

Version 4.0

**COLUMBUS
STATE**

COMMUNITY COLLEGE

FACULTY PROMOTION AND TENURE HANDBOOK



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INTRODUCTION

The mission of Columbus State Community College is “To educate and inspire, providing our students with the opportunity to achieve their goals.” While this clearly provides a mandate to the faculty to make teaching the central activity of their profession, quality education for our students requires ongoing professional development on the part of the faculty and active participation in the service activities that underpin the delivery of effective programs. Thus, the work of a faculty member is nominally divided into these three categories: Teaching and Learning Activities, Professional Activities, and Service Activities.

Given that the quality of the institution is in large part determined by the quality of its faculty, the purpose of the promotion and tenure process is to retain and reward effective faculty members, with the inference that past successes will translate into significant future contributions.

The promotion and tenure process is designed around these important principles:

- A. Fairness:** The process must contain no bias or personal animus, and promotion must be based on the quality of the work performed rather than years of service. The process recognizes that the duties of each faculty member will vary over the years and between departments and divisions. Faculty members accepting special duties that release them from most or all of their teaching duties (while still retaining faculty standing) will be judged on their performance of those roles, with no make-up work expected or penalties assessed in the promotion and tenure process.
- B. Transparency:** The process and the criteria by which each candidate will be judged are publicized and made available to all involved parties. Changes in the process take place through committee agreement and are similarly publicized, including effective dates of new policies or procedures. Additionally, yearly feedback will be provided to each faculty member in the form of comments on the Annual Faculty Performance Appraisal provided by chairpersons and Peer Review Teams, student surveys, and Faculty Observations by chairpersons and peers.
- C. Collegiality:** The process includes comprehensive peer involvement, with Peer Review Teams to assist the candidate during the years leading to promotion and with committees of faculty at the department, division, and college levels sharing the responsibility of objectively assessing each candidate’s accomplishments and rendering recommendations for promotion and tenure to the administration.
- D. Due Process:** Candidates have the right to appeal the results of the process to a committee made up of faculty members.

The promotion and tenure process starts the day a tenure-track full-time faculty member begins the appointment. During each year, there are specific requirements and expectations. While every faculty member should receive assistance from the department chairperson, a Peer Review Team, colleagues in the department, and the college community as a whole, in the end,

the faculty member must take responsibility for fulfillment of these requirements and progress toward the next rank. Therefore, it is very important that each faculty member become familiar with the information in this handbook and in the related items in the Columbus State Community College Policy and Procedures Manual.

The purpose of this handbook is to supplement the information on promotion and tenure found in the Columbus State Community College Policy and Procedures Manual and the current Columbus State Education Association contract. Every effort will be made to maintain consistency between this handbook, the manual, and the contract; however, if any information in this handbook conflicts with the most current contract and/or policies and procedures, those override the information given here.

FACULTY RANK

Columbus State has a four-tier system for tenure-track faculty: Instructor, Assistant Professor, Associate Professor, and Professor. Tenure assures faculty members continued employment, with dismissal only for just cause or a reduction in the number of faculty required to deliver the college's academic programs. Tenure must be applied for in the fourth year of employment (anticipating a minimum of seven semesters in rank [excluding summers] by the end of spring semester). Tenure must be granted in order to continue employment.

Placement in Rank

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. [Appendix C] 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.

Expectations of Rank

- A. Instructor:** Instructors place special emphasis on Teaching and Learning Activities, allocating significantly more than one-third of total effort to teaching, assessment, and advising duties. Professional and Service Activities are often learning-focused (e.g., professional development activities and involvement in service activities that enable the Instructor to learn more about college resources, issues, and initiatives). By the third year, to demonstrate growth and exceed expectations, the candidate should be engaging in behaviors expected of the next rank.
- B. Assistant Professor:** Assistant Professors continue doing exemplary work in Teaching and Learning Activities. Professional Activities often involve professional development for growth, but this may be joined by productive activities, such as presentations, involvement in disciplinary professional organizations, scholarship, etc. Service Activities should reflect active participation, and while short-term commitments may be continued, a significant number of activities may be long-term. By the third year, the candidate should be engaging in behaviors expected of the next rank.
- C. Associate Professor:** Associate Professors have an ongoing commitment to excellence in Teaching and Learning Activities, and these activities often benefit faculty and students beyond the faculty member's own classroom. Significant contributions may be made in course revision, conversion, creation, etc. Professional activities often consist of both input and output, continuing development of self while contributing to the development of other professionals. Service involves active participation and significant contributions to committees, task forces, etc. The candidate takes responsibility for moving the groups forward, demonstrating leadership not solely in position but in

meaningful contributions within the groups. By the third year, the candidate should be engaging in behaviors expected of the next rank.

- D. Professor:** Professors are expected to teach and assess effectively. They are leaders in their discipline, guiding and shaping programs and providing direction. Professors engage in professional development, and they share their expertise with others through presentations, scholarly works, performances, etc. In Service, Professors lead, heading committees, taking on special projects and roles, filling committee positions for which Professors are required, and playing leadership roles in furthering the college's mission.

These expectations reflect a 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. (It is important to note that if a faculty member exceeds expectations early, this does not heighten the subsequent promotion expectations for that individual.)

The Nuts and Bolts—Leadership

Leadership is the hallmark of a senior faculty member. While effective leaders are often found in formally defined leadership *roles*, such as chairing committees or serving as faculty fellows, leadership itself is a much broader concept. It is important to develop and recognize leadership *skills*. Academic leaders promote the mission of the college by guiding, informing, investigating, writing, developing, creating, assessing, advising, consulting, collaborating, mentoring, representing, training, and organizing. Leaders are actively involved in the growth and development of curriculum, departments, the college, and the profession. Leaders feel an individual responsibility to contribute. Leaders can be at the front of the room or they can be at the back of the room, influencing the goals, objectives, and strategies being developed and implemented. It is in the best interest of the college to recognize, encourage, and reward all types of leadership.

COMPONENTS OF THE PROMOTION AND TENURE PROCESS

As mentioned previously, the process of earning promotion and tenure begins on the first day of the tenure-track faculty member's appointment. Therefore, it is imperative that each faculty member work with the chairperson and colleagues to accomplish all of the yearly responsibilities of the position. The following elements are the ongoing components of the promotion and tenure process, which culminate in the development of each portfolio a candidate prepares.

