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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. Under unusual circumstances, a faculty member may be appointed outside the rank of Instructor with the approval of the President and in accordance with Section 38.03 of the Collective Bargaining Agreement between the College and CSEA and with section 2 below.
2. Eligibility for initial placement shall be based upon a point system, as follows:
  - a) Highest academic degree earned: doctorate = 13 points; masters = 10 points; bachelors = 6 points; associate's (or equivalent educational background that allows faculty to teach) = 3 points. To be eligible under this section, the degree must have been awarded by a regionally accredited postsecondary institution and must be relevant to the discipline taught.
  - b) Educational experiences undertaken for the purpose of professional development in the discipline taught:
    - One quarter credit hour = 1/30 point
    - One semester credit hour = 1/20 point
    - One continuing education unit (ten hours of instruction) = 1/30 point
    - Ten hours of attendance at conferences, seminars, or workshops approved by the department chairperson = 1/30 point
    - Ten hours of practice in the technology as required for the maintenance of the professional/technical credential = 1/30 point
  - c) Professional licensure or certification beyond minimum entry level for the profession awarded as a result of an externally administered examination following a specified amount of experience in the professional field and recognized within that profession as signifying advancement in that profession = 1/8 to 2 points per certificate or license.
  - d) Scholarship related to the discipline taught, reviewed by a competent professional authority:

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- Book = 1/2 to 1 point
  - Published article or presentation of paper to professional organization = 1/8 to 1/2 point
  - Presentation of seminar or workshop to professional peers = 1/8 to 1/2 point (Multiple presentations of the same material shall carry less weight or no weight at all)
  - Scholarly products judged equivalent = 1/8 to 1 point
- e) Prior teaching experience in the discipline and/or work experience other than teaching related to the discipline = 1 point per year of the five most recent years of full-time experience, and 1/2 point per year for each additional year of full-time experience to a maximum of 10 points. No more than 1 point may be earned for any one year of teaching and/or work experience. Part-time teaching experience will be calculated at a rate of 1/2 point per academic year or fraction thereof.
- f) The minimum number of points required for eligibility for each rank is as follows:
- Instructor = 11 points
  - Assistant Professor = 19 points
  - Associate Professor = 26 points
  - Professor = 32 points

B. Presentation of Work for Promotion and Tenure

1. Each faculty member shall be responsible for maintaining a portfolio of the documentation required for promotion in rank.
2. 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.

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3. The application for promotion 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*.
4. 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.
5. Activities included in the portfolio must have been completed by Friday of the first week of spring semester of the academic year in which the faculty member is applying for promotion.
6. 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 will give more weight to recent activities. Activities that have been continued or are ongoing may appear in more than one portfolio. Appraisals, observations, evaluations, and activities completed by the candidate during his or her time 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.
7. July 2015 changes in the structure and organization of the portfolio will be applicable to the cycle following their implementation in Policy and Procedures. However, faculty members will have the option of using the previous structure and organization for three promotion cycles from the date of implementation.
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)

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- c) Service Activities: Those related to the advancement of the College's mission (e.g., department, division, college, and community service)
9. For promotion in rank from Instructor to Assistant Professor and tenure, the candidate must have served a minimum of four years in rank. By October 1 of the fourth year of tenure-track employment, the eligible faculty member will file the Petition for Consideration for Tenure and Personnel Release forms in the Human Resources Department and submit a letter of intent to apply for promotion and tenure to the department chairperson. 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. For promotion in rank from Assistant Professor to Associate Professor and from Associate Professor to Professor, the candidate must have served a minimum of four years in rank. A letter of intent to apply for promotion must be submitted to the department chairperson by October 1 of the fourth year, 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

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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. Promotion and tenure decisions will be made without regard to race, national origin, age, disability, gender, gender identity, politics, religion, marital status, sexual orientation, or animus toward candidates. Evaluators with a conflict 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 significant 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**, the Vice President for Human Resources will notify candidates for the first promotion and tenure that they are eligible and send them a copy of the promotion and tenure policies and procedures.
2. **By October 1**, for the first promotion and tenure, in the fourth year of tenure-track employment, the eligible faculty member will (1) file the Petition for

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Consideration for Tenure and the Personnel Release forms in the Human Resources Department and (2) notify the chairperson in writing of his or her intent to apply for promotion and tenure. **For the second and third promotions, by October 1,** the eligible faculty member will notify the chairperson in writing of his or her intent to apply for promotion. Upon receipt of the letters of intent, the chairperson shall send copies to the applying faculty members and the dean of the department's division.

