

Guidelines for Faculty Evaluation, Reappointment, Tenure and Promotion

1. Faculty Evaluation

- a. At least once each year, each member of the faculty other than tenured full professors shall have an evaluation conference with the program Executive Officer or Executive Committee member designated by the Executive Officer. Tenured full professors may be evaluated. At the conference, the faculty member's total academic performance, professional progress toward promotion and or tenure for that year and cumulatively shall be reviewed. In cases where the Executive Officer is evaluated or is the subject of reappointment, promotion or tenure, the relevant dean will designate a full professor on the program's Executive Committee to conduct the Executive Officer's evaluations and personnel actions.
- b. Within ten (10) working days of the conference, the Executive Officer or designee shall prepare a record of the discussion in memorandum form for inclusion in the faculty member's personal file. A copy of the memorandum shall be given to the faculty member. If the overall evaluation is unsatisfactory, the memorandum shall so state.
- c. The faculty member shall sign and date an acknowledgement of receipt, may provide a response for inclusion in their file and, if the evaluation is unsatisfactory, may add to the memo a request to appear before the program Executive Committee.
- d. Annual evaluations and any responses shall be included in faculty promotion administrative file reviewed by the program's Executive Committee and the Academic Review Committee.
- e. After consultation between the program Executive Officer, relevant dean and faculty member, a non-tenured faculty member may choose a mentor who is not involved in the formal process for reappointment, tenure or promotion. The mentor's role does not replace the academic performance and professional progress evaluation conducted by the Executive Officer or designee described above.

2. Teaching Observations

- a. At least once during each academic semester, non-tenured faculty shall be observed for a full classroom period. One such observation shall occur during the first ten weeks of the semester. The faculty member shall be given no less than 24 hours of prior notice of observation. Tenured faculty members also may be observed once each semester.
- b. The program Executive Committee shall designate a panel of observers, which shall include members of the Executive Committee. The Executive Officer shall schedule panel members to conduct faculty observations.
- c. Within one week of the observation, the observer shall submit a written observation report to the Executive Committee, via the Executive Officer, who should provide a copy of the observation report to the faculty member.
- d. The Executive Officer shall schedule a post-observation conference for the faculty member

and observer within two weeks after receipt of the written observation report. At the request of the faculty member or observer, either a program member of the Executive Committee, a tenured Associate or a full Professor may be assigned by the Executive Officer to attend the conference.

- e. If the post-observation conference includes only the observer and the faculty member, then the observer shall prepare a memorandum record of the discussion for the Executive Officer. If the conference included an assigned Executive Committee or senior faculty representative, that individual shall prepare the memorandum of the discussion.
- f. The conference memorandum shall be placed in the faculty member's personal file. The faculty member may have a copy of this document on providing a signed receipt.

3. Dean's Pre-Tenure Review

Toward the end of the third-year spring semester of a non-tenured faculty member's service, after the Executive Officer's annual evaluation memorandum but before the spring commencement, the Dean of the program's disciplinary cluster shall review the professional record of the faculty member to date and prepare a memorandum that assesses the candidate's total academic progress. A document detailing this process is available from the Provost's Office.

4. Executive Committee Review of Personnel Actions (reappointment, promotion, tenure)

- a. Faculty seeking promotion or tenure shall consult their program Executive Officer by the beginning of the spring semester before the year they are to be considered. At that time, the Executive Officer should begin the process of obtaining letters of recommendation described below. Please note that at CUNY, tenure and promotion are separate personnel actions.
- b. Faculty seeking reappointment, promotion or tenure submit a current curriculum vitae with supporting material to the Executive Officer for review by the program Executive Committee. The Executive Officer or designee may meet with the candidate to suggest revision to the materials before sharing them with the Executive Committee.
- c. Timing of the Executive Committee review depends on the Academic Review Committee (ARC) meeting schedule for different types of actions. The Executive Officer should consult with the Provost's Office as early as possible to determine due date for the materials, and schedule program votes accordingly.
- d. The Executive Committee discussion and evaluation shall be based on the candidate's teaching, scholarship, and service activity outlined in the current curriculum vitae, supporting materials, letters of evaluation (required for appointment, promotion and tenure but not reappointment), and annual evaluations, measured against CUNY standards for promotion and tenure. For appointment, tenure and promotion purposes, examples of the candidate's work are required.
- e. The Executive Officer shall submit a statement to the ARC, along with the Executive

Committee's vote on the Academic Review Committee [form](#) any required letters of recommendation (for appointment, promotion and tenure). If there is a divided vote, those in the minority may also prepare a report for submission to the ARC, although this is not required.

