

Craig Newmark Graduate School of Journalism at CUNY

**GUIDELINES FOR APPOINTMENT, REAPPOINTMENT, TENURE,
PROMOTION AND WORKLOAD OF FACULTY
(revisions approved by SOJ Governance Council 5-4-2021)**

The Personnel & Budget Committee and the Governance Council of the Craig Newmark Graduate School of Journalism at CUNY (the “J-School” or the “School”) approved these guidelines to assist in the interpretation of the Bylaws of the City University of New York (the “Bylaws”), the Statement on Academic Personnel Practice, and the Professional Staff Congress/CUNY Contract as they apply to personnel actions involving full-time and part-time faculty at the School. These guidelines are consistent with the documents governing personnel actions in the City University of New York (“CUNY”), while taking into account the J-School’s unique purpose and structure.

Faculty Expectations

The Trustees of the City University of New York in 2004 authorized creation of the J-School with a focus on “the professional preparation of journalists in a dynamic urban environment” and diversification of New York newsrooms. To implement that charge, the School has recruited a diverse faculty with extensive journalistic experience and expects those faculty members to continue to practice journalism while at the School and to maintain ties to the profession.

The surest guarantee of excellence in a graduate journalism program is a superior faculty. To that end, the School seeks to hire, retain, and promote full-time faculty members who excel in three areas of achievement that are not mutually exclusive but overlapping and complementary: teaching, scholarship, and service. Further, the School seeks to hire and retain part-time faculty whose professional work supplements or complements the full-time faculty. All faculty members are expected to demonstrate an ability to work effectively within diverse communities both inside and outside of the school.

I. Workload

Full-time, tenure-track and tenured faculty generally are expected to fulfill a workload of the equivalent of **21 contact hours per year**, with a minimum annual assignment of 12 contact hours of teaching, and nine contact hours of engagement in course development, student advisement, committee work and scholarly work. Untenured faculty members receive 18 contact hours of reassigned time to be used for scholarship during their first five years of appointment pursuant to Section 15.1(e)(1) of the CUNY-PSC contract (the “Collective Bargaining Agreement” or “CBA”). (Upon receiving appointment with tenure, faculty members who have previously received no more than 18 hours of reassigned time for scholarship shall receive 6 additional hours of reassigned time to be used during the 3 succeeding academic years, beginning with the year in which tenure becomes effective. In the event that such faculty member takes leave during the specified three-year period, the period will be extended by one year). Faculty members must inform the Associate Dean of the intent to use reassigned time prior to the start of registration for the semester in which reassigned time is to be used.

Full-time, non-tenure-track faculty generally are expected to fulfill a workload of **21 contact hours per year**, with a minimum annual assignment of 15 contact hours of teaching, and six contact hours of engagement in course development, student advisement, committee work and scholarly work, as applicable.

The Associate Dean may make adjustments to a faculty member’s teaching load in light of limited or extensive service and/or scholarly efforts.

All full-time faculty are expected to be present throughout the semester. This includes holding regular office hours and attending school-wide events and meetings, including faculty meetings, Governance Council meetings, committee meetings (as appropriate), commencement, and open houses.

Certain faculty members, full-time and part-time, may serve as program heads, overseeing a subject concentration or a media specialty. Program heads have the following responsibilities:

- Continuously work to enhance the reputation/visibility of the program.
- Recruit and mentor a diverse array of faculty members
- Contribute to the School's curricular innovation and outcomes
 - Ensure area syllabi follow school standards
 - Develop new courses and revise current offerings as needed
- Organize events related their areas
- Build professional connections to area leaders
- Stay current on industry needs and academic competition
- Assist in the recruitment of students, especially those interested in their areas
- Advise students
- Assist with peer evaluations each semester
- Attend school-wide events and meetings, including, but not limited to, orientations, Governance Council meetings, open houses, commencement, elective and subject concentration overview sessions and faculty meetings.

Full-time faculty members serving as **program heads** will receive 3 contact hours of reassigned time from teaching during each academic year. **Part-time faculty** members serving as a program head will be compensated accordingly as non-teaching adjuncts.

Adjunct workload is covered by Section 15.2 of the CBA.

II. Definitions of Teaching, Scholarship and Service

A. Teaching

Teaching includes all activities that contribute to student learning within the classroom and, when applicable, outside the classroom.