3. **By October 15,** the Vice President for Human Resources will distribute a list of candidates who have petitioned and met the eligibility requirements for consideration for tenure and the first promotion to the deans, chairpersons, and candidates.
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.
6. Upon receipt of the portfolios, the chairperson of the department will convene a meeting of the Department Promotion and Tenure Review Committee to present the portfolio. After review of the portfolio, the committee will meet, absent the candidate, to vote on a recommendation. Unfavorable recommendations must include an explanation of the reasons. By the published deadline, the committee will add its written recommendation to the portfolio and provide a copy to the department chairperson. The department chairperson will add his or her own written recommendation (providing reasons in the case of an unfavorable recommendation) to the portfolio. The chairperson will provide copies of the two recommendations to the candidate and forward the portfolio to the dean of the division. Prior to the date the portfolio is due to the division dean, the candidate may make cosmetic changes to the portfolio; however, no further changes are allowed after that date.
7. Upon receipt of the portfolios, the dean of the division shall convene a meeting of the Division Promotion and Tenure Review Committee to present the portfolio.

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After review of the portfolio, the committee will meet, absent the candidate, to vote on a recommendation. Unfavorable recommendations must include an explanation of the reasons. By the published deadline, the committee will add its written recommendation to the portfolio and provide a copy to the dean of the division. The dean will add his or her own written recommendation (providing reasons in the case of an unfavorable recommendation) to the portfolio. The dean will provide copies of the two recommendations to the candidate and forward the portfolio to the Senior Vice President for Academic Affairs.

8. Upon receipt of the portfolios, the Senior Vice President for Academic Affairs shall convene a meeting of the College Promotion and Tenure Review Committee to present the portfolio. After review of the portfolio, the committee will meet, absent the candidate, to vote on a recommendation. Unfavorable recommendations must include an explanation of the reasons. By the published deadline, the committee will add its written recommendation to the portfolio and provide a copy to the Senior Vice President for Academic Affairs. The Senior Vice President for Academic Affairs will provide a copy of the recommendation to the candidate and the candidate's dean and chairperson.
9. By the published deadline, the Senior Vice President for Academic Affairs will add his or her recommendation to the portfolio and submit to the President a copy of the recommendation and all other portfolio materials.
10. **Prior to March 25**, the President shall inform the candidate of his or her decision.
11. A candidate may appeal an unfavorable decision/recommendation from the President. A candidate wishing to make such an appeal may do so by notifying 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 prior to the Promotion and Tenure Appeals Committee's review of the case. The appeal of the candidate will be processed in accordance with Procedure x-xx.
12. **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 tenure, if applicable).

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13. **In advance of the Board of Trustees meeting in May**, the President will forward to the trustees his or her recommendation and all other recommendations pertaining to promotion and tenure candidates.
14. **At the regular May meeting of the Board of Trustees**, the Board will take formal action to grant or not to grant tenure and the first promotion to the candidate. The first promotion and tenure, if granted, will be effective at the beginning of autumn semester of the next academic year.
15. 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 these dates, the action due date will be the next workday.
16. The candidate may withdraw his or her application for promotion and portfolio at any point in the promotion process.
17. 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.
18. Upon promotion in rank, faculty will have their salary increased to the base salary of the new rank, or receive a salary increase of 5%, whichever is greater. If that faculty member follows the traditional timelines and receives promotion to the rank of Associate or Professor within four or five years, then the faculty member will receive an additional bonus of \$2,000.

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 make recommendations to the appropriate division and college administrators about the granting or denial of such.
  - a) 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 that will consider their applications. Relatives shall include immediate and extended family, including those related by marriage.



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- b) A faculty member may serve on only one Promotion and Tenure Review Committee (Department, Division, or College) in a given year. A faculty member can, however, serve as a non-voting member on a second 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 recommendations, 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. A summary of the votes should be recorded by the committee secretary; however, this summary is not required to be included in the recommendation. If a tie in voting occurs, committees should return to review and discussion and revote until a majority is achieved.
- f) Committees must provide written explanations for negative recommendations. These explanations will be placed in the portfolio as part of the recommendation and a copy provided to the candidate by the level's administrator.
- g) Committee members and administrators may seek information regarding the accuracy, significance, or source of information presented in the portfolio as deemed necessary. Findings of significant misrepresentation, plagiarism, or other lapses in integrity may cause the candidate to be denied tenure and/or promotion.
- h) 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.