A. Peer Review Team (PRT)

1. *Definition/Purpose:* A Peer Review Team is made up of experienced faculty members designated to **mentor** and review the performance of a newer or lower-ranking faculty member. PRTs are collegial in nature, providing formative assessment (in the form of conversations about performance and suggestions for growth throughout the year) and providing summative assessment (in the form of year-end reviews on the appraisal).
2. *Composition:* Peer Review Teams should consist of two tenured faculty members senior to the candidate. Ideally, the PRT members should be of higher rank, but when this is not possible, more years of experience at CSCC may suffice. They are often members of the candidate's department, but if this is not possible, they should be from related departments so that knowledgeable feedback can be provided. If no related departments with senior faculty exist, PRT members can be chosen from other departments. Although chairpersons may offer suggestions for PRTs, chairpersons may not appoint PRT members. It is the responsibility of the candidate to ensure that a PRT is assembled within the first three weeks of fall semester. Service on a PRT is voluntary. Full professors do not need a PRT; however, they are encouraged to seek input from colleagues throughout their years of service.
3. *Term:* The term of commitment for a PRT is one year; at the beginning of each academic year, membership may change. However, if the candidate and members feel that the partnership is productive, the same PRT can be maintained for an indefinite length of time.
4. *Duties:* PRT members have the following responsibilities:
 - a. To communicate with the candidate on a regular basis (at minimum, three times a year) both formally and informally, to discuss teaching and assessment, professional development, and service opportunities
 - b. To answer candidate questions
 - c. To perform classroom observations as requested
 - d. To provide feedback on Annual Appraisals prior to submission (with special attention to goals and objectives for the coming year), as well as the official comments (either individually or jointly written) after submission

- e. To provide portfolio advice and review prior to submission

B. Faculty Observations

1. *Definition/Purpose:* Faculty members are observed in any modality or setting in which they are performing their instructional duties, using an approved form, for the purpose of providing feedback on teaching, including presentation style, preparation, organization, clarity, etc.
2. *Observers:* Faculty observations may be completed by the chairperson of the department or members of the Peer Review Team. In the event that those parties are unavailable, another colleague with knowledge of the department curriculum may complete the observation. It is the faculty member's responsibility to ensure that the appropriate observations are completed; however, committees may consider documented, extenuating circumstances.
3. *Forms:* The current observation forms may be found in Appendix D.
4. *Timeline:* Faculty members will be observed as follows:
 - a. **Year 1:** Observed first semester for two consecutive meetings (separate days) of the same class; observed once second semester
 - b. **Years 2–4:** Observed twice per year
 - c. **Year 5 until reaching the rank of Professor:** Observed once a year
 - d. **After reaching the rank of Professor:** Observed as appropriate or at faculty member's request
 - e. These timelines represent the minimum number of observations to be included in the portfolio. Faculty or chairpersons may increase these numbers as appropriate.
5. *Duties:* Observers should schedule observation times in advance with the faculty member. An observation report for each class session observed should be given to the faculty member within two weeks of the observation. A meeting to discuss the observation may be scheduled by either party. Faculty, observer, and chair signatures should be obtained by the end of the semester observed, and fully signed copies should be retained by the faculty and chair.

C. Student Surveys

1. *Definition/Purpose:* Student surveys are administered to students to solicit constructive feedback for the faculty member. They are intended for the use of the individual faculty member to improve quality of instruction and the teaching/learning process. Faculty reflections on student surveys and their impact upon teaching will be discussed in Annual Faculty Performance Appraisals. The faculty member may discuss survey results with the department chairperson and/or the PRT to improve instruction.

2. *Format:* Student surveys may be electronic or traditional, and they may take a variety of forms. Survey styles should reflect the different types of classroom experiences as well as faculty goals and program needs.
3. *Timeline:* Student surveys may be administered at any point throughout the term. Faculty members are encouraged to survey all classes to obtain robust feedback.
4. *Use:* Faculty members should evaluate patterns and specific positive or negative feedback. Ethics require that specific feedback, positive or negative, not influence grades in any way. Faculty reflection on student concerns is critical, and specific actions taken as a result should be noted for discussion in the Annual Appraisal.

D. Annual Faculty Performance Appraisal

1. *Definition/Purpose:* The Annual Faculty Performance Appraisal is a document that details the faculty member's activities and contributions from the previous summer through the end of spring semester. The categories included parallel the categories used in the promotion and tenure process, and the document includes areas for reflection and planning. The appraisal serves several purposes:
 - a. It makes record of the specific accomplishments of a faculty member in a given year.
 - b. It ensures that chairpersons and Peer Review Teams are aware of the full breadth and depth of a faculty member's activities and contributions.
 - c. It provides an opportunity for each faculty member to review personal work over the past year, to reflect on its significance to both the faculty member and the college, and to plan for the work of the next year.
 - d. When combined with the appraisals from consecutive years in the portfolio, it documents whether the faculty member has demonstrated the continuity and growth that ensure promotion and tenure.

Each year's appraisal is an integral part of the promotion and tenure process; therefore, it is imperative that each Annual Faculty Performance Appraisal be a comprehensive reporting and analysis of the faculty member's work.

The Nuts and Bolts—Writing the Appraisal

Over the years, different departments have developed their own expectations for appraisals. Some faculty are encouraged to provide bulleted lists, while others are expected to write flowing paragraphs. Regardless of these expectations, you must remember a few important things:

1. **Audience.** Your chairperson and your Peer Review Team will read this document, but they aren't the only ones. Faculty from a variety of departments and divisions across campus will review these documents in the portfolio. Those people won't necessarily understand the jargon of your discipline or the abbreviations for courses and organizations that you include. When you write, think of your audience as someone outside of your department and division. Make sure the reader will understand everything you're discussing.
2. **Readability.** Promotion and Tenure Review Committees (like most readers) hope to gain a large amount of information in a very short time. If you write in paragraphs, consider boldfacing important information, such as the names of committees, classes, or publications so that the activity doesn't get lost in the explanation. If you bullet your activities, provide a short paragraph after each item that explains your contribution so that the reader can spot the activity quickly but also has more information.
3. **Significance.** Readers don't just want a list of your activities—they want to know about your specific contributions and why each activity forms a significant part of your work. Explain what you did, how long it took, how it impacted the stakeholders, and why you consider it important. When discussing teaching and assessment, explain why you do what you do—how it reflects your philosophy of education.
4. **Validity.** Keep in mind that everything you record must be completely accurate. Readers will know if activities are over-reported or exaggerated. Don't spin a two-hour activity into a week of work or take individual credit for the work of a committee. This is a matter of integrity.

Keep in mind that three or more appraisals will appear back-to-back in your portfolio, so avoid significant copying-and-pasting from year-to-year.

2. *Form:* The current Annual Faculty Performance Appraisal form may be found in Appendix E.
3. *Timeline:* Annual appraisals are to be completed by the end of summer term (or by the end of spring semester for those faculty not teaching summer term). To assist department chairpersons who have many faculty appraisals to review, earlier submissions are appreciated but not required. The appraisals should cover the previous summer term, autumn semester, and spring semester. Current summer work will be included in the next year's appraisal.

4. *Process:* The appraisal process is as follows:
 - a. The appraisal form should be completed by the faculty member and submitted to the Peer Review Team. (Faculty are advised to seek PRT input on the writing of the appraisal prior to formal submission.)
 - b. The Peer Review Team will add comments [see Appendix F], either individually or jointly, and forward the appraisal to the chairperson, copying the faculty member.
 - c. Chairpersons will add comments [see Appendix F] and send the appraisal to the faculty member for optional comments. Chairpersons will then initiate the process for electronic signatures from the PRT, the candidate, the chairperson, and the dean.
 - d. Deans will review and sign faculty appraisals. Fully signed copies are retained by the dean and the chairperson and provided to the faculty member for use in future portfolios.
 - e. A formal meeting on the appraisal may be requested by the faculty member, the Peer Review Team, and/or the chair.

E. Professional Development Report

1. *Definition/Purpose:* The Professional Development Report allows a faculty member to record attendance and share impressions of conferences, workshops, webinars, and other professional development activities with chairpersons, PRT members, and others in the college. Additionally, these forms should be used in the portfolio as documentation of learning activities.
2. *Form:* The form is available in Appendix G of this handbook.
3. *Content:* In addition to including information about the learning experience, it is important to include personal reflections on the usefulness of the information.
4. *Timing:* Forms should be filled out soon after each experience and used as a resource when compiling the year-end Annual Faculty Performance Appraisal.