Faculty members are expected to:

- Know their subject area and stay current with the latest developments. Use that knowledge to enhance and evolve the curriculum.
- Communicate clearly when describing the course contents and workload. Set high standards and expectations, and hold students to those standards.
- Challenge both the most able and the least able students.
- Foster a learning environment that embraces diverse perspectives.
- Regularly show students what they will learn, identify what is learned as it happens, and summarize what has been learned to reinforce the lesson. During the semester, use assessment tools to evaluate the extent to which learning has indeed occurred, and use that feedback to improve teaching methods and the curriculum.
- Provide useful and timely feedback on student work through edits, conversations, and conferences.
- Grade fairly and base the grades on work submitted over the term.

- Be organized, enthusiastic, accessible and flexible.
- Show respect for students and colleagues.
- Continue to refine and improve the quality of their teaching and participate fully in discussions about teaching.
- Appreciate journalistic work done in all media platforms and use cross-platform techniques as appropriate to instruction.
- Demonstrate cultural competence in the classroom and with colleagues, creating an inclusive environment.

Faculty can demonstrate excellence in teaching through such methods as (not inclusive or exhaustive):

- Peer evaluation of teaching, which for tenure-track faculty and adjunct faculty in their first 10 semesters of teaching, shall take place each semester.
- Course portfolios and/or teaching portfolios demonstrating growth as a teacher. These are documents created to show the evolution of one's thinking about a specific course or teaching overall, by including syllabi, lesson plans, sample lectures and assignments, student work, and narration explaining how one has developed all of this.
- Publications and presentations about teaching strategies, performance, assessment and related issues.
- Activities meant to improve teaching, such as participation in workshops. These activities may occur at the school, university and/or regional or national levels.
- Student awards for work produced in faculty member's classes
- Individual student mentoring through capstones and independent studies.
- Systematic student reviews, including qualitative comments, quantitative scores, and other systematic forms of student feedback;
- Non-systematic but substantive student feedback in the form of unsolicited letters or e-mails to the faculty member

B. Scholarship

Those in tenure-track positions should recognize that expectations are more rigorous with each successive reappointment. Scholarship expectations for the School's faculty are substantial and rigorous, but because this is a professional school, they differ in certain respects from those that exist elsewhere in the University. While scholarly articles and educational texts are always welcome, scholarship at the J-school also extends to journalistic works that contribute to public knowledge or current debate on matters of significance and/or advance the practice of journalism.

The subject matter of such work can range from contemporary events and topics, to criticism, to a focus on the journalism profession itself. While qualifying work may be produced for a general audience, it must demonstrate substantial original reporting/ primary research, secondary research, sophisticated analysis, critical thought, and mastery of its subject.

Qualifying work should appear in respected venues and may span a range of media formats, including but not limited to: substantial articles in newspapers or magazines; collections of shorter pieces about one subject area or diverse topics; books; audio or video pieces or documentaries for television, radio or the web; contributions to websites or blogs; the coding of software and interactives connected to journalism; or the creation of a website or blog as a body of work.

Qualifying work should reach its appropriate audience, and interaction with that audience may be considered part of the work.

A piece of work will be evaluated not on its length, but on its quality and intellectual impact, in recognition that immediacy and timeliness can be just as important in influencing public debate as lengthier pieces that can take months or years to complete. The reputation and quality of the venues in which the faculty member's work appears will be considered. Both quality and quantity of the professional work will be considered in tenure and promotion decisions. No specific number of professional projects is required. Faculty members should clearly explain in their CVs the impact of their professional work as it applies to specific issues or problems, such as those within the media or communications industry. Such impact could be quantified, such as numbers of people affected or policies implemented and resulting effects.

Peer review plays a key role in evaluating the quality of both traditional academic scholarship and journalistic work. This might be shown by: substantive reviews of a piece of work by experts in journalism or in the subject matter; citations or online links by peers that address how a piece of work advances journalism or the subject matter; external assessment by experts regarding a work's impact on journalism or the topic covered; invitations to present or discuss the work in public fora; the level and quality of debate spawned by the work; awards, including fellowships, granted to the faculty member by peer groups; or the reputation of the journalistic outlet that has chosen to publish or air a piece of journalism. Quality of published materials may also be evaluated by their ability to win national awards or be accepted by juries for exhibits.

Qualifying journalistic work will typically appear under the faculty member's byline or his/her contribution will be recognized in on-air credits. However, some forms of journalism are aimed at bringing the best out in others, e.g., the work of an editor or efforts that require collaboration with others, as in the work of a co-author, broadcast producer, or broadcast editor. This work is critical to quality journalism, but it poses a specific challenge in evaluating journalistic achievement. The chief criteria by which such work will be judged include the quality and impact of the resulting publication or broadcast, as well as the faculty member's contribution in conceptualizing, shaping, and creating the final product. Faculty may be asked to provide documentation from collaborating authors, editors and publishers regarding the faculty member's contribution to a shared project. Shared work must also be valued by experts in the field covered and constitute a significant achievement.

