic/creative means?	14.81%	25.93%	22.22%	7.41%	0.00%	29.63%

Categorical Groupings

☐ 1. Did you receive a written syllabus during the first week of class?

% Responding to Category

Not Included

Instructor's Performance

- 2. Ability to organize ideas and materials for class
- 3. Ability to stimulate interest in the subject
- 4. Ability to encourage independent thinking
- 5. Ability to generate effective class discussion
- 6. Ability to communicate clearly
- 7. Openness to students' comments, questions and viewpoints concerning class topics
- 8. Knowledge of the subject matter of the class
- 9. Ability to keep to the time and schedule requirements for the class
- 10. Availability to students outside of class
- 11. The clarity of information provided about the course requirements and assignments
- 12. The promptness with which tests and assignments are graded and returned

Excellent or Good

Course Difficulty

- 13. The number of assignments/projects/creative works in this class
- 14. How challenging the class assignments/projects/creative works were
- 16. The difficulty of examinations in this class

Too Many

Very Challenging or Challenging

Very Difficult or Difficult

Usefulness and Fairness of the Course

- 15. The usefulness of assignments/projects/creative works in this class
- 17. The fairness of examinations in this class

Very Useful or Useful

Very Fair or Fair

How much have you gained...

- 19. General knowledge about the subject
- 20. Ability to analyze and solve problems
- 21. Ability to find and use information on your own
- 22. Ability to express your ideas verbally
- 23. Ability to develop and express your ideas through artistic/creative means

A Lot or A Fair Amount

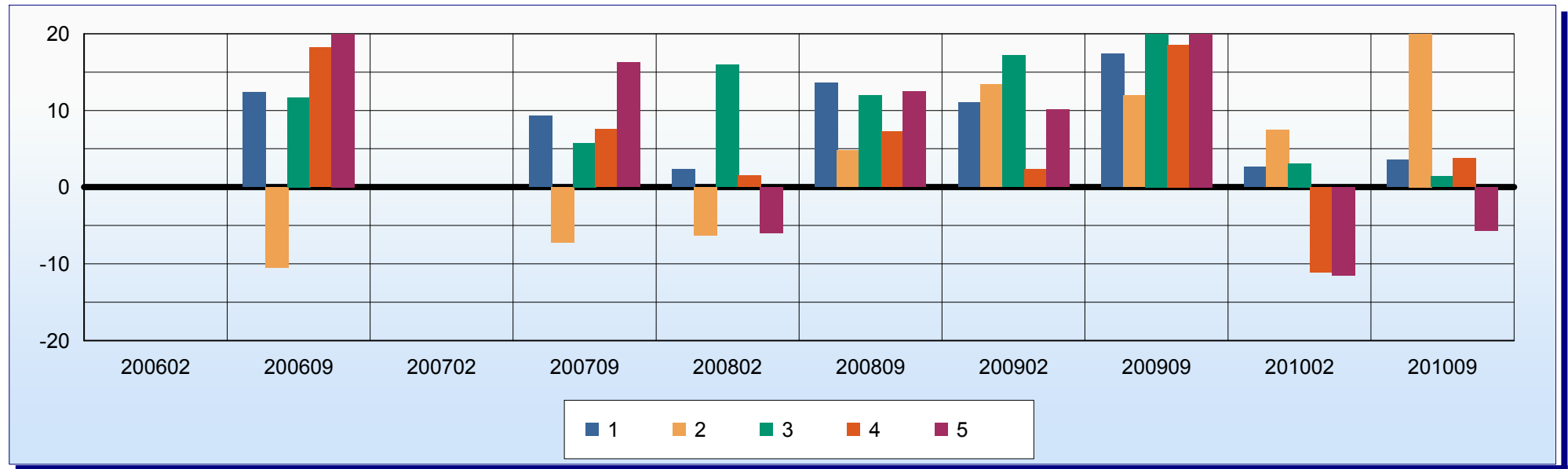
Recommend Instructor

- 18. How likely are you to recommend this instructor to a friend?

Very Likely or Somewhat Likely

Individual vs. Department Scores*

Multiple Semesters

Kiefer, Sarah**Aerospace**

	Spring 2006	Fall 2006	Spring 2007	Fall 2007	Spring 2008	Fall 2008	Spring 2009	Fall 2009	Spring 2010	Fall 2010
1. Instructor Performance	0.00	12.36	0.00	9.26	2.29	13.60	11.06	17.37	2.61	3.56
2. Course Difficulty	0.00	-10.43	0.00	-7.22	-6.31	4.79	13.43	11.98	7.43	29.38
3. Course Usefulness/Fairnes	0.00	11.68	0.00	5.76	15.96	11.91	17.22	23.13	3.08	1.40
4. Learning Attained	0.00	18.20	0.00	7.55	1.50	7.19	2.35	18.56	-11.15	3.74
5. Recommend Instructor	0.00	20.17	0.00	16.26	-5.97	12.51	10.09	20.11	-11.48	-5.63

* Each bar represents the number of percentage points above (+) or below (-) the department average.



