

COLUMBUS STATE COMMUNITY COLLEGE  
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A. Initial placement in rank

1. Upon initial appointment to a full-time tenure-track faculty position, the dean of the appropriate division will assign the faculty member the rank of Instructor. Starting pay in Instructor rank shall be based upon a point system, as delineated in Article 38 of the CSEA Labor Agreement.
2. Under unusual circumstances, a faculty member may be appointed outside the rank of Instructor with the approval of the Senior Vice President for Academic Affairs and in accordance with Article 38 of the CSEA Labor Agreement. Under no circumstances will a faculty member be granted tenure upon hiring.

B. Presentation of Work for Promotion and Tenure

1. Each faculty member shall be responsible for maintaining documentation required for promotion in rank.
2. Documented activities should be related to the promotion and tenure categories of teaching and learning activities, professional activities, service activities, supporting the overall goals and initiatives of the College including diversity, equity and inclusion.
3. A member of the faculty may be promoted in rank upon application by the faculty member when the basic eligibility requirements for that rank have been met, when documented evidence is presented demonstrating sustained performance consistently exceeding expectations of current rank, and upon endorsement by the Senior Vice President for Academic Affairs after due consideration of the recommendations of the department, division, and college committees.
4. The application for promotion, tenure, or promotion and tenure should be supported by a portfolio of evidence, consisting of narrative explanations of the faculty member's contributions, materials documenting the activities, and other required documents. Organization and required contents of the portfolio are specified in the current *Promotion and Tenure Handbook*.
5. The portfolio should contain information that is accurately, honestly, and objectively presented, with reliable documentation. Misrepresentation, plagiarism or other lapses in integrity may cause the candidate to be denied promotion and/or tenure.
6. Activities included in the portfolio must have been completed by Friday of the

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first week of spring semester of the academic year in which the faculty member is applying for promotion.

7. Documentation used in previous portfolios cannot be used in current or future portfolios. Documentation of an activity may go back more than four years; however, promotion committees should give more weight to recent activities. Activities that have been continued or are ongoing may appear in more than one portfolio. Appraisals, observations, and activities completed by the candidate during service as an annually contracted faculty member or as a temporary full-time faculty member may be included in the portfolio but are not required; these items are considered supplemental, not replacing any items required from the point of full-time tenure-track hiring.
8. A faculty member seeking promotion to the next highest rank shall submit evidence of sustained performance consistently exceeding expectations of current rank in the following categories:
  - a) Teaching and learning activities: those related to serving the students' educational needs (e.g., instruction, assessment and advising)
  - b) Professional activities: those related to the personal improvement or sharing of skills and knowledge (e.g., development, scholarship and other contributions to the profession)
  - c) Service activities: those related to the advancement of the college's mission (e.g., department, division, college, and community service)
9. In the fourth year of tenure-track employment, anticipating a minimum of seven semesters in rank by the end of spring semester, faculty members must apply for tenure. In most cases, this will coincide with the application for the first promotion, from Instructor to Assistant Professor. Faculty who were placed at higher initial ranks apply for tenure only or tenure and their next rank. By October 1, the eligible faculty member will submit the letter of intent to apply for promotion and tenure to the department chairperson, copying the division dean and Senior Vice President for Academic Affairs. A portfolio must be submitted to the department chairperson by the end of the first week of the following spring semester. The portfolio must document sustained performance consistently exceeding expectations of current rank in the three categories.
10. To receive promotion in rank from Assistant Professor to Associate Professor and from Associate Professor to Professor, the candidate must have served a minimum of seven semesters (excluding summers) in rank. A letter of intent to

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apply for promotion must be submitted to the department chairperson, copying the division dean and Senior Vice President for Academic Affairs, by October 1 of the academic year in which the candidate is applying, and a portfolio must be submitted to the department chairperson by the end of the first week of the following spring semester. The portfolio must document sustained performance consistently exceeding expectations of current rank in the three categories.