As new forms of journalism, journalistic entrepreneurship, and journalistic technologies emerge, the School is open to considering work in these venues, but the same emphasis on quality and impact will apply in assessing whether such work should qualify towards reappointment, tenure and promotion. In all instances, work that is necessarily short-lived (and has short-lived peer reaction) must have been adequately preserved so that an appropriate peer assessment of its contribution/ value can be made. In the case of new or emerging forms of publication or presentation, faculty should provide metrics by which the work can be evaluated.

More traditional forms of scholarship, e.g., academic research into a journalistic topic, or development of instructional materials or methods to improve journalistic pedagogy, will be valued equally with outstanding works of journalism.

In general, published works are more important than oral presentations at scholarly, professional or educational meetings and workshops. The nature of the outlet will be considered, as will the impact works have.

In the end, scholarship will be evaluated on the following questions:

- Has the work been regular, continuous and focused, or sporadic and diffuse?
- Has the work been perceived as significant in the field? (Evidence of significance might consist of, among other things, publication in prestigious venues; awards; citation by others; invitations to participate in professional panels or programs, and/or to publish in anthologies, collections, and/or books; use by others in classes)
- Does the work, as a whole, demonstrate high standards, innovative approaches, professional excellence, and/or creativity? Does the work break new ground and advance concepts, ideas, or approaches that transcend the ordinary? Is the writing or other mode of expression appropriate for the intended audience?

C. Service

Service, while secondary to teaching and scholarship for purposes of tenure and promotion, is vital to the success of the School. Service includes the contribution that a faculty member makes to the academic profession (aside from scholarly efforts), to the journalism profession, to the School, to the City University of New York, and to society at large.

Full-time faculty members are expected to advise students, serve on school-wide committees and assist in conducting peer observations.

Additionally, service contributions may be demonstrated by:

- Participation, beyond membership, in professional and scholarly associations or service on editorial boards of scholarly organizations.
- Active participation in any of a broad array of organizations whose purpose is to improve journalism, extend its reach or diversity, or expand the ranks of those who practice good journalism.
- Appearances made on the School's behalf.
- Representation of the School on various University-wide committees and projects.

Significant accomplishments under the criterion of service will strengthen a candidacy for reappointment, tenure or promotion, but cannot replace scholarship and strong teaching practices as a justification for reappointment, tenure or promotion.

III. Faculty Titles

Criteria for faculty appointment and reappointment are laid out in the Bylaws of the CUNY Board of Trustees and other University policies, including the Statement of the Board on Academic Personnel Practices, and the Office of Human Resources Management Codes of Practice. To further elucidate the criteria set forth therein, the J-School has adopted the following guidelines.

The Personnel & Budget (P&B) Committee is responsible for making recommendations to the Dean regarding all full-time faculty appointments, reappointments, promotions, and tenure decisions.

A. Distinguished Lecturer

Distinguished Lecturer is a full-time, non-tenure-bearing title that may be renewed annually for a limited duration, based on the needs of the School and the performance of the individual. Appointment to this post is subject to the University-wide cap on Distinguished Lecturers, as established by the CBA. Appointment to Distinguished Lecturer requires:

1. A distinguished record of journalistic achievement.
2. A post-graduate degree and/or correlative professional media experience.
3. Ability to teach effectively.
4. Involvement in journalistic endeavors that would bring national or international recognition to the School.
5. Significant service to the profession.

B. Assistant Professor

The position of Assistant Professor is an entry-level tenure-track academic post. Appointment to Assistant Professor requires:

1. A distinguished record of journalistic achievement, preferably with at least five years of experience in the profession.
2. A post-graduate degree and/or correlative professional media experience.
3. Ability to teach effectively.
4. Production of major works of journalism and/or engagement in important research or other scholarly, technical, or creative professional activities.
5. Involvement in activities that contribute to the advancement of the journalism profession.

C. Associate Professor

The position of Associate Professor is a tenure-track academic post. It is conferred upon candidates who demonstrate excellence as journalists and teachers and who make significant contributions to the School and the media profession. Appointment or promotion to Associate Professor requires, in addition to the criteria cited for Assistant Professor:

1. An exemplary record of journalistic achievement, preferably with at least 10 years of experience in the profession.
2. A record of teaching excellence.
3. A substantial body of original scholarship that contributes to the public's knowledge or current debate on newsworthy topics, or advances the practice of journalism.
4. Professional or scholarly activities that demonstrate a clear path to a national or international leadership role in a journalistic discipline.
5. Outstanding service to an academic institution, the journalism profession, and/or the public.