F. Committee Contributions Report

1. *Definition/Purpose:* The Committee Contributions Report allows a faculty member to record attendance and share committee contributions with chairpersons, PRT members, and others in the college. Additionally, these forms should be used in the portfolio as documentation of service activities.
2. *Form:* The form is available in Appendix H of this handbook.
3. *Content:* In addition to including general information about the committee, it is important to include information about individual contributions to the work performed.
4. *Timing:* Forms should be filled out at the end of spring semester and used as a resource when compiling the year-end Annual Faculty Performance Appraisal.

THE PROMOTION PORTFOLIO

In accordance with Procedure 5-19 (D), Section B, 1, “each faculty member [is] responsible for maintaining documentation required for promotion in rank.” The promotion portfolio is the vehicle by which faculty members are evaluated for promotion and tenure. It consists of narrative explanations and documentation that provide support for the faculty member’s application for promotion. It is extremely important that the portfolio accurately and thoroughly represent the candidate’s work.

A. Presentation—The Digital Portfolio

1. Candidates will submit evidence of sustained performance consistently exceeding expectations of current rank via a digital template developed by the Promotion and Tenure Process Committee. Candidates are expected to attend a Promotion and Tenure Workshop within the ten months prior to portfolio submission for current information on the format of the template and how to obtain it. The template includes placeholders for each of the required elements in the portfolio and basic instructions.

The Nuts and Bolts—Creating a Digital Portfolio

Begin the process on your own computer. You are *strongly* encouraged to complete the planning process; generate a draft table of contents to share with your PRT; assemble necessary documents; and write, revise, and edit your narratives and table of contents *prior* to requesting the Promotion and Tenure organization shell. Here’s a suggested process and timeline:

Prepare (late spring or early summer)

- Attend a Promotion and Tenure Workshop and review this handbook and related policies and procedures.
- Review exemplary portfolios by sending a request to the Faculty Fellows for P&T.
- Create digital folders on your computer for each section of the portfolio.
- Do global planning, deciding what to include, and create a draft table of contents that includes the required elements, the three major sections (Teaching and Learning, Professional Activities, Service Activities), and the major categories within those sections. Share this with your Peer Review Team.
- Gather both required documents (i.e., appraisals and observations) and appropriate and effective documentation of your work in each category.
- Decide on a meaningful naming system, and as you add documents to your digital folders, rename them and save them as PDFs. **A note about documentation:** Every assertion in the narratives should be documented; however, keep in mind that only one piece of documentation is needed, not several. The digital format can tempt people to add more files and longer files than necessary or desirable. Resist that urge. Respect your readers’ time, energy, and device limitations.

Draft (early summer)

- In a word processing document on your computer, compose narratives for each section.
- Most digital portfolios have links to relevant documentation within the narrative text. The links may appear between paragraphs or within them. As you are writing narratives, insert meaningful placeholders where you will later add links.
- To avoid frustration, use plain text (without formatting) when drafting so that the text can be easily pasted into the Learning Management System. Formatting can be added after the transfer.

Revise (summer)

- As you finish each narrative, ask for comments from your reviewers, usually your Peer Review Team and other colleagues.
- Make changes to the narratives. Ideally, revision and editing should be completed *before* the narratives are added to the Learning Management System.

Digitize (late summer or early fall)

- Request a **Promotion and Tenure organization shell** from DEIS. Specific information about this request will be given during the portfolio workshops.
- Once you have a shell, you can upload your material in the appropriate spots.

Review (October-November)

- After all information has been uploaded and linked, both you and your reviewers should go over the entire portfolio to make sure that all information is organized, appropriately linked, and accessible.
- *Ensure that all corrections have been completed!* All substantive changes (modifying the contents of the portfolio through additions, deletions, or revisions in narratives or documentation) and cosmetic changes (typos, grammar, and punctuation) must be completed *prior to submission* of the portfolio on the first Friday of spring semester.
- Be sure to review your portfolio in “student view,” the way the committees and administrators will view it. Also, review your site using a variety of devices to make sure everything is clear and accessible to all.

2. If a candidate is not able to assemble a digital portfolio for reasons related to equity, the candidate may submit a request to complete a paper portfolio. This request with specific rationale and any accompanying documentation must be emailed to the Faculty Fellows for Promotion and Tenure by October 1st. The P&T Process Committee will adjudicate such requests and notify the candidate within ten workdays.

B. Organization of the Portfolio

1. Cover Page (with name, current rank, department, division, submission date)
2. Table of Contents
3. Opening Remarks
4. Letter of Application (copy of document candidate submitted by October 1)
5. Letters of Recommendation (added by facilitator during the process)
 - a. Department Committee
 - b. Department Chair
 - c. Division Committee
 - d. Division Dean
 - e. College Committee
 - f. Vice-President for Academic Affairs
 - g. President
6. Annual Faculty Performance Appraisals (reverse chronological order)
7. Faculty Observation Reports (reverse chronological order)
8. Teaching and Learning Activities (Instruction, Assessment, Advising)
 - a. Teaching Philosophy and Narrative
 - b. Documentation
9. Professional Activities (Professional Development, Scholarship, Service to Profession)
 - a. Narrative
 - b. Documentation
10. Service Activities (Department, Division, College, Community)
 - a. Narrative
 - b. Documentation

C. Guidelines for Each Section of the Portfolio

- 1. Cover Page (opening screen):** This should include the faculty member's name, current rank, rank applying for, department, division, and submission date.
- 2. Table of Contents:** This should be a *detailed* listing with not only section titles but also the candidate's identified subheadings within the categories and included documentation. [Sample in Appendix I]
- 3. Opening Remarks:** The opening remarks are meant to set the stage for the portfolio, to provide a context. The remarks might include a faculty member's professional history, an explanation of the person's department and work requirements, a quotation or reference to a book, or anything else significant to the faculty member. The tone may be formal or informal, as the candidate chooses. Generally, opening remarks fall between 300 and 750 words.
- 4. Letter of Application:** This is a copy of the letter submitted to the chairperson of the faculty member's department, with copies to the division dean and SVPAA, by October 1st. It should include the faculty member's name, current rank, and rank being applied for (and tenure, if applicable). [Sample in Appendix J]
- 5. Letters of Recommendation:** The digital shell provides a place for letters to be uploaded by the facilitator. Committees and administrators will submit recommendation letters as the portfolio moves through the process. [Samples in Appendix K]
- 6. Annual Faculty Performance Appraisals:** The faculty member's appraisals from each year since tenure-track hiring or since the previous promotion should be included. At minimum, there will be three appraisals since the portfolio is submitted before the end of the fourth year. These should be placed in reverse chronological order. Some candidates choose to add the appraisal submitted the same year as the last portfolio since it may contain significant work from spring semester that was not included in the previous portfolio. Included documents should have all required signatures.
- 7. Faculty Observation Reports:** The appropriate number of observation reports should be included, in reverse chronological order. If required observations are missing, an explanation from the faculty member, the chairperson, or the Peer Review Team should be provided. Included documents should have all required signatures.
- 8. Section Narratives:** When writing narratives, the candidate should keep in mind that every activity mentioned must be supported by documentation; conversely, every piece of documentation should be alluded to in the narrative. Narratives should explain how and why included activities support exemplary performance. **Also, while detailed explanations are important, the candidate should respect the readers by writing with brevity and clarity.** Narratives generally fall between 2000 and 4000 words, but there is no minimum or maximum. If there

are a number of high-impact activities, lower-impact activities may be grouped and discussed more briefly.

a. Teaching and Learning Activities: This narrative has two components: the teaching philosophy and an overview of the documentation provided. They may be separate or interwoven.

i. Teaching Philosophy: The teaching philosophy is an articulation of the fundamental principles that guide a faculty member's teaching, assessment, and advising strategies and overall approach to the discipline. A person's philosophy may contain the overarching objectives the faculty member has for the students, including cognitive, behavioral, and affective goals. It may discuss the important aspects of the discipline to be learned by students, specific skills to be gained, and critical ethical considerations to be understood.