- f. The Executive Officer may share the results of Executive Committee evaluation, but not the specific vote count, with the faculty candidate. The candidate may appeal a negative decision by the program Executive Committee in writing to the ARC Chair (the Graduate Center Provost) within 30 calendar days of notification.
- g. The ARC shall meet and report decisions to candidates regarding reappointment and tenure by December 1, except second-year reappointments, which are due by April 1 of the first year of appointment. Tenure decisions take effect following September 1. Promotion decisions take effect in late August, the day after the faculty leave period ends in that year, which is the date of reappointment.
- h. A negative decision by the Academic Review Committee may be appealed to the Graduate Center President within 30 calendar days of notification.
- i. All final appointment, reappointment, promotion and tenure decisions are made by the CUNY Board of Trustees on recommendation of the Chancellor.

5. Tenure Clock

- a. Tenure is normally considered during a candidate's seventh annual year of appointment on a tenure track line. Instructors with four or more years of continuous full-time service may also request two years of credit toward tenure on the Assistant Professor line.
- b. Only in extraordinary cases may tenure be granted before that time. This provision shall not apply when the Graduate Center is considering the appointment of an outstanding candidate already tenured at another college or university.

6. Letters of Recommendation (required for appointment, promotion or tenure)

- a. All letters of recommendation should be solicited from scholars or subject matter specialists in the candidate's field from outside The City University of New York, who hold a rank at least equivalent to the action requested. For example, for a promotion to Associate Professor, reviewers should be at the rank of Associate or Full Professor. None of the reviewers should be or have been a collaborator, co-author or dissertation advisor of the candidate, except in cases of appointment of an assistant professor without tenure.
- b. The Executive Officer shall select the reviewers to be contacted, in consultation with the program's Executive Committee. At least three external recommendations for the appointment of an assistant professor without tenure shall be solicited, and five in all other cases of appointment, promotion or tenure. Additional evaluation letters beyond the minimum number may be included.
- c. The candidate may submit names of potential reviewers and may identify up to two

individuals whom he or she wishes to exclude, along with the reasons for the exclusion. If a reviewer is taken from the latter list, the candidate's reasons for concern shall be provided with the reviewer's letter.

- d. The Executive Officer shall submit the list of evaluators with brief biographies to the Provost for approval, and shall identify which reviewers were selected independently (i.e., not recommended by the candidate). No more than two evaluators should be selected from those recommended by the candidate. The Provost may consult with relevant deans and may request additional letters.
- e. All recommendation letters should contain a statement describing how the candidate is known to the evaluator; which of the candidate's writings have been read by the evaluator, and how the candidate's work is judged relative to the most important work currently being done in the field.

Resources:

- CUNY Board of Trustees Bylaws, Section 6.2 Tenure
 - http://policy.cuny.edu/bylaws/article_vi/section_6.2./text/#Navigation_Location
- CUNY Board of Trustees Bylaws, Section 8.8 Graduate School
 - <http://policy.cuny.edu/bylaws/article-viii/>
- CUNY Manual of General Policy, Section 5.01 Academic Personnel Practice
 - http://policy.cuny.edu/general-policy/article-v/#policy_5.01
- Statement of the Board of Higher Education on Academic Personnel Practice in the City of New York (1976)
 - <http://www.qcc.cuny.edu/SocialSciences/ppecorino/Faculty-Information/UFS-CUNY-Statement-Personnel-Practice.html>
- Graduate Center Academic Review Committee form
- Governance of the Graduate School and University Center, Section 5
- PSC/CUNY Collective Bargaining Agreement, Articles 18 and 19
 - <http://www.psc-cuny.org/contract/article-18-professional-evaluation>
 - <http://www.psc-cuny.org/contract/article-19-personnel-files>