D. Professor

The position of Professor is a tenure-track academic post and is among the highest academic ranks at the City University of New York. It is conferred on candidates who demonstrate superior achievement in teaching and scholarship. Appointment or promotion to Professor, in addition to the criteria cited above for Associate Professor, requires:

1. A national or international reputation for scholarly or professional activities and proven leadership in a journalistic discipline.
2. A substantial body of original scholarship that constitutes a major contribution to the public's knowledge or current debate on newsworthy topics, or advances the practice of journalism.

E. Distinguished Professor

Faculty members holding the rank of Professor at the School of Journalism and other distinguished scholars in the academic world shall be eligible for consideration as a Distinguished Professor. The appointment of a Distinguished Professor ordinarily shall be for a specific period. Tenure in the title of Distinguished Professor shall not be granted, but with no prejudice towards tenure in the title of Professor.

F. Visiting Faculty

The School may appoint visiting faculty in the grades of visiting professor, visiting associate professor, visiting assistant professor, or visiting lecturer, depending on their qualifications. Appointments are for full- or part-time service for a stated term of one year or less. The appointments are renewable, but may not be held for more than two consecutive years without the prior permission of the Dean or Associate Dean. A visiting faculty member must be a person highly regarded in his/her scholarly field, with academic appointments and primary commitments to another accredited college or university.

G. Adjunct Faculty Members

Adjunct faculty members are hired to supplement or complement the areas taught by full-time faculty. Adjunct faculty members are recommended by area/program heads and approved by the Associate Dean. Adjunct faculty members may be appointed as area/program heads, in addition to their teaching assignments. Adjunct faculty will be granted a title commensurate to their education and experience.

H. Emeritus Status

The Emeritus title is an honorary one that recognizes faculty who have served the Newmark J-School with distinction. According to CUNY's Manual of General Policy (5.17), "the title of Professor Emeritus shall be automatically conferred upon all full professors who have honorably retired after a period of service in the institution of more than ten years. In addition, individuals holding professorial titles who have honorably retired may also be designated as "emeritus" in their professional title, regardless of the period of service, if the college president agrees with the affirmative recommendation of the relevant department personnel and budget committee and the college personnel and budget committee."

For associate professors, emeritus status will be considered based on:

1. A minimum 10 years of teaching
2. Consistently strong evaluations in two of three areas - teaching, service and scholarship
3. A majority recommendation from the school's P&B committee, determined through a secret ballot vote.

For full professors with less than 10 years of service to the school, emeritus status will be considered based on:

1. Consistently strong evaluations in two of three areas - teaching, service and scholarship
2. A majority recommendation from the school's P&B committee, determined through a secret ballot vote.

Benefits of Emeritus status:

1. An Emeritus Faculty school ID
2. Access to campus

3. Recognition as an emeritus faculty member on the faculty directory
4. Invitation to participate in campus events, including commencement, as space allows.
5. Continued access to the Research Center resources and database
6. Continued use of the J-School email
7. Invitation to teaching opportunities, including as an adjunct, or as an instructor for January Academy and Newmark J+
8. Use of school letterhead

IV. Recruitment

A. Recruitment of New Full-Time Faculty

The Dean and Associate Dean of the School, in consultation with the P&B Committee, determine full-time hiring needs, in light of budgetary and programmatic considerations. When a faculty search has been approved by the Dean, the Associate Dean, in consultation with the P&B committee, will appoint a search committee chair and other committee members. All hiring procedures must conform to CUNY search requirements. CUNY is an equal opportunity employer; it takes pride in its pluralistic community and seeks excellence through diversity and inclusion. Search procedures include:

1. The Search Committee will be charged by the Associate Dean and the School's Chief Diversity Officer.
2. All full-time positions must be widely advertised and allow for an appropriate application period.
3. The Search Committee will review candidate credentials and conduct screening interviews with the selected candidates.
4. Following this, the Search Committee selects a short list of finalists (generally 3-4) to be invited for on-campus interviews. When possible, on-campus interviews will include guest lecturing in an appropriate class; meeting individually with the Dean and the Associate Dean; meeting with the Search Committee; and meeting with other members of the faculty and staff, and students.

The Dean will make a final selection and an offer, in consultation with the Human Resources office at the CUNY Graduate Center. All appointments are subject to approval of CUNY's Board of Trustees and financial ability. Searches are traditionally carried out for a position that will be open at the start of the following academic year, but mid-term appointments may be made where there is a demonstrated need.

New full-time faculty members are hired for up to one academic year only, with the possibility of reappointment following an annual performance review and subject to programmatic needs and the financial ability of the institution. There is no presumption of reappointment.