11. Category expectations of the ranks are as follows:

- a) Teaching and Learning Activities are central to faculty at all levels. At the Instructor level, these activities are expected to consume significantly more than one-third of the faculty member's total effort. At the levels of Assistant, Associate and Professor, these activities should continue to be the focus of approximately one-third of total effort, with many activities benefiting faculty beyond the individual's classroom.
- b) Professional Activities of the Instructor are customarily professional development activities. At the levels of Assistant, Associate, and Professor, these activities often expand to include productive and/or creative activities that benefit other professionals in education and the specific discipline.
- c) The Service Activities performed at the Instructor level customarily involve a limited time commitment and/or enable the Instructor to learn more about College resources, issues and initiatives. At the levels of Assistant, Associate and Professor, these activities should progress into deeper and longer-term commitments, active participation, significant responsibilities and leadership.

These expectations reflect the usual and customary progression of faculty through the ranks; however, due to the needs of programs and the strengths of each individual, many faculty members will exceed these expectations.

12. Faculty members who are assigned to special projects or positions may be released from some or all instructional duties. Faculty should not be penalized during the promotion and tenure process for this reallocation of effort.

C. Evaluation of a Faculty Member's Work by Peers and Administrators

1. In the promotion and tenure process, candidates will be treated equitably with

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respect to their race, ethnicity, religion, color, age, sex, national origin, sexual orientation, gender identity or expression, genetic disposition, neurodiversity, disability, veteran status or any other protected category under federal, state and local law and College policy. Evaluators with conflicts of interest should abstain from both discussing and voting on a candidate's portfolio.

2. Decisions on promotion and tenure shall be based on the contents of the submitted portfolio. No substantive changes may be made after initial submission to the chairperson.
3. Committee members and administrators may seek information regarding the accuracy, significance, or source of information presented in the portfolio as deemed necessary. Findings of misrepresentation, plagiarism, or other lapses in integrity may cause the candidate to be denied tenure and/or promotion.
4. Portfolios may include activities and documentation more than four years old; however, more weight should be placed on recent activities.

D. The Timeline for Submissions and Evaluations

1. **In May of their third year of full-time employment as tenure-track faculty members**, anticipating a minimum of seven semesters in rank by the end of spring semester, the Associate Vice President/Chief Human Resources Officer or their designee will notify candidates that they are eligible for tenure and direct them to the promotion and tenure policies and procedures.
2. **By October 1**, all candidates will submit a letter of intent to the department chairperson, copying the division dean and the Senior Vice President for Academic Affairs.
3. **By October 15**, Senior Vice President for Academic Affairs will distribute a list of candidates for tenure and/or promotion to the deans and chairpersons.
4. **Prior to the beginning of spring semester**, the Promotion and Tenure Process Committee will set dates for each committee and administrator in the process to complete assessment of the portfolios. This schedule will be based on factors such as the number of portfolios submitted and the College's spring semester schedule. These deadlines will be published to the College community.
5. **By Friday of the first week of spring semester**, each candidate will submit a portfolio supporting the application for promotion and/or tenure.
6. Once portfolios have been submitted, the evaluation process will take place in

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the following order, according to the timeline published by the Promotion Process Committee:

- a) Department Promotion and Tenure Review Committee/departement chairperson
  - b) Division Promotion and Tenure Review Committee/division dean
  - c) College Promotion and Tenure Review Committee/Senior Vice President for Academic Affairs
  - d) President
7. Specific guidelines for each committee are found in Section E of this procedure, but the following apply to all levels of evaluation including department, division and the College.
- a) Administrators will convene committees, either by meeting or email, prior to their evaluation windows in order to review promotion and tenure policies and procedures, to explain access to the portfolios, and, at the division and college levels, to ensure the election of a secretary and chairperson.
  - b) Committee members will review portfolios independently prior to the meeting for discussion, debate, voting and writing of recommendation letters.
  - c) Negative recommendation letters must include a detailed explanation of the reasons.
  - d) Committees and administrators will provide recommendation letters that will be placed in the portfolios. Copies of all letters will be sent to the candidates when added to the portfolios. Additional copies from committees will be sent to the administrator at that level. Deans will forward copies to candidates' chairpersons, and The Senior Vice President for Academic Affairs will forward copies of the letters to candidates' deans and chairpersons.
8. **Prior to March 25**, the President shall inform the candidate of the tenure/promotion decision.
9. A candidate may appeal an unfavorable decision from the President. A candidate wishing to make such an appeal must do so by notifying the President and the Senior Vice President for Academic Affairs in writing by **April 1**. The notification should include a written rebuttal statement, explaining the grounds for the appeal, which will be added to the portfolio

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prior to the Promotion and Tenure Appeals Committee's review of the case. The appeal of the candidate will be processed in accordance with Section F of this procedure.

