

## **Policy 5.01 Academic Personnel Practice**

### **1 Faculty Responsibilities**

The Board of Trustees recognizes the historic tradition that vests both the privileges and responsibilities of academic governance in the faculty of a college. The faculty, as the body chiefly responsible for the educational mission as well as for academic standards, is that part on which the health of the whole institution depends. In this role, the faculty has a long tradition of collegiality, in which its various educational responsibilities are freely shared among its members. (BTM,1975,09-22,005,\_\_\_)

Central to the exercise of this collegial responsibility is the practice of peer judgment, by which the faculty assumes the responsibility for its own vitality. In this role, the faculty sets standards for its own qualifications, ethics and performance. The collegial body itself maintains such standards by the exercise of its own authority. But such authority, if freely consented to, must be responsibly and regularly exercised. Thus, the willingness of the faculty to judge itself rigorously determines its capacity to define the institutions' mission and to maintain its standards. (BTM,1975,09-22,005,\_\_\_)

#### **1.1 Senior Faculty Responsibilities**

The senior faculty shall have special responsibilities for maintaining the academic vitality of their departments. One of the principal means of exercising this responsibility is the continuation of peer evaluations of members of the faculty, with special attention to their diligence in teaching and professional growth. Another chief responsibility of senior faculty is to orient their junior and newly appointed colleagues. Senior faculty shall be available for such consultation and assistance in problems of both scholarship and teaching as the junior faculty may require, and this mandate shall be considered a part of the professional obligations of the permanent faculty. (BTM,1975,09-22,005,\_\_\_)

#### **1.2 Personnel and Budget Committee Composition**

No faculty member who does not hold senior rank—associate professor or professor—shall vote on any promotion to full professor. It is the intent of the Board of Trustees that faculty decisions concerning tenure shall be rendered by committees composed predominantly of tenured members. Accordingly, no more than one non-tenured faculty member shall serve on departmental personnel and budget committees. This provision shall not apply to new colleges or newly organized departments that have fewer than five tenured faculty members. (BTM,1975,09-22,005,\_\_\_)

In newer colleges or newly organized departments where there are too few faculty members available to serve on faculty personnel committees for the actions above, the President, after consultation with the faculty shall create an ad hoc committee to decide on those personnel actions. (BTM,1975,09-22,005,\_\_\_)

## **2 Presidential Responsibilities**

As the executive agent of the college and the Board of Trustees, and as the principal academic officer, the President plays a pivotal role in all faculty personnel matters at the college level. (BTM,1975,09-22,005,\_\_\_)

The President, as the person ultimately responsible to the Board of Trustees, is accountable for seeing that the mission of the college fits into the broader mission of the University. Within the college itself, the President, in his or her capacity as principal academic officer, is similarly responsible for bringing to bear on all faculty personnel matters a broader institutional concern. (BTM,1975,09-22,005,\_\_\_)

The President must thus be the guarantor of the integrity of all faculty personnel processes. The President must be accountable for the overall quality and appropriateness of the faculty at his or her institution and must also be the educational leader of the faculty. (BTM,1975,09-22,005,\_\_\_)

In the daily administration of academic personnel practice at the college, the President shall be responsible for introducing into all faculty personnel deliberations those college-wide considerations that make a faculty decision both feasible and rational. In practice, the President shall be responsible for making known information on all institutional levels, such as projected enrollment, budgetary matters, program priority, which must be taken into account at every level of personnel action. The President shall be held accountable for seeing that such pertinent institutional information is assembled, and that those faculty concerned with personnel decisions are familiarized with it in a timely fashion. (BTM,1975,09-22,005,\_\_\_)

## **3 Student Involvement**

The Board of Trustees affirms its commitment to the consideration of student evaluations in faculty personnel decisions involving reappointment, promotion and tenure, according to the provisions in the governance plan in effect at each college. (BTM,1975,09-22,005,\_\_\_)

## **4 Recruitment**

The recruitment process is essentially a continual one. Because of the City and State structures within which the University's budget process operates, the University cannot expect to clarify the availability of budget lines before the late Spring of a given academic year. Because of this the recruitment effort for any full-time faculty appointment should normally be of a least one year's duration. When an appointment must be made without such an effort, the candidate shall be apprised that the search is continuing. (BTM,1975,09-22,005,\_\_\_)