B. Recruitment of New Adjuncts

New adjuncts are recruited and screened by program heads. When possible, they will also be interviewed by the Associate Dean. Adjuncts should have significant professional experience, and when possible a proven track record of teaching.

V. Faculty Evaluation Processes

A. Peer Teaching Observations

In conformity with Article 18 of the CBA, non-tenured and non-certificated faculty members, including adjunct faculty members in their first 10 semesters of teaching, must be observed once each semester by a faculty member on the observation panel designated by the P&B. Assigned observers must give the faculty member at least 24 hours' notice for the observation.

The observer will prepare a written observation report within one week of the observation. The observer will then schedule a post-observation conference within two weeks of the completion of the observation report. At the request of the employee or the observer, the P&B chairperson shall appoint a member of the P & B committee to attend the post-observation conference. After the post-observation conference, the observer (or the assigned P & B representative, if present) shall prepare a summary of the discussion, attaching it to the observation report. After the faculty member has had an opportunity to initial the observation report and the post-observation conference memorandum, copies of both will be sent to the Associate Dean, to be placed in the employee's personnel file. If the faculty member objects to any aspect of the memorandum, they may file a rebuttal with the Associate Dean, which will also be placed in the faculty member's personnel file. The observation reports and post-observation memoranda and rebuttals, if any, are taken into consideration when reappointment, tenure, and promotion decisions are made.

If the observation or post-observation conference is not held within the time stipulated, the faculty member shall, within ten working days thereafter, file a request for an observation and/or conference with the Associate Dean and Dean. An employee's failure to file the request within the stipulated time shall bar the employee from subsequent complaint regarding such non-compliance with Article 18.2(b)(2)(b) or (c). Upon the receipt of the request, the School shall take appropriate remedial action including, if necessary, scheduling of an observation and/or observation conference.

In an effort to give all faculty the benefit of peer review of their teaching practices, tenured faculty members may also be observed once a semester by a peer with tenure.

After 10 semesters, observations for adjuncts shall be held at the request of the Associate Dean or the adjunct, subject to Article 18 of the CBA. The observation process described above will be followed.

B. Student Evaluations

In an effort to provide constructive feedback from students, faculty members will be evaluated each semester by their students, via an electronic questionnaire. Each faculty member, the relevant area heads, the school's director of teaching and learning, the Associate Dean, and the Dean will have access to the responses. The Associate Dean and/or the relevant area heads will meet with faculty members to discuss areas of concern, if any, raised in student evaluations. The meeting may be incorporated into the annual review meeting or be held separately. Student evaluations are placed in the faculty member's personnel file in accordance with Article 19 of the CBA. Faculty members will receive an email that includes the evaluations and a reminder that the evaluations will be placed in their personnel files. Faculty members may acknowledge receipt of the results through this email. Faculty members may submit a response to their student evaluations.

C. Annual Program Head Evaluations

All program heads will have an annual review with the Associate Dean during the Spring semester (for tenure-track faculty and distinguished lecturers serving in this capacity, this review may be combined with their annual performance review—see section VII.a below). Each program head will write a one- to two-page self-evaluation discussing the academic year in terms of the above program head responsibilities, and setting goals for the next year. For the annual review meeting, the Associate Dean will write a short statement assessing the year. The final document will be signed by the area/program head and the Associate Dean and placed in the area/program head's personnel file.

D. Multiple Position Report Reviews

Each semester, full-time faculty members are required to complete a Multiple Position Report, documenting all activities outside the scope of their position. These reports will be reviewed solely by the Associate Dean. This review process will not include the P&B Committee due to the small size of the School.

VI. Procedures for Annual Review and Reappointment – Tenure-Track

Each year tenure-track faculty members are subject to increasingly rigorous reviews to determine whether they should be reappointed for the following academic year.

A. Annual Review

By October 1, each tenure-track faculty member must submit to the Associate Dean an updated copy of their CV, a list of what they accomplished in the areas of scholarship, teaching, and service in the previous 12 months, and a 1-2 page narrative that puts the year into context. *(For tenure-track faculty members in their first year of service, reappointment notices are due by April 1 for those hired by September 1 and May 1 for those hired by February 1. For first year annual reviews, the CV and previously mentioned report will be due March 1.)*

In early October, the Associate Dean will present to the P&B committee a summary of each faculty member's activities, highlighting areas of strength and areas needing attention, along with each faculty members' annual report, course and peer evaluations and CV. The P&B committee will meet to discuss each case and vote on whether to recommend reappointment for each faculty member under review. After this meeting, the Associate Dean will meet with the faculty member to discuss his/her total academic performance and professional progress for that year and cumulatively to date. Within ten working days after the conference, the Associate Dean will write an annual review memorandum and provide a copy to the faculty member. Faculty members shall have an opportunity to review and initial the review memorandum and may submit a response to be attached to the memo. The faculty member's initials indicate his/her receipt of the memorandum and are without prejudice to the faculty member's rights under Articles 19 and 20 of the CBA.