10. **By April 22**, the Promotion and Tenure Appeals Committee will have examined the appeal and forwarded to the President a recommendation to grant or not to grant promotion and/or tenure, if applicable.
11. **In advance of the Board of Trustees meeting in May**, the President will forward tenure decisions and all other recommendations to the trustees.
12. **At the regular May meeting of the Board of Trustees**, the Board will take formal action to grant or not to grant tenure. Changes will be effective at the beginning of autumn semester of the next academic year.
13. If any of the preceding dates falls on a Saturday, Sunday or holiday, the action will be the next workday. If the College is closed for emergency reasons on any of these dates, the action due date will be the next workday.
14. The candidate may withdraw their application for promotion and portfolio at any point in the promotion process.
15. Unsuccessful candidates for promotion in any given year may reapply for promotion during any succeeding year without prejudice or negative inference from the previous denial.
16. Upon promotion in rank, faculty will receive a salary increase to the base salary of the new rank or receive a salary increase of 5%, whichever is greater. If a faculty member receives promotion to the rank of Associate or Professor within five years of the previous promotion, then the faculty member will receive an additional bonus in accordance with the CSEA Labor Agreement.

E. The Composition and Tasks of Promotion and Tenure Review Committees

1. The responsibilities of the Promotion and Tenure Review Committees are to review the qualifications, as set forth in the portfolios, of candidates being considered for tenure and/or promotion and to vote on recommendations about the granting or denial of such.
  - a) All committee members must be tenured. Those who will be candidates or who are relatives of candidates for tenure and/or promotion shall not be eligible for service on any Promotion and Tenure Review Committee

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that will consider their applications. Relatives shall include immediate and extended family, including those related by marriage.

- b) A faculty member may serve as a voting member on only one level of Promotion and Tenure Review Committees (Department, Division, or College) in a given year. (A faculty member may serve on their own department committee as well as serving as the outside chairperson on a different department committee since both are at the same level of review.) A faculty member may serve as a non-voting member on a second level of committee for the purpose of providing content expertise and departmental information.
  - c) Elected committee members at or below the rank of a candidate for promotion must absent themselves from deliberations and voting on the candidate.
  - d) All eligible members of all committees, including chairpersons of the committees, are expected to vote on all portfolios. Abstentions are only permitted in cases of conflict of interest or a member's insufficient review of the portfolio. All committee members should sign recommendation letters, regardless of individual vote or abstention, as the signatures indicate the decision of the committee as a whole.
  - e) A simple majority of votes is necessary for a recommendation for or against a candidate's tenure and/or promotion. If a tie in voting occurs, committees should return to review and discussion and revote until a majority is achieved.
  - f) Committees must provide a detailed explanation for negative recommendations in the recommendation letter. A copy of the letter will be placed in the portfolio, with a copy provided to the candidate and the level's administrator.
  - g) Committee chairpersons at all levels have the responsibility of ensuring the committees' strict adherence to CSCC Policy and Procedures regarding promotion and tenure and the equitable application of those guidelines for all candidates.
2. The guidelines for the College Promotion and Tenure Review Committee shall be as follows:

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- a) Membership: The College Promotion and Tenure Review Committee shall consist of five members: two faculty members with the rank of Professor elected from and by the Arts and Sciences Division, one faculty member with the rank of Professor elected from and by the Health and Human Services Division, one faculty member with the rank of Professor elected from and by the Business and Engineering Technologies/Information Systems Technology Divisions, and one tenured faculty member with the rank of Professor elected by the college faculty at large. In the event of changes in Academic Divisions, efforts shall be made to ensure equitable faculty representation.
- b) Terms: Elected membership shall be one year. Members may serve two consecutive terms and be eligible for re-election after a one-year interim. The immediate past chairperson of the College Promotion and Tenure Review Committee may serve as an *ex officio*, non-voting member of the committee for the following year.
- c) Election Procedures:
  - i. By September 1, the Senior Vice President for Academic Affairs will issue a call for nominations for the College Promotion and Tenure Review Committee. The call will include information on the responsibilities of the committee, procedures for completing and submitting petitions for nominations, and the deadline for submission, by September 15.
  - ii. The Senior Vice President for Academic Affairs must arrange for the election of candidates by October 1. Full-time tenure-track faculty shall vote for both their divisional representatives and at-large candidates. The Senior Vice President for Academic Affairs will tabulate election ballots and communicate the results of the election to the electorate by October 15. All nominees will be notified in writing of election results. The official ballot counts will be kept on file in the Office of Academic Affairs for one year.
  - iii. Should an elected member of the College Promotion and Tenure Review Committee be required to terminate service, a replacement will be made from those candidates in the same category of membership who received the next highest number of votes. The replacement will serve the unexpired term and be



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- eligible for re-election per the procedures in paragraph 2-b.
- d) Convening: Prior to receipt of the portfolios, the Senior Vice President of Academic Affairs will communicate with the committee members to review promotion and tenure policies and procedures, to explain access to the portfolios, and to ensure the election of a secretary and chairperson.
  - e) Task: The College Promotion and Tenure Review Committee shall review each portfolio according to the guidelines set out in the current *Promotion and Tenure Handbook*, invite discussion and vote. Recommendation letters should be generated and signed. Negative recommendation letters must include detailed explanations. Originals shall be placed in the candidates' portfolios, with copies distributed to the candidates and submitted to the Senior Vice President for Academic Affairs.
  - f) Records: The Senior Vice President for Academic Affairs is charged with maintaining a permanent record of committee recommendations.
3. The guidelines for Division Promotion and Tenure Review Committees shall be as follows:
- a) Membership: Division Promotion and Tenure Review Committees shall consist of one elected full professor from each academic department in the division. If the department has no eligible full professor, the department may elect representation from the next-highest rank. Elected committee members at or below the rank of a candidate for promotion may not vote on the candidate.
  - b) Terms: Elected membership shall be one year; however, there is no limitation on consecutive terms.
  - c) Election Procedures:
    - i. By November 1, the department chairperson shall conduct an election for a department representative. All full professors in a department shall be *de facto* candidates for the Division Promotion and Tenure Review Committee. All balloting shall be conducted in secret. A candidate must receive a majority of the votes to be elected.
    - ii. Should an elected representative be required to terminate

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service, the replacement will be the candidate who received the second-highest number of votes. If no second candidate exists, the department shall conduct another election to select a representative.

- d) Convening: Prior to receipt of the portfolios, the division dean will communicate with the committee members to review promotion and tenure policies and procedures, to explain access to the portfolios and to ensure the election of a secretary and chairperson.
  - e) Task: The Division Promotion and Tenure Review Committee shall review each portfolio according to the guidelines set out in the current *Promotion and Tenure Handbook*, invite discussion, and vote. Recommendation letters should be generated and signed. Negative recommendation letters must include detailed explanations. Originals shall be placed in the candidates' portfolios, with copies distributed to the candidates and the dean of the division.
  - f) Records: The division dean is charged with maintaining a permanent record of committee recommendations and communicating such information to the next level.
4. The guidelines for the Department Promotion and Tenure Review Committee shall be as follows:
- a) Membership:
    - i. The Department Promotion and Tenure Review Committee shall consist of faculty members above the rank of the candidate.
    - ii. In circumstances in which there are no higher-ranking faculty members in the department, the division dean, in consultation with CSEA, will appoint up to two faculty members from other departments in the division to serve on the candidate's Department Promotion and Tenure Review Committee. A department faculty member at or below the candidate's rank maybe asked to join the committee as a non-voting member for the purpose of providing content expertise and departmental information.
    - iii. The Department Promotion and Tenure Review Committee

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shall be chaired by a faculty member of the rank of Professor from another academic department in the same division and appointed by the division dean.