While part of the philosophy is likely to be noble and lofty, it is important that broad generalizations be supported with concrete examples of how philosophy influences teaching, assessment, and advising strategies. Writers should explain how courses and individual class sessions are designed to reflect the teaching philosophy, and how assessment of student learning demonstrates that the goals are met.

The Nuts and Bolts—Writing the Philosophy

Ask yourself some questions:

1. How do I teach and why do I teach that way?
2. How does my teaching translate into student learning and how is this assessed?
3. What are my goals for the students and how do I help them achieve those goals?
4. What do I do to help create a more inclusive and equitable learning environment for students, and/or how do I foster diversity, inclusion, and equity? How do I make sure all students feel included and respected?
5. How important do I consider concrete information? Skills? Attitudes?
6. Do I want students to be lifelong learners, effective employees, higher-order thinkers, or self-actualized human beings? How important is each of these goals in my philosophy?
7. How do I encourage active learning and collaboration between students?
8. How do I see my instruction relating to the students' lives?
9. How have others influenced my teaching?
10. Am I an advisor? Am I a role model? How?

While you are *not* required (or even encouraged) to answer all of those questions in your written philosophy statement, it's important to ask the big questions to figure out what you

believe in. Once you decide what's really important to you, figure out how you show that in your classroom. How do your overall course design and day-to-day class activities bear out your philosophy? How do you assess that your goals are being met? How does your philosophy play out in your advisory interactions with students? Balance all broad generalizations with specific examples that demonstrate your teaching philosophy in action.

- ii. **Overview:** Following (or interspersed with) the teaching philosophy should be an overview of what the committee will find in the documentation section.

Tip: While some candidates choose to separate the teaching philosophy and the narrative overview, it can be more effective (and less repetitious) to combine the two. This outline shows how the section could be organized:

I. General Intro

A. Philosophical Principle 1

- 1. Name and explain it (what it is; its value).*
- 2. Explain how it is demonstrated/assessed in various courses that you teach.*
- 3. Discuss and link documentation.*

B. Philosophical Principle 2

- 1. Name and explain it (what it is; its value).*
- 2. Explain how it is demonstrated/assessed in various courses that you teach.*
- 3. Discuss and link documentation.*

C. Philosophical Principle 3

- 1. Name and explain it (what it is; its value).*
- 2. Explain how it is demonstrated/assessed in various courses that you teach.*
- 3. Discuss and link documentation.*

II. Conclusion (Emphasize overall importance/outcomes for students.)

The number of philosophical principles discussed is up to you—**four to ten** might be a reasonable range.

Although the focus of the documentation is on individual work (e.g., personal syllabi, personal teaching materials), departmental material may be included if the candidate has been substantially responsible for it. (The candidate's specific contributions to group products should be explained so that there is no hint of

misrepresentation.) The inclusion of any materials in the documentation that the committee may find unexpected should be explained in the narrative.

- b. Professional Activities:** The narrative for this section should discuss activities undertaken to (1) *improve* the candidate's understanding of the discipline, to improve the candidate's pedagogical skills, to heighten the candidate's sensitivity to and awareness of diversity and students' needs, and/or to improve the candidate's knowledge of new technology as it relates to the profession (professional development); (2) *share* discipline-specific, pedagogical, interpersonal, or technological knowledge with others in the college, profession, or community (scholarship); and (3) *serve, support, and develop* other professionals and the profession as a whole (professional service). The narrative might describe the candidate's growth, continued involvement, or purpose for undertaking these activities. The narrative should make reference to each piece of documentation included.

Tip: Remember that your audience doesn't understand your field as you do. You must explain the reasons you participate in these activities, the work entailed, the time commitment, and the outcomes. Also, explain how all of your activities have contributed to your growth and value as an exemplary faculty member at CSCC.

- c. Service Activities:** The narrative for this section may include department, division, college, and community service. The paragraphs may be organized to cover each area separately, or the areas may be mixed. In general, placing activities within the section or within the subsections in importance order is preferable to chronological order. In other words, the candidate's more intensive, involved activities should be described before short-term, casual activities. It is important that the candidate's specific responsibilities and contributions be thoroughly discussed. The narrative should make reference to each piece of documentation included.
- 9. Documentation:** The documentation for each area may take a number of forms: Professional Development Reports, Committee Contribution Reports, emails, agendas, handouts, syllabi, thank-you notes, flyers, programs, minutes, reports, screenshots, letters, membership cards, certificates, transcripts, assessments, worksheets, lesson plans, scripts, lists, title pages, photographs, newspaper articles, video clips, PowerPoint slides, etc. In choosing documentation to include, the faculty member should consider these guidelines:

- a. Avoid using multiple pages to document each activity when one will suffice.
- b. Choose documents that reflect actual contributions rather than planned or future participation.
- c. Provide only a page or two of lengthy documents, brief video clips rather than entire videos, and a few slides rather than full PowerPoint presentations.
- d. Provide *representative* examples of instructional units and other materials instead of multiple examples.
- e. For assessments, provide rubrics, keys, or graded assignments showing the type of feedback given.
- f. Never use the same piece of documentation twice in the portfolio.
- g. Avoid including publisher materials or anything substantially created by another party. If the inclusion of such material is necessary, the source must be clearly cited and the reason for including such material clearly explained.
- h. Redact names on some documents to protect privacy (e.g., student assignments or recommendations, faculty observations).
- i. Ensure that all links in the digital portfolio are active and all documents are accessible on a wide variety of devices.

Tip: Although it seems possible to add an unlimited number of documents or pages in the digital format, practice restraint. Readers may respond unfavorably to excess. Respect reviewers' time and choose documentation judiciously.

D. Promotion Categories

The charts that follow are intended to provide guidance to faculty members navigating the promotion and tenure process, as well as to the committees evaluating faculty portfolios. For each category, examples of documentation for the portfolio and focus questions for the narratives are suggested. The examples provided are not exhaustive and are intended only to show some of the primary activities that faculty may be engaged in for each of the categories. *With years in rank and with each promotion, it is expected that the faculty member's involvement and contributions within each area will increase in intensity and scope.*

The Nuts and Bolts—Do I have enough activities?

One of the most challenging factors in creating a portfolio is determining if you have a sufficient number of significant activities. There is no absolute number for each promotion level. Deciding whether each category has enough material is a matter of depth, breadth, impact, contribution, time, and growth.