Between November 16 and November 30, the Dean will review the material for each candidate and write a letter of reappointment or non-reappointment. The recommendation of the committee shall be considered by the Dean, who shall advise the faculty member whether he/she will be recommended for reappointment the following year, subject to financial ability and the approval of the CUNY Board of Trustees. Faculty members whom the dean decides to not reappoint will be notified in writing in accord with CBA notification deadlines. Such a decision may be appealed to the Dean within five business days.

Annual reviews for faculty in their first year will occur toward the end of the Spring semester of the initial year of appointment, as set in “Procedures for Reappointment – Full-Time, Non-Tenure-Track, below, rather than on the schedule above.

B. Third-Year Review

In the Fall of a faculty member’s fourth year of service, the School will conduct a review of progress for the first three years of appointment. The professional record shall consist of all materials used for previous annual reviews, plus any updates provided by the faculty member. The third-year review will not include any external reviews. The P&B committee will review all this material as part of the annual review (see process above).

The timing and process are otherwise the same as those for annual reviews.

VII. Procedures for Annual Review and Reappointment – Full-Time, Non-Tenure-Track

Each year non-tenure-track faculty members are subject to review to determine whether they should be reappointed for the following academic year. Distinguished Lecturers and all other full-time members of the Instructional Staff (reappointment notices due by June 1 in the first year of service and by May 1 in subsequent years.)

A. Annual Reviews

By March 1, each non-tenure-track faculty member and each first year tenure-track faculty member must submit to the Associate Dean an updated copy of their CV and a report of what they accomplished in the areas of teaching and service in the previous 12 months. The report may also include scholarly activity.

In early March, the Associate Dean will present to the P&B committee a summary of each faculty member’s activities, highlighting areas of strength and areas needing attention, along with each faculty members’ annual report, course and peer evaluations and CV. The P&B committee will meet to discuss each case and vote on whether to recommend reappointment for each faculty member under review. After this meeting, the Associate Dean will meet with the faculty member to discuss his/her total academic performance and professional progress for that year and cumulatively to date. Within ten working days after the conference, the Associate Dean will write an annual review memorandum and provide a copy to the faculty member. Faculty members shall have an opportunity to review and initial the review memorandum and may submit a response to be attached to the memo. The faculty member’s initials indicate his/her receipt of the memorandum and are without prejudice to the faculty member’s rights under Articles 19 and 20 of the CBA.

Between April 16 and April 30, the Dean will review the material for each candidate and write a letter of reappointment or non-reappointment. The recommendation of the P&B committee shall be considered by the Dean, who shall advise the faculty member whether he/she will be recommended for reappointment the following year, subject to financial ability and the approval of the CUNY Board of Trustees. Faculty members whom the dean decides to not reappoint will be notified in writing in accord with CBA notification deadlines. Such a decision may be appealed to the Dean within five business days.

VIII. Procedures for Reappointment – Adjunct Faculty members.

Adjunct faculty members will be informed of reappointment by December 1 for the following spring semester and May 1 for the following fall semester. These procedures are subject to the provisions of the CBA relating to Multi-Year Appointment for Teaching Adjuncts.

IX. Procedures for Tenure and Promotion

Candidates must be reviewed for **tenure** at the beginning of their seventh full academic year at CUNY. For post-tenure **promotion** cases, the candidate either notifies the P&B Committee, through the Associate Dean, by letter of intent to seek a promotion or is nominated for promotion by the Dean or Associate Dean by **March 1** of the academic year preceding the year in which the review is to take place.

- By **April 1** of the academic year preceding the tenure and/or promotion review, the P&B committee will provide the Dean with the names of four potential External Evaluators along with their professional affiliations and contact information.
- By **April 1** of the academic year preceding the tenure and/or promotion review, the candidate will provide the Dean and Associate Dean with the names of four potential External Evaluators along with their professional affiliations and contact information.
- By **April 20** of the academic year preceding the tenure and/or promotion review, the Dean will review both sets of External Evaluators, and report approval, deletions and/or additional evaluators to the P&B Committee. Upon approval, the Associate Dean, on behalf of the P&B Committee, shall issue invitations to external evaluators.