The primary responsibility for recruitment shall rest with department chairpersons, who in turn are responsible for the work of the personnel committees that they chair. Department personnel committees shall be accountable for their recruitment efforts, and they shall maintain written records of the recruitment process. (BTM,1975,09-22,005,\_\_\_)

Each position for which a department recruits must be justified and defined on the basis of the following criteria (BTM,1975,09-22,005,\_\_\_):

The need for the position must be clearly established in the context of such department factors as the current state of its faculty in terms of age, rank and areas of specialization, the development

of new aspects of the discipline, future needs of new programs, and projections of student enrollment. (BTM,1975,09-22,005,\_\_\_)

The need for the position must be clearly established in the context of such college-wide factors as long-range plans and budget priorities that have been set for departmental consideration in this policy. The President, after consultation with the faculty and appropriate governance bodies, shall also have final responsibility for setting college-wide priorities for recruiting. (BTM,1975,09-22,005,\_\_\_)

Those academic and professional credentials and qualifications that are appropriate to the position and rank, in conformity with the needs as determined in this policy, must be clearly established. (BTM,1975,09-22,005,\_\_\_)

A full statement of the terms and conditions of employment, and of the statutory evaluative criteria and procedures for reappointment and tenure shall be given to all candidates. (BTM,1975,09-22,005,\_\_\_)

When the need for a position is clearly established on the basis of the criteria set forth in this policy, the department shall mount a recruiting effort on a national scale that includes but is not limited to the following features (BTM,1975,09-22,005,\_\_\_):

- a) Notice that the University is an equal opportunity employer. (BTM,1975,09-22,005,\_\_\_)
- b) Advertisement, including all pertinent data concerning the position in the appropriate scholarly and professional journals and periodicals. (BTM,1975,09-22,005,\_\_\_)
- c) Notice of the position throughout the University, including at the appropriate departments of the various colleges, for the benefit of the employees, part-time or full-time, who might be qualified. (BTM,1975,09-22,005,\_\_\_)
- d) Full consideration of all unsolicited applications in the possession of the recruiting department and college as well as all adjunct faculty who wish to be considered. (BTM,1975,09-22,005,\_\_\_)
- e) Maintenance of written records on the procedures used in the recruitment effort and in selecting a candidate to recommend for appointment. Such records must include whatever other data may be required for compliance with the federal affirmative action regulations. The records shall also include verification of the credentials of the candidates presented to the Board of Trustees for appointment, and of the proper observance of announced closing dates for application. (BTM,1975,09-22,005,\_\_\_)

There shall be a University standard letter of appointment. (BTM,1975,09-22,005,\_\_\_)

## **5 Appointment and Promotion**

The Board of Trustees of the City University of New York finds as a fact that the present procedure of appointments and promotions to the instructional staffs of the colleges constitutes an examination of the unassembled type and makes use of those devices which, in the opinion of authorities in the field of higher education, are most effective and suitable for the selection of member of the college instructional staffs. (BTM,1954,09-30,020,\_\_\_)

The Board of Trustees finds that competitive examinations and other formal types of examinations, written or unwritten, are not practicable for the ascertainment of merit and fitness for appointments and promotions to the positions of President, Dean, Professor, Associate Professor, Assistant Professor, Instructor, Lecturer, Librarian, Associate Librarian, and Assistant Librarian, on the instructional staffs of the colleges. (BTM,1954,09-30,020,\_\_\_)

The underlying assumptions which justify the procedures established by the Board of Trustees Bylaws are (BTM,1967,12-18,003,\_B):

- a) That there is a thorough search for the best possible person for the post
- b) That sources most likely to produce suitable candidates are solicited—other colleges, professional associations, recommendations from professional sources, etc.
- c) 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 or her work be kept on file and be of sufficient quality so that if they were reviewed by someone else with knowledge and experience, that 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. (BTM,1967,12-18,003,\_B)

The Board of Trustees affirms that the decision to reappoint and the decision to grant tenure are two separate and distinct acts. Similarly, the Board of Trustees reaffirms its position that no appointment carries with it the presumption of reappointment or eventual tenure. (BTM,1975,09-22,005,\_\_\_)