- b) Terms: Membership shall be one year; however, there is no limitation on consecutive terms.
- c) Committee Formation Procedures: Department faculty and chairpersons shall determine their own process for forming Department Promotion and Tenure Review Committees, asking for volunteers or holding elections as deemed appropriate. All faculty above the rank of the candidate are eligible to serve; no faculty member may be compelled to serve.
- d) Convening: Prior to the receipt of the portfolios from the department chairperson, the department chairperson will communicate with the committee members to review promotion and tenure policies and procedures and to explain access to the portfolios.
- e) Task: The Department Promotion and Tenure Review Committee shall review each portfolio according to the guidelines set out in the current *Promotion and Tenure Handbook*, invite discussion and vote. Recommendation letters should be generated and signed. Negative recommendation letters must include detailed explanations. Originals shall be placed in the candidates' portfolios, with copies distributed to the candidates and the chairperson of the department.
- f) Records: The department chairperson is charged with maintaining a permanent record of committee recommendations and communicating such information to the next level.

F. The Composition and Tasks of the College Promotion and Tenure Appeals Committee

- 1. The College Promotion and Tenure Appeals Committee is a standing committee. The purpose of the College Promotion and Tenure Appeals Committee is to review the appeal of the candidate who disagrees with the President's decision.
- 2. The guidelines for the College Promotion and Tenure Appeals Committee shall be as follows:
  - a) Membership: The College Promotion and Tenure Appeals Committee shall be made up of two faculty members with the rank of Professor elected from and by the Arts and Sciences Division, one faculty member with the rank of Professor elected from and by the Health and

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Human Services Division, one faculty member with the rank of Professor elected from and by the Business and Engineering Technologies/Information Systems Technology Divisions and one at-large faculty member with the rank of Professor elected by a vote of the entire faculty. In the event of changes in Academic Divisions, efforts shall be made to ensure equitable faculty representation. Members of the College, Division, and Department Promotion and Tenure Review Committees are excluded from serving on the Appeals Committee.

- b) Terms: Elected membership shall be one year. Members may serve two consecutive terms and be eligible for re-election after a one-year break. The immediate past chairperson of the college promotion and tenure appeals committee may serve as an *ex officio*, non-voting member of the committee for the following year.
- c) Election Procedures:
- i. By September 1, the Senior Vice President for Academic Affairs will issue a call for nominations for the College Promotion and Tenure Appeals Committee. The call will include information on the responsibilities of the committee, procedures for completing and submitting petitions for nominations, and the deadline for submission, by September 15.
  - ii. By October 1, election for membership of the College Promotion and Tenure Review Committee will be completed. Full-time tenure-track faculty shall vote for both their divisional representative and an at-large candidate. The Senior Vice President for Academic Affairs will tabulate election ballots and communicate the results of the election to the electorate by October 15. All nominees will be notified in writing of election results. The official ballot counts will be kept on file in the Office of Academic Affairs for one year.
  - iii. Should an elected member of the College Promotion and Tenure Appeals Committee be required to terminate their service, a replacement will be made from those candidates in the same category of membership who received the next-highest number

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of votes.

- d) Convening: If an unfavorable promotion or tenure decision is appealed, the Senior Vice President for Academic Affairs will communicate with the committee members to review promotion and tenure policies and procedures, to review the appeal process, to explain access to the portfolio and all relevant materials and to ensure the election of a secretary and chairperson.
- e) Task: The College Promotion and Tenure Appeals Committee shall do the following:
  - i. Review the contents of the portfolio according to the guidelines in the current *Promotion and Tenure Handbook*.
  - ii. Secure and review necessary information from any parties relevant to the appeal.
  - iii. Ensure the good-faith application of the promotion and tenure policy and procedures. Examine the process to determine if there were violations that contributed significantly to the decision not to recommend a candidate for tenure and/or promotion.
  - iv. Vote on the candidate's appeal.
  - v. No later than April 22, forward to the President a written recommendation on the granting of tenure and/or promotion to the candidate.
- f) Records: The President's office is charged with maintaining a permanent record of committee recommendations.

*Last Effective Date (s): August 31, 2015*