A. External Evaluators

1. **Requirements for External Evaluators:** External evaluators must not be associated with the candidate through mentoring, shared research or creative activity, or any relationship that could make objective judgments difficult. They must not stand to gain, directly or indirectly, from the success of the candidate's candidacy for tenure or promotion. The evaluators must be qualified to assess the candidate's scholarship with respect to the School's standards. There should not be any discussion between the School's voting faculty and outside evaluators concerning a candidate's candidacy for tenure or promotion.

External evaluators should be members of the candidate's professional community and should be persons of significant achievement. If an evaluator is a faculty member at another university, they should be tenured, and at or beyond the rank to which the candidate aspires. If the evaluator is a peer professional, he/she should be best able to evaluate the candidate's work on the basis of extensive experience and accomplishment in nationally significant forums.

2. **Invitations to serve as External Evaluators:** Solicitations to external evaluators shall be made by the Associate Dean. The evaluators should be asked to address the quality of scholarship/creative achievement, recognition the candidate has achieved in his/her field, the stature of the forums in which the candidate has published or presented scholarly or creative work, and the candidate's potential for future achievement in scholarship or creative work. External evaluators may also evaluate the candidate's teaching materials, especially for a connection between scholarship and the classroom.
3. **Materials for External Evaluators:** By **July 1** in the academic year preceding the tenure and/or promotion consideration, the candidate must provide a portfolio of material to be sent to the external evaluators by the Associate Dean. Each portfolio must contain the candidate's curriculum vitae, a personal statement from the candidate that places the work in context, and from three to six examples of the candidate's professional work (selected by the candidate). In order to evaluate

teaching, appropriate material (such as syllabi, lesson plans, and sample assignments) should be included. The Associate Dean will include a letter explaining the review process, the review timeline and the areas of review requested from the evaluator. Copies of external evaluators' reviews will be maintained in the candidate's administration file. The external reviews should be returned by **September 1** of the academic year of the tenure and/or promotion consideration.

B. Internal Review

By **September 15** of that same year, the candidate should submit his/her complete tenure and/or promotion portfolio to the Associate Dean. [See discussion of Portfolio contents below]. The Associate Dean distributes the portfolio to P&B Committee members for review, along with the external reviews, and shall make the candidate's personnel file available for review by the Committee members.

- **By November 1**, the P&B Committee meets to review the candidate's record and vote on its recommendation to the Dean.
- The Dean makes a determination about granting tenure or promotion and notifies the candidate of the decision, which is subject to financial ability and the approval of the CUNY Board of Trustees. In tenure cases, the Dean's decision must be received by the candidate no later than **December 1st** of the candidate's seventh consecutive year at the School.
- If tenure is denied, the faculty member remains on the faculty until the end of his/her current appointment, which is the day before the start of the new academic year.
- Tenure and promotion become effective at the beginning of the next academic year. There is no specific salary increase associated with tenure. For promotion (for those who do not have a salary above base (SAB)), the faculty member will shift to the salary table associated with the new rank at a salary nearest to, though greater than the current salary. Then the faculty member's salary will be increased by two steps. For faculty members with salaries above base, upon promotion, a specific raise will be determined by the Dean, taking current budget environment into account.

X. Applying for a Fellowship Leave

Tenured faculty members who have completed six years of continuous paid, full-time service with the University are eligible to apply for a fellowship leave. The purpose of this leave is to produce a substantial piece of journalistic scholarship or to improve a faculty member's teaching practices. Application may be made for a full-year or half-year leave at 80% of the bi-weekly salary rate or a half-year leave at full pay, the availability of which is more limited.

Interested faculty members must complete a fellowship leave [application](#) and submit it to the Associate Dean according to the schedule laid out below. The P&B Committee will review applications. Applicants will be expected to explain how their proposed project will advance thought leadership in journalism or their area of expertise, and how it will contribute to the value/reputation of the school. Applicants will be asked to include a plan of study or timeline for completing their proposed project, and specify what they will produce by the end of the fellowship year. Those applying for a fellowship to improve their teaching will explain how their plan of study will measurably improve their instructional practice and redound to the benefit of their students and the school.

Criteria for approval may include, among other things, the worthiness of a proposed project and its potential impact on the profession or field of study, the expected benefit to the School, the demonstrated ability to accomplish the project, and the staffing needs of the School in the semester/year in which the leave is requested. Special consideration will be given to applicants who have not had a fellowship leave in 14 or more years.

If approved by the P&B Committee and the Dean, the application will be sent to the Human Resources Department at the CUNY Graduate Center for compliance with all rules and procedures and submitted for approval by the CUNY Board of Trustees.