It might be reasonably assumed that a candidate for the first promotion and tenure would have a large number of low-impact activities (e.g., reading scholarship applications, volunteering for Welcome Team, attending trainings and workshops, observing adjuncts, volunteering at conferences, etc.), some higher-impact activities in the third and fourth years (e.g., participating in department initiatives, joining an OAA faculty committee, presenting at a conference, etc.), as well as significant depth in teaching and assessment. This reflects the focus of the instructor, and growth would be shown by increasing involvement over the first four years.

A candidate for the second promotion may have all of the things listed above for breadth but should be adding some high-impact, time- and labor-intensive work. The faculty member may be involved in a variety of new activities both inside and outside their own department (e.g., becoming a program coordinator, contributing to college committees or task forces, doing major course revisions, developing OERs, etc.) or may be deeply involved in a few activities (e.g., becoming a faculty fellow, heading a collegewide initiative, etc.).

A candidate for full professor will in all likelihood still participate in some low-impact activities and will certainly focus on teaching; however, the faculty member must also demonstrate leadership in commitments of depth and impact.

One rationale for the development of the current portfolio structure was to allow faculty to delve deeply into several areas rather than spreading themselves thinly over many areas. However, this does not mean that less is expected of faculty. Rather, it encourages faculty to excel in the areas that most interest them and that make the best use of their time and talents. Additionally, because there are only three categories, it is important that the candidate demonstrate significant involvement in all three, appropriate in depth to the level of promotion the candidate is seeking. (For example, exceptionally strong Teaching & Learning and Service areas cannot compensate for a weak Professional Development section.)

TEACHING AND LEARNING ACTIVITIES

FOCUS QUESTIONS	CATEGORY ACTIVITIES	DOCUMENTATION
<ul style="list-style-type: none"> • How do you plan, create, and deliver instruction? • What materials/activities have you developed or improved in order to ensure a diverse, equitable, and inclusive learning environment? • How do you share your instructional resources with others? • How does what you do reflect your teaching philosophy? • What department or program-wide curriculum development/management do you take part in or lead? • What types of assessments do you use in your courses and how does assessment inform/affect your teaching? • How have you contributed to assessment of student learning within your courses, majors, and programs? • As a faculty member in your department, how do you advise students? • Do you run DARS reports and help students schedule? 	<ul style="list-style-type: none"> • Creation of day-to-day activities: <ul style="list-style-type: none"> ○ Lesson plans ○ Handouts ○ Technology-enhanced presentations (PowerPoint, video, etc.) ○ Classroom activities ○ Course syllabi/assignment schedules/calendars ○ Assessments of student learning ○ Laboratory activities • Differentiating materials and techniques for different modalities and students • Curriculum Management: <ul style="list-style-type: none"> ○ Maintenance of departmental course documents ○ Textbook/OER selection • Curriculum Development: <ul style="list-style-type: none"> ○ Designing new courses ○ Major course revisions ○ Enhancing DEI ○ Changing modality ○ Including Service-Learning pedagogy ○ Developing OERs • Recruiting/mentoring/advising potential and current students • Assisting students in scheduling, transferring, obtaining internships or scholarships • Preparing students for graduation • Participating in student recruitment and retention • Teaching freshman seminar or other introductory courses • Teaching capstone courses 	<ul style="list-style-type: none"> • Single, representative examples: <ul style="list-style-type: none"> ○ Lesson plans ○ Course handouts ○ PowerPoint presentations ○ Digital Learning Objects ○ Classroom activities ○ Personal syllabi/assignment schedules/calendars ○ Sample tests, quizzes, and writing assessments and alternative assessments ○ Assessments of laboratory activities and practical experiences ○ Rubrics • Meeting minutes • Screen shots • Emails • Memos • Departmental outlines, syllabi, assessments, rubrics, etc. • Samples of forms • Student advising assignments per discipline (e.g., advise A–F) • Transfer flyers • Programs • Agendas • Flyers • Resource info • Recommendation letters • Selected student surveys/comments

<ul style="list-style-type: none"> • What have you done to help students transfer or get licensure? • What student activities do you participate in or oversee related to your discipline? • Have you helped students with projects in your field? • Are you a student mentor, either formally or informally? • Have you taught a divisional or college course (e.g., COLS)? • How is your teaching philosophy reflected in what you do <u>each day</u> in class and in how you design your instruction? • How do you use active and collaborative strategies in your classes? • How do you use experiential strategies characterized by student participation in an organized service activity? • How do you ensure that all students feel safe, supported, and respected in your classroom? 	<ul style="list-style-type: none"> • Mentoring or instructing in the honors program • Preparing students for licensing exams • Advising student groups related to your discipline • Directing students to CSCC and community resources • Administering student surveys and adjusting instruction in response 	
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PROFESSIONAL ACTIVITIES		
FOCUS QUESTIONS	CATEGORY ACTIVITIES	DOCUMENTATION
<ul style="list-style-type: none"> • In what ways have you continued to learn and develop in your field? • Have you attended conferences, webinars, workshops, or presentations? • Have you had training in diversity, equity, and inclusion? • Have you had training in new technologies? • Have you taken advantage of Faculty Professional Development Initiative offerings? • Have you taken courses to expand your disciplinary knowledge, maintain credentials, or improve your teaching? • Have you given presentations at CSCC or the local, state, or national level? • Have you received training to participate in accreditation activities? • Have you authored published materials? • Have you given performances or shown/published works of art? • What other work have you done that has resulted in a finished product? 	<ul style="list-style-type: none"> • Obtaining/maintaining personal certification/licensure • Reading journals • Taking courses, attending conferences, webinars, workshops, presentations, or training sessions • Giving presentations • Editing/publishing articles, books, lab manuals, workbooks, newsletters • Creating OERs, ancillary materials, and technology • Performing in musical or theatrical events • Exhibiting artwork • Participating in professional research • Writing grant proposals • Writing IRB proposals • Editing journals • Belonging to professional organizations • Serving on committees/boards of professional organizations • Holding office within professional organizations • Serving per your discipline on ODE, ODHE, NSF boards, etc., for curriculum and development purposes • Volunteering at local, state, and national conferences • Representing the college at professional, educational, and/or business functions 	<ul style="list-style-type: none"> • Professional Development Reports • Publication abstracts • Title pages • Conference programs/reports • Meeting minutes • Screen shots • Letters/reviews • Thank-you notes • Memberships • Certificates/licenses • Training confirmations • Press releases • Photographs or videos