Report of Annual Conference

Choose Academic Year

Faculty Member:

Department:

Date of Conference:

The following form is intended as a guide for establishing goals, as well as providing a systematic record of the accomplishments of and feedback provided to faculty during the annual conference with their department chairperson. Elaboration is encouraged where appropriate – the text fields in this Word document will expand as necessary.

Research / Scholarly / Creative / Professional Activity

Summary of Accomplishments:

Goals for Current Year (from Previous Year's Conference):

Progress Made Toward Current Year Goals:

Evaluation – Strengths:

Evaluation – Areas in Need of Improvement:

Performance Rating (Check One):

- | | |
|----------------------------------|--------------------------|
| Exceeds Goals/Expectations | <input type="checkbox"/> |
| Meets Goals/Expectations | <input type="checkbox"/> |
| <hr/> | |
| Meets Some Goals/Expectations | <input type="checkbox"/> |
| Does Not Meet Goals/Expectations | <input type="checkbox"/> |

Note: The categories "Meets Some Goals/Expectations" and "Does Not Meet Goals/Expectations" indicate levels of performance that do not reach the minimally acceptable level for this category of evaluation during the current year's review.

Goals for Next Year:

Teaching / Mentoring

Summary of Accomplishments:

Goals for Current Year (from Previous Year's Conference):

Progress Made Toward Current Year Goals:

Evaluation – Strengths:

Evaluation – Areas in Need of Improvement:

Performance Rating (Check One):

- | | |
|----------------------------------|--------------------------|
| Exceeds Goals/Expectations | <input type="checkbox"/> |
| Meets Goals/Expectations | <input type="checkbox"/> |
| <hr/> | |
| Meets Some Goals/Expectations | <input type="checkbox"/> |
| Does Not Meet Goals/Expectations | <input type="checkbox"/> |

Note: The categories "Meets Some Goals/Expectations" and "Does Not Meet Goals/Expectations" indicate levels of performance that do not reach the minimally acceptable level for this category of evaluation during the current year's review.

Goals for Next Year:

Service to Academic Department, Program, College, University, Profession and Community

Summary of Accomplishments:

Goals for Current Year (from Previous Year's Conference):

Progress Made Toward Current Year Goals:

Evaluation – Strengths:

Evaluation – Areas in Need of Improvement:

Performance Rating (Check One):

- | | |
|----------------------------------|--------------------------|
| Exceeds Goals/Expectations | <input type="checkbox"/> |
| Meets Goals/Expectations | <input type="checkbox"/> |
| <hr/> | |
| Meets Some Goals/Expectations | <input type="checkbox"/> |
| Does Not Meet Goals/Expectations | <input type="checkbox"/> |

Note: The categories "Meets Some Goals/Expectations" and "Does Not Meet Goals/Expectations" indicate levels of performance that do not reach the minimally acceptable level for this category of evaluation during the current year's review.

Goals for Next Year:

Overall Evaluation

Overall Faculty Performance Rating (Check One):

- | | |
|----------------------------------|--------------------------|
| Exceeds Goals/Expectations | <input type="checkbox"/> |
| Meets Goals/Expectations | <input type="checkbox"/> |
| Meets Some Goals/Expectations | <input type="checkbox"/> |
| Does Not Meet Goals/Expectations | <input type="checkbox"/> |

Note: The categories "Meets Some Goals/Expectations" and "Does Not Meet Goals/Expectations" indicate levels of performance that do not reach the minimally acceptable level for this category of evaluation during the current year's review.

Descriptive Summary:

Report prepared by:

Department Chairperson

Date

I have read and received a copy of this report:

Faculty Member

Date

Note: The faculty member may not alter the content of this report. However, he/she may elect to prepare and append a statement.

Third-Year Review Procedure

The broad outline of the mid-tenure review process has been broken down into nine steps. This is to be implemented starting in academic year 2011-2012.

Steps 1-3 are initiated far enough in advance so that step four may be completed by March 1st every year.