Within thirty (30) days of the end of a leave, the faculty member must file a report to the Associate Dean detailing the scholarship work that was produced. The faculty member must return to the School to serve for at least one year following the expiration of the leave.

For fellowships that begin in the fall semester, the deadline for filing an application is no later than **the preceding February 1** and the deadline for approval by the Dean is **April 1**. For fellowships that begin in the spring semester, applications are due by the preceding **August 1**; the deadline for approval by the Dean is **October 1**.

Appendix A: Curriculum Vitae structure

A professorial curriculum vitae lists a faculty member's teaching, service and creative work. Here are sample headings to consider.

1. **Education.** List by degree, not by institution. Give department, institution, and year of completion.
2. **Professional Appointments/Employment.** Give institution, department, title, and dates (years only) of employment.
3. **Publications.** Use appropriate subheads: Books, Edited Volumes, Magazine Articles, Films, Refereed Journal Articles, Book Chapters, Conference Proceedings, Encyclopedia Entries, Book Reviews, etc. Create others that fit your work.
4. **Awards and Honors.** Give name of award and institutional location. Year at left. Always in descending order (most recent first).
5. **Grants and Fellowships.** (Include this category if you are in a field where these differ categorically from Awards and Honors.) Give funder, institutional location in which received/utilized, year span. Year at left.
6. **Invited Talks.** These are talks to which you have been invited at OTHER campuses, not your own. Give title, institutional location, and date. Year only (not month or day) at left. Month and day of talk go into entries.
7. **Conference Activity/Participation.** Subheadings: Panels Organized, Papers Presented, Discussant. These entries will include: Name of paper, name of conference, date. Year (Year only) on left as noted above. Month and date-range of conference in the entry itself (i.e., March 22-25). No extra words such as: "Paper title:" Future conferences SHOULD be listed if you have had a paper or panel officially accepted. The dates will be future dates, and as such they will be the first dates listed.
8. **Campus or Departmental Talks.** These are talks that you were asked to give in your own department or on your own campus. These do not rise to the level of an "Invited Talk" but still may be featured under the heading of Campus Talks or Departmental Talks. List as you would Invited Talks. No need to list guest lectures in courses.
9. **Teaching Experience.** Subdivide by institutional location. List the courses taught. No need for course numbers.
10. **Service To Profession.** Include journal manuscript review work (with journal titles [mss. review CAN be given its own separate heading if you do a lot of this work]), leadership roles in professional organizations, etc.
11. **School Service.** Include search committees and other committee work. Include the years you served.
12. **Extracurricular University Service.** [Optional] Include activities such as advising student groups.
13. **Community Involvement/Outreach.** [Optional] This includes work with libraries and schools, public lectures, etc.
14. **Media Coverage.** Coverage of your work by the media or interviews you conduct.
15. **Professional Memberships/Affiliations.** All professional organizations of which you are a member listed vertically. Include years of joining when you are more senior and those years recede into the past—demonstrates length of commitment to a field.

Appendix B: Professional Portfolio for Tenure and Promotion

It is recommended that candidates for tenure and/or promotion submit an organized portfolio of the existing elements of their personnel file in order to make their strongest and clearest case. Such a portfolio should be submitted to the Associate Dean and will be maintained as part of the faculty member's personal personnel file. The faculty member may choose to update (add to and/or remove from) a prior portfolio up to two weeks before the P&B Committee meets to review the candidacy.

Recommended organization of materials

- I. Table of Contents
 - a. Includes a detailed list of the contents of the faculty member's portfolio so that reviewers can identify and locate supporting materials.
- II. Personal Statement
 - a. This should be a summary of the faculty member's qualifications and accomplishments in support of the tenure/promotion request. This is an opportunity for the candidate to summarize and highlight specific accomplishments (1-2 pages).
- III. Curriculum Vitae
 - a. The CV should reflect the faculty member's cumulative work as teacher, scholar, and member of this community, including presentations; major publications, broadcast products and/or multimedia work; service to the college; grants, etc. The faculty member should be prepared to present the actual work and share the details of the selection process and any reviews, if requested.
- IV. Teaching
 - a. Optional Teaching statement. This may describe examples of teaching strategies, philosophy, development and strengths, and goals/plans for future teaching (1-2 pages).
 - b. A list of teaching responsibilities (all courses taught, organized by semester).
 - c. Syllabi for each course taught.
- V. Scholarship
 - a. Optional Scholarly Progress statement that may include future plans/goals for professional/scholarly progress (1-2 pages).
 - b. Copies of scholarly activities, including information regarding quality of outlet/venue.
- VI. Service
 - a. Optional summary of service activities (1-2 pages).