<ul style="list-style-type: none"> • Have you written grant proposals? • Do you conduct/participate in professional research? • Have you reviewed or edited professional materials? • What professional organizations do you belong to, and how do you serve them? • Have your actions benefited your profession or others in your profession? • Do you represent your profession in any activities? • How do you assist educators in your area outside of CSCC? • Have you been involved in research with the community? 	<ul style="list-style-type: none"> • Using your professional expertise to benefit outside constituencies 	
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SERVICE ACTIVITIES		
FOCUS QUESTIONS	CATEGORY ACTIVITIES	DOCUMENTATION
<ul style="list-style-type: none"> • What committees have you been on? <ul style="list-style-type: none"> ○ Department ○ Division ○ College • Are you a lead instructor/coordinator? • Do you participate in accreditation activities? • Do you do observations? • Do you disseminate materials to other faculty in your department? • Do you mentor faculty? • Do you coordinate department assessment? • Are you a liaison with other departments? • Have you presented to, instructed, or mentored any group on behalf of the department, division, or college? • Have you participated in, organized, or coordinated any other activities on behalf of the department, division, or college? • Have you represented your department, division, or the college outside of CSCC? • In what ways do you interact with the entire college community? • How do you use your disciplinary expertise to benefit the community? 	<ul style="list-style-type: none"> • Participating in/chairing: <ul style="list-style-type: none"> ○ Departmental committees ○ Interdepartmental committees ○ Division committees ○ College committees • Leading/assisting/supporting accreditation activities • Participating in peer mentoring, evaluation, and observation • Assisting /leading in the development, selection, and improvement of curricular material and labs • Maintaining/creating departmental master syllabi, OERs, or other materials • Creating/modifying departmentalized materials to enhance diversity, equity, and inclusion/universal design • Participating/leading in the selection of textbooks, OERs, etc. • Recommending modifications to curriculum • Assisting/leading in development of assessment • Assisting/leading in the interviewing, selection, and orientation of new faculty • Leading/presenting at department meetings • Serving as coordinator/lead instructor • Acting as a liaison with other departments • Leading new faculty programs 	<ul style="list-style-type: none"> • Committee Contributions Reports • Meeting minutes • Agendas • Flyers • Screenshots • Emails • Memos • Reports • Programs • Thank-you notes • Cougar Paws • Letters • Course outlines • Master syllabi • Assessment materials • Orientation materials • Reassigned time reports • Observation reports • Press releases • Photographs or videos

<ul style="list-style-type: none"> • Which CSCC-sponsored community activities do you take part in or coordinate? • How does your work in the community advance the college’s mission? • Are you a faculty fellow or serving in an interim position while still in the bargaining unit? • Have you participated in, organized, or coordinated any activities designed to benefit groups outside higher education? • How do you build capacity for sustainable, mutually beneficial community-campus partnerships? • How does your teaching of service-learning courses provide reciprocity between the college and the community (mutually beneficial relationships)? 	<ul style="list-style-type: none"> • Participating in recruitment, retention, accreditation activities • Leading college professional development programs • Engaging in community outreach sponsored by CSCC • Participating in K–12 initiatives • Presenting/volunteering at college-wide events • Participating in or organizing department-, division-, or college-sponsored community outreach • Serving on state or professional boards, etc. • Coordinating charitable activities on behalf of CSCC • Using professional expertise to benefit outside constituencies 	
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The Nuts and Bolts—Service to the Community

Service to the Community can take a wide variety of forms. To ensure that the value of the included activities is understood by the reviewers, the narrative must clearly explain how the work relates to your profession or to the college. In general, activities in the community might be (1) those directly organized by the college, or (2) an exercise of your classroom and professional skills, or (3) an analogue or extension of other service work you complete for the department, the division, or the college, or (4) work that promotes the college’s mission, vision, and values. Candidates should not include financial contributions. If you’re not certain if an activity should be included, write out the explanation and gather feedback from your PRT, experienced members of P&T committees, and/or faculty fellows.

The Nuts and Bolts—Placement of Activities

Deciding where each activity belongs is a constant challenge. Although we would like the placements to be self-evident, by their nature they're not. To determine where an activity belongs, ask yourself, "Who benefits?"

Teaching and Learning Activities are those that benefit the student directly. When we design a class session, develop materials, or create a test, we are directly affecting a student's learning. When we design an entire course or create a departmental syllabus, the beneficiary is still the student even though others will benefit (such as adjuncts). When we sit one-on-one with the student during an advising session or oversee a discipline-related student group, the student directly benefits.

Professional Activities are those that directly benefit you, the faculty member, or other professionals in the field. For instance, when you do research in your field, join professional organizations, or attend a conference, workshop, or webinar, you are gaining knowledge. Although this will benefit the students in the end, the direct beneficiary is you. When you present at a conference, publish a paper, write a textbook, show art, or perform, you add to the body of knowledge for other professionals. When you take on a role in a professional organization, such as president, treasurer, or conference organizer, or when you serve on a statewide committee, you serve other professionals in the field.

Service Activities are those that benefit the department, the division, the college, or the community. Much of our time is taken up with committee work of one type or another, and though the end goal may be to help the students, the direct beneficiary of the work is some part of the college community because committee work is the engine that moves the wheels. New faculty and staff members must be hired and oriented, travel funds must be disbursed, new policies and procedures must be written, etc. Advising a general student-life activity benefits the college because engaged students persist. Using your professional skills in a local activity benefits the community, as well as creating a positive relationship on behalf of the college.

No system of organization can take into account all of the multifaceted activities we perform as faculty members. However, assessing the purpose of the activity and explaining your reasoning in the portfolio and/or the appraisal will help to ensure appropriate placement. If an activity has many diverse components and those components belong in different categories, then it is permissible to place "sub-activities" in separate categories. Be careful, however, to clearly explain the division and to avoid using the same documentation twice. For instance, if a faculty member created a new course, completed all the paperwork, presented to relevant committees, and chaired a textbook committee, that work would appear in Service; specific assignments for the new course created and used in the candidate's own classroom might appear in the Teaching and Learning section.

THE PORTFOLIO REVIEW PROCESS AND TIMELINE

Portfolio Review Process information is published in Procedure 5-19 (D) in CSCC's *Policy and Procedures Manual*.

A. Overview

	Timeline for the Promotion and Tenure Process
10/1	Letters of Intent to Apply for Promotion (<i>Submitted to chairperson and copied to division dean and SVP of Academic Affairs</i>)
Friday of the first week of spring semester	Completed portfolios submitted by 5:00 p.m. (<i>Candidates strongly urged to seek input from PRT/Colleagues prior to submission</i>)
TBA—determined yearly	Department Committee/ Department Chairperson Review (<i>Any “necessary repairs” must be completed by 5:00 p.m. on Friday. See page 34 for more information.</i>)
TBA—determined yearly	Division Committee/Dean Review
TBA—determined yearly	College Committee Review
TBA—determined yearly	Senior Vice President for Academic Affairs Review
TBA—determined yearly	Presidential Review (<i>Letters will be sent to candidates prior to 3/25.</i>)
4/1	Letters of Request for Appeal due to the President and SVPAA (<i>Appeals are invoked only at the request of the candidate.</i>)
4/1 – 4/22	Appeals Committee Review (<i>Recommendation to President by 5:00 p.m., April 22</i>)
May Board Meeting	Tenures Approved (<i>All changes in rank and tenure take effect at the beginning of autumn semester.</i>)

- Administrators should convene committees during the week prior to the arrival of the portfolios for purposes such as reviewing the charge, sharing information about access, allowing for the election of committee chairpersons (except at department level), and the determination of meeting dates/times.
- Deadlines are 5:00 p.m. on the ending dates indicated. By this time, committee chairs and administrators should have emailed their signed letters to the facilitator, copying the candidates.
- Access to digital portfolios will be given prior to 8:00 a.m. on the starting dates indicated.

Prior to the submission of portfolios, 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. Per Procedure 5-19 (D), when a set date falls on a Saturday, Sunday, or holiday, the action due date 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. (All dates in this section follow this procedure.)