At every step in the appointment and reappointment procedure, it should be made clear to the candidate and to all concerned that, until the candidate gains tenure under the provisions of the statute and the Board of Trustees Bylaws, each appointment is for one year, there is no presumption of reappointment, and no reasons for non-reappointment need be given. This fact should be communicated, in academic rather than in legalistic language, in the original and subsequent letters of appointment or reappointment, and in all conversations held with the candidate, both by department members and chairman, and by officers of the college outside the department. The temptation to attract promising candidates to the college by implications of the virtual certainty of a permanent position must be sternly resisted, unless and until the tenure law is revised to provide, as many universities do, for permissive initial tenure appointments at certain ranks. In this connection, it should be made quite clear that even the extant provision whereby a person initially appointed to a professorial—full, associate, or assistant—rank may be granted tenure after one year is permissive, not mandatory; such tenure actions, like all others, rest solely upon the affirmative action of the Board, and are not accomplished by the recommendations of officers below the Board. Exceptions to this paragraph may be made for persons of proven record who have achieved tenure at another recognized institution of higher education and whose first appointment with The City University of New York is to be as full professor. (BTM,1967,12-18,003,\_B)

No reasons should ever be given for the action of a committee in voting not to recommend reappointment or promotion of a candidate. (BTM,1967,12-18,003,\_B)

It would be professional misconduct for a member of a P and B committee to disclose the substance or even the nature of the discussion at the P and B meeting. As far as the actions of a Department and/or its committees in respect to a candidate are concerned, only the Chairman of the Department should be empowered to discuss these actions with a candidate. As far as the actions of the college P and B committee, with respect to a candidate are concerned, only the president of the college or his or her designee should be empowered to discuss these actions with a candidate. (BTM,1967,12-18,003,\_B)

The confidentiality of reports, including evaluation reports, on the qualifications of candidates for appointments, reappointments, and promotions should be preserved, and to that end these reports should be kept in a confidential file and should not be part of the candidate's personnel folder. (BTM,1967,12-18,003,\_B)

Apart from confidential reports, including evaluation reports, considered in the preceding paragraph, the personnel folder of any candidate should be open to his or her inspection, and to that of persons engaged in official business of the college or department, but not to that of others. (BTM,1967,12-18,003,\_B)

In order to enhance and maintain flexibility in recruitment, appointment, and reappointment, the Board of Trustees authorizes the option of two-year appointments for full-time members of the instructional staff in appropriate instances, at the discretion of the college. (BTM,1975,09-22,005,\_\_\_)

Decisions to reappoint faculty members shall take into account such institutional considerations as have been established and disseminated as a framework for all academic personnel actions. (BTM,1975,09-22,005,\_\_\_)

## 5.1 Examination Format

The Departmental and College Committees on Personnel and Budget should have constantly before them the fact that they form essential components of the structure whereby the Board of Higher Education and the City University conform to the civil service provisions of the State Constitution. Their conduct should reflect at every point a full realization of the official nature of their proceedings, quite distinct from the easy informal interchange of unstructured faculty discussions. (BTM,1967,12-18,003,\_B)

The minutes of a P and B Committee should conform to the canons set forth by Robert's Rules of Order, Revised: "The secretary . . . should keep a record of what was done and not what was said . . ." The actions upon motions, and not the discussion which led to such actions, should be recorded, unless the P and B should order, by a majority vote, that the discussions be recorded. It is the duty of the Chairman of the B and P Committee to rule out of order random and irrelevant discussions of the candidate's merits, and to keep the discussions to the consideration of objective and relevant data, insofar as this is practicable. Voting should be by secret ballot. The minutes should be submitted for approval at the next succeeding meeting. (BTM,1967,12-18,003,\_B)

The processing of recommendations coming before the P and B Committees should make use of established forms, which should be uniform throughout the college, and, if practicable, throughout the university. The Chancellor's office should prepare such forms for the approval of the Administrative Council. The content of the papers coming before the P and B Committee may exhibit the widest variation which the college deems desirable; it is the form which should be the same throughout. (BTM,1967,12-18,003,\_B)

The evaluation of the teaching done by the candidate for reappointment or promotion is a basic element in the unassembled civil service examination" procedure. There shall be a uniform instrument to be filled out by the evaluators, with basic mandatory elements, to be supplemented where this is desirable. For classroom teachers, consideration should be given to such questions as the teacher's control of the subject matter and the distinctive methods of the discipline, ability to communicate with students and colleagues, effectiveness in stimulating thought, ability to foster active participation in the learning process on the part of students, ability to awaken a conscious sense of a learning experience. (BTM,1967,12-18,003,\_B)