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2. The guidelines for the College Promotion and Tenure Review Committee shall be as follows:
  - 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 Division, and one tenured faculty member with the rank of Professor elected by the college faculty at large.
  - 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* member of the committee for the following year.
  - c) Election Procedures:
    - i. By September 1, the Vice President for Human Resources 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 Vice President for Human Resources must arrange for the election of candidates by October 1. Full-time faculty shall vote for both their divisional representatives and at-large candidates. The Vice President for Human Resources 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 Human Resources Department for one year.
    - iii. Absentee balloting shall be provided for full-time faculty who cannot be physically present for the regular voting process.

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- iv. Should an elected member of the College Promotion and Tenure Review Committee be required to terminate his or her 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 eligible for re-election per the procedures in paragraph 2-b.
  - d) Convening: The College Promotion and Tenure Review Committee will be convened by the Senior Vice President for Academic Affairs upon receipt of the portfolios and recommendations from division deans. This meeting shall consist of the presentation of portfolios, the review of promotion and tenure policies and procedures, and 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 a positive or negative recommendation. Recommendation letters should be generated and signed. Negative recommendations require written explanation. Originals shall be placed in the candidates' portfolios, and copies to be distributed to the candidates shall be 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 must absent themselves from deliberations and voting on the candidate.
  - b) Terms: Elected membership shall be one year; however, there is no limitation on consecutive terms.

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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 his or her 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: The Division Promotion and Tenure Review Committee will be convened by the division dean upon receipt of the portfolios and recommendations from department chairpersons. This meeting shall consist of the presentation of portfolios, the review of promotion and tenure policies and procedures, and 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 a positive or negative recommendation. Recommendation letters should be generated and signed. Negative recommendations must include a written explanation. Originals shall be placed in the candidates' portfolios, and copies to be distributed to the candidates shall be submitted to 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:

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- i. The Department Promotion and Tenure Review Committee for each individual candidate in the department 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 faculty representatives, 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 may be 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 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.
- d) Convening: The Department Promotion and Tenure Review Committee will be convened by the committee chairperson during week two of spring semester, upon receipt of the portfolios from the department chairperson. This meeting shall consist of the presentation of portfolios and the review of promotion and tenure policies and procedures.
- 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 a positive or negative recommendation. Recommendation letters should be generated and signed. Negative recommendations require that explanations be

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included. Originals shall be placed in the candidates' portfolios, and copies to be distributed to the candidates shall be submitted to 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, or, in tenure cases, the President's recommendation to the Board of Trustees.

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 Human Services Division, one faculty member with the rank of Professor elected from and by the Business and Engineering Technologies Division, and one at-large faculty member with the rank of Professor elected by a vote of the entire faculty. Elected members of the College and Division Promotion and Tenure Review Committees are excluded from serving on the Appeals Committee.

b) Terms: Divisional faculty representatives will be elected for staggered terms of two years. The at-large representative will serve a one-year term.

c) Election Procedures:

i. By September 1, the Vice President for Human Resources 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

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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 faculty shall vote for both their divisional representative and an at-large candidate. The Vice President for Human Resources 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 Human Resources Department for one year.
- iii. Absentee balloting shall be provided for full-time faculty who cannot be physically present for the regular voting process.
- iv. Should an elected member of the College Promotion and Tenure Appeals Committee be required to terminate his or her 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.

d) Convening: In the event that an unfavorable promotion or tenure decision/recommendation is appealed, the Senior Vice President for Academic Affairs shall convene a meeting of the College Promotion and Tenure Appeals Committee for the purpose of electing a chairperson and secretary of the committee and to transfer all records to the newly elected officers. At this meeting, the College Promotion and Tenure Appeals Committee shall review the promotion and tenure policy and procedures and the appeals process.

e) Task: The College Promotion and Tenure Appeals Committee shall do the following:

- Review the content of the portfolio according to the guidelines set out in the current *Promotion and Tenure Handbook*.

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- Ensure the good-faith application of the promotion and tenure policy and procedures. Examine the process for violations that
  - contributed significantly to the decisions not to recommend a candidate for tenure and/or promotion.
  - Secure necessary information from any parties relevant to the appeal.
  - Vote on the candidate's appeal.
  - No later than April 22, forward to the President a written recommendation to grant or not to grant tenure and/or promotion to the candidate.
- f) Records: The President's office is charged with maintaining a permanent record of committee recommendations.

*New Procedure*