B. Extensions

1. **Tenure:** A faculty member may petition the Dean of the division for a one-time delay of one year in application for tenure due to circumstances in the third or fourth year of full-time employment. Such circumstances must have a demonstrable negative impact on the faculty member's ability to perform duties required for tenure or to complete the portfolio for tenure. The petition must be submitted in writing to the Dean no later than October 1st of the fourth year. (Per Policy 5-19 F and the CSEA contract 38.04)
2. **Tenure/Promotion Emergency Extensions:** Candidates are strongly urged to finish portfolios prior to winter break. However, if a candidate experiences an unforeseen event that interferes with the ability to submit a completed portfolio by the deadline, Policy 5-19 (P) may be invoked:

If for any reason the President determines that there is an issue with the implementation of this policy and related procedures, the President, in consultation with the Senior Vice-President for Academic Affairs and CSEA, may take whatever steps are deemed appropriate to ensure the proper functioning and integrity of the procedures. Such issues might include, but are not limited to, paid or unpaid leaves of absence (due to illness, military duty, jury duty, parental leave, etc.) or catastrophic events (fire, flood, death in the family, etc.). A request for special consideration should be made in a timely manner, and documentation of the situation (if available) should be provided.

In general, it is presumed that the unforeseen event would take place immediately prior to the submission deadline. Granted extensions would fall within the first review period (Departmental/ Chair) so that no committees would be asked to reconvene after their work has been completed.

C. Responsibilities of Each Party Involved in the Promotion and Tenure Process

1. Human Resources (Vice President or designee)

In **May** of each year:

- Identify faculty in their third year of full-time employment as tenure-track faculty members.
- Notify candidates that they are required to apply for and receive tenure in their fourth year to continue employment.
- Direct them to a copy of the promotion and tenure policies and procedures.
- Send a list of these candidates to the Vice President for Academic Affairs and division deans.

2. Office of Academic Affairs (Senior Vice President or designee)

Assemble College Promotion and Tenure Review Committee:

- Issue a call for nominations for the College Promotion and Tenure Review Committee **by September 1**. The call will include information on the responsibilities of the committee, procedures for completing and submitting petitions for nominations, and the deadline for submission, **September 15**.
- Arrange to complete the election of candidates **by October 1**.
- Tabulate election ballots and communicate the results of the election to the electorate **by October 15**.
- Keep official ballot counts on file for one year.

Assemble Promotion and Tenure Appeals Committee:

- Issue a call for nominations for the Promotion and Tenure Appeals Committee **by September 1**. The call will include information on the responsibilities of the committee, procedures for completing and submitting petitions for nominations, and the deadline for submission, **September 15**.
- Arrange to complete the election of candidates **by October 1**. Full-time faculty shall vote for both their divisional representatives and an at-large candidate.
- Tabulate election ballots and communicate the results of the election to the electorate **by October 15**.
- Keep official ballot counts on file for one year.

Maintain a Complete List of Candidates, Committees, and Recommendations:

- Compile a list of candidates as Letters of Intent are submitted.
- Disseminate this list to chairs and deans for verification **before October 15.**
- Compile a list of committee members and committee chairpersons as elections are completed and names are submitted by department chairpersons and deans.
- Compile a list of promotion and tenure recommendations as information is reported by department chairpersons, deans, and committees.
- Disseminate this information as needed.
- Keep this information on file.

3. Candidate

Required actions:

- **By October 1,** submit a Letter of Intent to the department chairperson, copying the division dean and the Senior Vice President for Academic Affairs.
- **By Friday of the first week of spring semester,** submit a completed portfolio.

Actions the candidate may *choose* to take in these specific situations:

- During review, if the Department Promotion and Tenure Review Committee identifies necessary repairs, fix the problems under the supervision of the committee prior to the end of the Department Promotion and Tenure Review Committee review period. Repairs should be completed within a 12-hour period.
- **Between March 25 and April 1,** in the event of an unfavorable decision from the President, appeal by notifying the President and the Senior Vice President for Academic Affairs.
 - 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 5-19 (D), Section F.

- A promotion candidate may withdraw the application for promotion/portfolio at any point in the promotion process by contacting the facilitator. 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. A tenure candidate may not withdraw the application/portfolio since the receipt of tenure is required for continued employment.
- Candidates may not initiate contact with any committee members or administrators to discuss the portfolio, letters, or findings prior to the receipt of the letter from that group or individual. The candidate may not initiate contact with members of the Appeals Committee at any time prior to the completion of that committee's work. Any questions during the process should be directed to the P&T Faculty Fellows and/or the co-chairs of the P&T Process Committee.

4. Department Chairpersons

- **By October 1**, receive Letters of Intent from candidates.
- Verify that candidates' names appear on the master list compiled and disseminated by the Office of Academic Affairs **by October 15**.
- **By November 1**, conduct an election for a department representative to the Division Promotion and Tenure Review Committee.
 - All full professors in a department shall be *de facto* candidates for the Division Promotion and Tenure Review Committee; no faculty member may be compelled to serve.
 - All balloting shall be conducted in secret.
 - A candidate must receive a majority of the votes to be elected.
 - Should an elected representative be required to terminate 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.
- **By November 15**, complete the formation of Department Promotion and Tenure Review Committees according to processes agreed upon by department faculty and the chairperson, by 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.
 - Chairpersons will notify all department faculty and submit committee member names to the appropriate dean's office by November 15.

- In circumstances in which there are no higher-ranking faculty members in the department, in consultation with the chairperson and faculty, the dean shall 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, usually of the same rank as the candidate, shall be chosen by the department to be an *ex officio* (non-voting) member of the committee.
- **During the first week of spring semester**, communicate with the Department Promotion and Tenure Review Committee (with outside committee chair) to review the charge and explain access to all portfolios. Deliberations on portfolios take place absent the department chairperson.
- **By the published deadline**, the committee will submit its recommendation letter to the facilitator, copying the department chairperson and the candidate.
- Review the portfolio and submit your recommendation letter to the facilitator (providing detailed reasons in the case of an unfavorable recommendation).
- Ensure that copies of the two recommendation letters are emailed to the candidate by the published deadline. (During review, if the Department Promotion and Tenure Review Committee identifies necessary repairs, the candidate may fix the problems under the supervision of the committee, prior to the end of the review period. Repairs should be completed within a 12-hour period. No further changes are allowed after the portfolio moves on to the next level.)
- Maintain a permanent record of committee recommendations and communicate such information to the next level.

5. Division Deans

- **By October 1**, receive Letters of Intent from all candidates.
- Verify that candidates' names appear on the master list compiled and disseminated by the Office of Academic Affairs **by October 15**.
- **By November 15**, receive from each chairperson in the division the list of members of their Department Promotion and Tenure Review Committees.
 - In circumstances in which there are no higher-ranking faculty members in the department, in consultation with the chairperson and faculty, the dean shall 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, usually of the same rank as the candidate, shall be chosen by the department to be an *ex officio* (non-voting) member of the committee.