It is often true that, in the evaluation of traits such as these, a teaching observation is a desirable instrument, particularly when less experienced teachers are being judged. But it should be recognized that such observations often provide an inadequate base for judging a teacher and that other means of evaluating teaching effectiveness are available and should be used. For senior professors, the record of their students in subsequent courses, and the testimony of graduates are often valuable. An appraisal of materials, including examinations, prepared for a course can be informative. Contacts with a professor outside the classroom make significant contributions to a valid judgment. An evaluation form should be prepared which encourages consideration of the full range of relevant elements. (BTM,1967,12-18,003,\_B)

When teaching observation reports are used, their major findings should be communicated—by the department chairman—to the teacher who has been observed mainly to the end that the teacher may know what the criticisms of his or her teaching are and strive to correct them. It should be understood that statements made by others than the chairman have no standing, and such statements should be uniformly avoided. The consideration of teaching effectiveness should in every case form part of the committee deliberations. (BTM,1967,12-18,003,\_B)

This is not to imply any fixed number of evaluations in any period of time, but the Chancellor should prepare for the approval of the Administrative Council, a minimum schedule of such evaluations. (BTM,1967,12-18,003,\_B)

For members of the instructional staff, such as librarians and counselors, who are not engaged in classroom teaching, similar evaluation forms should be developed to encourage specific consideration of relevant elements, and a minimum schedule of formal evaluations should be agreed upon. In these cases, too, the supervisor should communicate the evaluator's findings to the staff member involved. A consideration of the effectiveness of the staff member should in every case form part of the P and B committee's deliberations on the member's reappointment or promotion. (BTM,1967,12-18,003,\_B)

Up-to-date reports of each candidate's scholarly and creative achievements, with particular emphasis upon the period following the last major personnel action in his or her regard, should form part of his or her personnel record. (BTM,1967,12-18,003,\_B)

Up-to-date reports of each candidate's service to the college community, with particular emphasis on the period following the last major personnel action in his or her regard, should form part of his or her personnel record. (BTM,1967,12-18,003,\_B)

The action of a departmental P and B committee in refusing to make an affirmative recommendation, unless appealed from by a candidate considering himself aggrieved is final and conclusive as far as faculty action is concerned, and may not be acted upon by any faculty body higher in the chain of promotion procedure—i.e. the divisional or college P and B. Notwithstanding this provision, the president is free to make his or her own recommendation in accordance with the pertinent Board of Trustees Bylaws. (BTM,1967,12-18,003,\_B)

## 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,\_\_\_)

Tenure shall not normally be granted before the fifth annual reappointment. Only in exceptional cases may tenure be granted before that time—including cases when (BTM,1975,09-22,005,\_\_\_):

- 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

The Board of Trustees 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. 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 of each probationer. (BTM,1967,12-18,003,\_B)

When the Tenure Law and Board of Trustees 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 enrolment, budget, and flexibility of teaching staff are also relevant factors in coming to a decision concerning tenure. (BTM,1967,12-18,003,\_B)

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, enrolment 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. (BTM,1967,12-18,003,\_B)

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 or her 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. (BTM,1967,12-18,003,\_B)

For all practical purposes, decisions as to tenure must be made within two and a half 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. (BTM,1967,12-18,003,\_B)

The Board of Trustees Bylaws charge 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." (BTM,1967,12-18,003,\_B)

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 Board of Trustees Bylaws provide for written notice by 1 April if service is to be discontinued at the end of the third year. The spirit of the Board of Trustees Bylaws would indicate that a like disposition be made with respect to decisions at the end of the first and second year, where possible. (BTM,1967,12-18,003,\_B)

It is desirable that notice to a candidate of Board action with respect to his or her 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." (BTM,1967,12-18,003,\_B)

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. (BTM,1967,12-18,003,\_B)

## **7 Department Chairperson Requirements**

Department chairpersons shall hold professorial rank (assistant professor, associate professor or professor) and be tenured at the time of election. In cases where a department has two or fewer such members, the President may, after consultation with the departmental faculty, appoint the chairman. Colleges and/or departments in existence for fewer than seven years may be exempt

from compliance with this requirement for a period of up to seven years from the date they became functional. (BTM,1975,09-22,005,\_\_\_)

In those instances where an individual is recruited to serve as chair from an institution outside of the City University, the requirement for tenure may be waived. (BTM,1975,09-22,005,\_\_\_)