1. The tenure candidate prepares files for review as for the annual evaluation with addition of a personal statement (not to exceed three typed pages) that reflects the progress towards tenure the candidate has made.
2. The department's appointments committee will
 - a. Review the candidate's files
 - b. Observe the candidate's teaching
 - c. Interview the candidate
3. The Chair of the Appointments Committee will write a report that provides descriptive and evaluative statements on the relative strengths and weaknesses of the candidate using the nine criteria set out by the CUNY-PSC/CUNY Collective Agreement. This will be known as the mid-tenure report.
4. Appointments committee votes on the report by March 1st.
5. The candidate reads, signs and responds (in writing if so inclined) to the mid-tenure report.
6. The tenure candidate will also have an annual evaluation conference, conducted by the department chair sometime after March 1, but arranged by that date.
7. The department chair submits to the Dean the complete file, which will include the mid-tenure report and the annual evaluation conference reports, including the one called for in item 6 above.
8. The Dean proceeds in accordance with language provided by the relevant resolution of the City University Board of Trustees. The relevant language reads "The Dean shall review the personal personnel file... in the spring of his/her third year of service... Thereafter, the Dean shall meet with the chairperson... to discuss the faculty member's progress. After that meeting the Dean shall prepare a memorandum to the department chairperson regarding... progress toward tenure and setting forth recommendations for any additional guidance to be provided to the faculty member."
9. Subsequent annual evaluations will utilize the documents created for the mid-tenure review process in order to evaluate the candidate's progress and the candidate's suitability for annual reappointment in the fifth and sixth years.

Approved by the Council on Administrative Policy (CAP), May 5, 2011 (revised by CAP, 12/3/2015)

CUNY Manual of General Policy
Section 5.15a

Pre-Tenure Year Review Policy

In order to ensure that each tenure-track faculty member has adequate guidance on the progress he/she is making towards meeting the standards for tenure, the school, divisional or other appropriate dean or academic administrator designated by the President (hereinafter the “Dean”) shall review each such faculty member at the end of his or her third year of service.

The Dean shall review the personal personnel file of each untenured tenure-track faculty member in the spring of his/her third year of service, following the annual evaluation conducted pursuant to the PSC/CUNY collective bargaining agreement. Thereafter, the Dean shall meet with the chairperson of the faculty member’s department to discuss the faculty member’s progress. After that meeting, the Dean shall prepare a memorandum to the department chairperson regarding the faculty member’s progress toward tenure and setting forth recommendations for any additional guidance to be provided to the faculty member.

The Dean’s memorandum shall be provided to the faculty member and discussed with him/her by the department chairperson and/or the Dean. Following the meeting, the Dean may, where appropriate, attach an addendum to the memorandum based on the Dean’s participation in the meeting or the department chairperson’s report of the meeting to the Dean. In accordance with the procedures set forth in the collective bargaining agreement between the University and the Professional Staff Congress, the faculty member shall be asked to initial the Dean’s memorandum and addendum, if any, before it is placed in his/her file, and the faculty member shall have the right to include in his/her personnel file any comments he or she has concerning the Dean’s memorandum.

The appropriate body at each college may adopt implementation procedures that are consistent with this policy. Such procedures may provide, for example, whether the discussion of the Dean’s memorandum with the faculty member will be conducted by the department chairperson, the Dean or both and whether the faculty member may have a choice in the matter. In addition, notwithstanding the provision as to the timing of the review set forth above, a college governance body may choose to provide for this review more than once prior to the year of tenure decision, in which case the review shall occur at appropriate intervals and not necessarily at the end of the third year.

From the Board of Trustees Minutes, February 28, 2011 –

EXPLANATION: In recognition of the fact that faculty candidates for tenure consideration often benefit from additional feedback concerning their candidacy, this policy requires that academic deans review the progress of untenured tenure-track faculty members toward the end of their third year of service, in order to make sure that the candidates have adequate guidance concerning their progress toward tenure. A similar policy has been in effect at several CUNY campuses for a number of years and has proved useful in providing timely guidance to faculty members.

Appendix E:

Centers and Institutes

Centers and Institutes at Brooklyn College

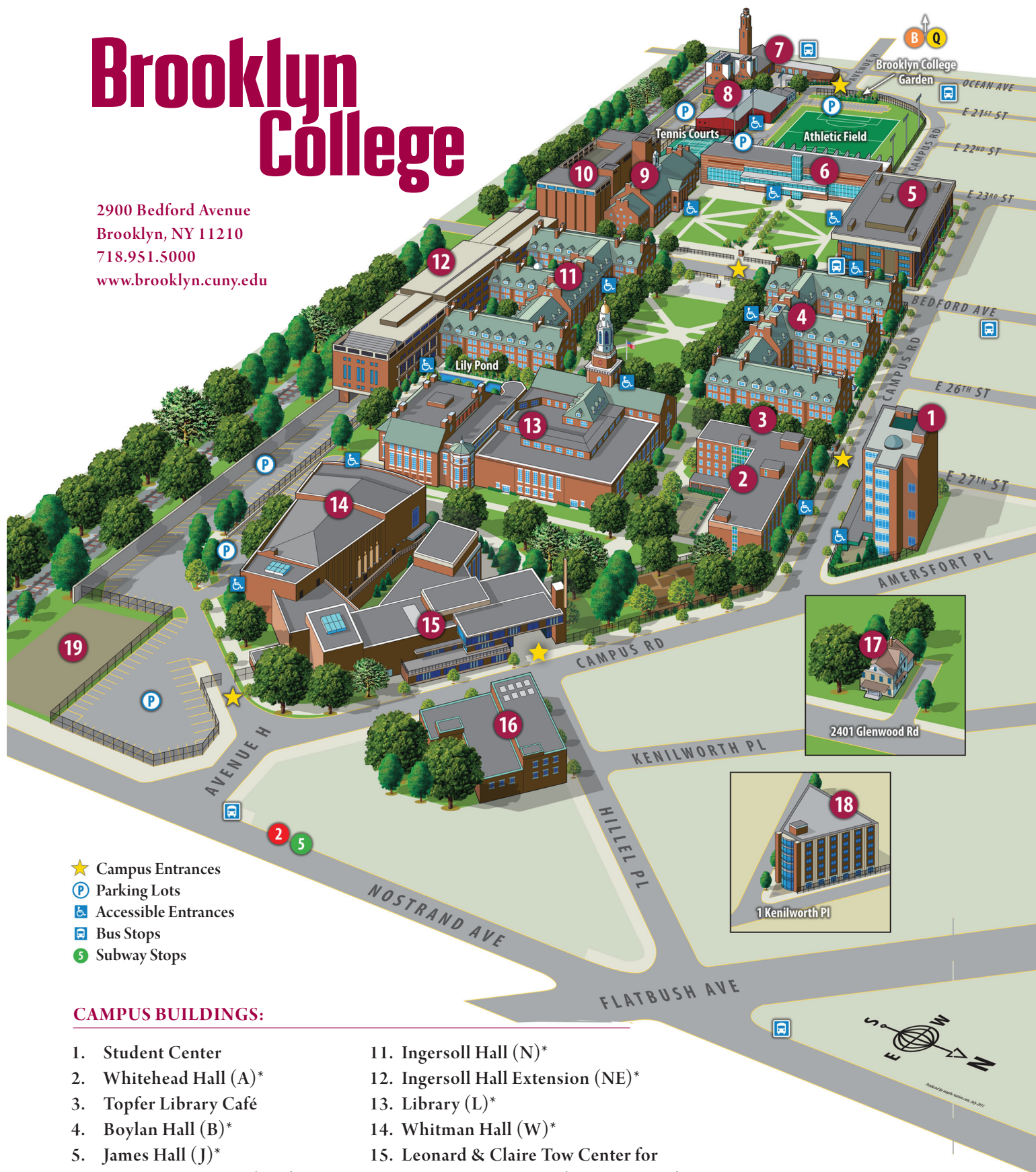
Please follow the link below for a full listing.

<http://www.brooklyn.cuny.edu/web/academics/centers.php>

Appendix F: **Campus Map**

Brooklyn College

2900 Bedford Avenue
Brooklyn, NY 11210
718.951.5000
www.brooklyn.cuny.edu



- ★ Campus Entrances
- P Parking Lots
- ♿ Accessible Entrances
- 🚌 Bus Stops
- 📍 Subway Stops

CAMPUS BUILDINGS:

- | | |
|------------------------------------|---|
| 1. Student Center | 11. Ingersoll Hall (N)* |
| 2. Whitehead Hall (A)* | 12. Ingersoll Hall Extension (NE)* |
| 3. Topfer Library Café | 13. Library (L)* |
| 4. Boylan Hall (B)* | 14. Whitman Hall (W)* |
| 5. James Hall (J)* | 15. Leonard & Claire Tow Center for the Performing Arts (opening 2014) |
| 6. West Quad Center (WQ)* | 16. Tanger Hillel House |
| 7. Heating and Chiller Plants | 17. Newman Center |
| 8. West End Building (WEB)(F)* | 18. Residence Hall (www.1kenilworth.com) |
| 9. Roosevelt Hall (R)* | 19. Future Site of Koppelman Hall |
| 10. Roosevelt Hall Extension (RE)* | |

* Brooklyn College Building Codes

**Brooklyn
College**