- **Prior to winter break**, in consultation with department chairpersons, appoint a faculty member of the rank of Professor from another academic department in the same division to chair each Department Promotion and Tenure Review Committee. Provide a list of each department's committee members with outside committee chairpersons to the Office of Academic Affairs.
- **Prior to receiving access to the portfolios**, communicate with the Division Promotion and Tenure Review Committee to review the charge, explain access to all portfolios, and ensure the election of a secretary and chairperson.
- **By the published deadline**, the committee will ensure that its recommendation letter is submitted to the facilitator, copying the dean and the candidate. Committee chairs are available to discuss committee recommendations with deans, especially in cases of possible conflicting recommendations.
- Review the portfolio and submit your recommendation letter to the facilitator (providing detailed reasons in the case of an unfavorable recommendation) to the portfolio.
- Ensure that copies of the two recommendation letters are sent to the candidate and the candidate's chairperson.
- Maintain a permanent record of committee recommendations and communicate such information to the next level.

6. Senior Vice President for Academic Affairs (duties not covered in B-2)

- **Prior to receiving access to the portfolios**, communicate with the College Promotion and Tenure Review Committee to review the charge, explain access to all portfolios, and ensure the election of a secretary and chairperson.
- **By the published deadline**, the committee will ensure that its recommendation letter is submitted to the facilitator, copying the SVPAA and the candidate.
- Review the portfolio and consult with the College Promotion and Tenure Review Committee per Article 38 of the CSEA contract. Submit

your recommendation letter (providing detailed reasons in the case of an unfavorable recommendation) to the facilitator.

- Ensure that copies of the two recommendation letters are sent to the candidate, the candidate's dean, and the candidate's chairperson.
- Maintain a permanent record of committee recommendations and communicate such information to the next level.

SVPAA Appeals Duties:

- **By April 1**, receive notifications from candidates wishing to appeal unfavorable tenure and/or promotion decisions from the President.
 - Notifications must be sent to both the SVPAA and President.
 - Notifications should include a written rebuttal statement, explaining the grounds for the appeal, which must 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 5-19 (D), Section F.
- Convene the Promotion and Tenure Appeals Committee by communicating with the members to . . .
 - review promotion and tenure policies and procedures.
 - review the appeals process.
 - explain access to the portfolio and all relevant materials.
 - ensure the election of a secretary and chairperson.

7. President

- By the published deadline, the President will receive access to the portfolios. The Senior Vice President for Academic Affairs will confer with the President, as needed.
- **Prior to March 25**, submit letters to the facilitator with each tenure/promotion decision, with copies to the candidates, chairs, and deans.
- **By April 22**, in the event of an appeal, the Promotion and Tenure Appeals Committee will have examined the materials in accordance with Procedure 5-19 (D), Section F, and forwarded to the President its recommendation to grant or not to grant promotion (and tenure, if applicable).
 - Inform the candidate of the final decision.
 - Maintain a permanent record of the committee's recommendation.

- **In advance of the Board of Trustees meeting in May**, forward to the trustees information pertaining to tenure candidates.
- Notify candidates of the Board's actions.
- Ensure publication of the list of newly promoted and tenured faculty to the college community.

8. The Department Promotion and Tenure Review Committee

- **During the first week of spring semester**, the department chairperson will communicate with the Department Promotion and Tenure Review Committee (with outside committee chair) to review the charge and explain access to all portfolios.
- **Upon receipt of the portfolios**, the committee members shall do the following:
 - Individually review each portfolio according to the guidelines/rubrics in the current *Faculty Promotion and Tenure Handbook*.
 - Meet, absent the department chairperson, to discuss and vote.
 - Generate and sign recommendation letters.
 - Letters must be signed by all committee members, regardless of individual vote.
 - Negative recommendations require detailed explanations.
 - Send letters to the facilitator to be placed in the candidates' portfolios, with copies distributed to the candidates and the chairperson of the department.
 - Request necessary portfolio repairs. These repairs are limited to items that are essential for portfolio viewing, can be fixed quickly, and do not change the content of the candidate's portfolio.
 - Types of repairs:
 - Fixing broken links or other problems related to the technology
 - Removing sensitive information (e.g., student names and/or email addresses)
 - Other perceived "necessary repairs" must be approved by the P&T Process Committee via the faculty fellows.
 - If repairs are requested, the candidate should be notified as soon as possible and given 12 hours to make the repairs.

- Department committees should ensure that no changes beyond the requested repairs are made to the portfolio by designating one or two members to supervise the edits or review the portfolio after the changes have been made.

9. The Division Promotion and Tenure Review Committees

- **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.
- **Upon receipt of the portfolios**, the committee members shall do the following:
 - Individually review each portfolio according to the guidelines/ rubrics in the current *Faculty Promotion and Tenure Handbook*.
 - Meet, absent the dean, to discuss and vote.
 - Generate and sign recommendation letters.
 - Letters must be signed by all committee members, regardless of individual vote.
 - Negative recommendations require detailed explanations.
 - Send letters to the facilitator to be placed in the candidates' portfolios, with copies distributed to the candidates and the dean of the division by the published deadline.

10. The College Promotion and Tenure Review Committee

- **Prior to receipt of the portfolios**, the Senior Vice President for 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.
- **Upon receipt of the portfolios**, the committee members shall do the following:
 - Individually review each portfolio according to the guidelines/ rubrics in the current *Faculty Promotion and Tenure Handbook*.
 - Meet, absent the SVPA, to discuss and vote.
 - Generate and sign recommendation letters.

- Letters must be signed by all committee members, regardless of individual vote.
- Negative recommendations require detailed explanations.
- Send letters to the facilitator to be placed in the candidates' portfolios, with copies distributed to the candidates and the SVPAA by the published deadline.

11. The College Promotion and Tenure Appeals Committee

- In the event that an unfavorable promotion or tenure recommendation is appealed, the Senior Vice President for Academic Affairs shall convene a meeting of the Promotion and Tenure Appeals Committee, communicating with the members to review promotion and tenure policies and procedures, to review the appeals process, to explain access to the portfolio and all relevant materials, and to ensure the election of a secretary and chairperson.
- The Promotion and Tenure Appeals Committee shall do the following:
 - Review the contents of the portfolio according to the guidelines in the current *Faculty Promotion and Tenure Handbook*.
 - Secure and review necessary information from any parties relevant to the appeal.
 - Ensure the good-faith application of the promotion and tenure policies 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.
 - Vote on the candidate's appeal.
 - **No later than April 22**, forward to the President the committee's written recommendation on the granting of tenure and/or promotion to the candidate.

The Nuts and Bolts—Letters of Recommendation

The letters of recommendation are produced by the committees and the administrators at each step in the process; the facilitator adds them to the portfolios. The letters should clearly state whether the reviewers have voted for promotion and/or tenure or against promotion and/or tenure. (In the case of a candidate hired above the Instructor rank, it is possible to vote for tenure but against promotion.)

The letters of recommendation should be signed by all members of the committee even if the votes were not unanimous. The documents simply indicate the final decision of the committee as a whole. For negative recommendations, the letters must contain specific explanations for the decisions of the reviewers. (Sample letters are included in Appendix K.) These letters become artifacts in the portfolio to be evaluated by later reviewers.

So how should reviewers use previous letters of recommendation? After their own objective assessment of the portfolio, reviewers should consider the commentary provided in the letters. In some cases, the information will confirm reviewers' decisions. In other cases, the information may provide departmental or subject-matter insights or highlight issues that were overlooked. No matter the situation, all reviewers must independently determine their votes/recommendations. Administrators and committee members are not required to produce the same recommendations as earlier parties. (The SVPA is, however, required to confer with the College P&T Review Committee prior to possible contradictory recommendations, per the CSEA contract.)