

# Faculty Promotion and Tenure Handbook



Columbus State Community College



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**COLUMBUS STATE COMMUNITY COLLEGE  
FACULTY APPRAISAL SYSTEM  
TENURE AND PROMOTION HANDBOOK**

The Handbook is intended as a concise summary of the Faculty Appraisal System (FAS) and is designed to support tenure-track faculty in the development and maintenance of professional portfolios to be used in the application of a faculty member for tenure and subsequent promotions in rank. The Handbook is to be used in conjunction with peer and chair mentoring and support from the college community.

**INTRODUCTION: THE FACULTY APPRAISAL SYSTEM (FAS)**

The purpose of the Faculty Appraisal System at Columbus State Community College is to promote excellence in the teaching and learning process. The current system has evolved since 1987 when the faculty rank system was first implemented at the college. The appraisal system is intended as a collegial process, and since its inception has been developed collaboratively by teams representing both the faculty and the administration of the college.

The comprehensive Faculty Appraisal System includes multiple measures of assessment designed to provide faculty with the essential information they need to achieve excellence in the teaching and mentoring of learners. The Faculty Appraisal System promotes excellence by rewarding exemplary faculty and by providing the means for individual professional development, resulting in improved student learning and program improvement.

Part of the college's commitment to educational excellence is to recruit and retain highly qualified faculty. The college also recognizes that faculty who do not meet acceptable levels of performance and who fail to improve those levels of performance through directed professional development will not be retained.

The underlying assumption of the Faculty Appraisal System at Columbus State is that it is a collegial system with collective responsibility for excellence in teaching and learning shared by each colleague in the academic department, division, and college. Promotion in rank is the acknowledgement by one's colleagues of the individual's readiness to move forward to the next level of performance and responsibility.

The following describes the tenure and promotion process, how acceptable levels of performance are determined, how information gained from performance evaluation is utilized, and how faculty can improve levels of performance.

**SECTION I: DEFINITIONS AND COMPONENTS OF THE FAS**

**A. Tenure** [College Policy No. 5-02 (Appendix A) and Procedure 5-02 (E) (Appendix B)]  
Tenure is status conferred by the college upon a faculty member after a probationary period, assuring her or him of the permanency of her or his employment at the college. The purpose of tenure is to ensure quality and excellence of instruction through rewarding creative and effective teaching and guaranteeing faculty members that they will receive continuing reappointment to the faculty with dismissal for only just cause or a reduction in the number of faculty required to deliver the College's academic programs.

A faculty member **must** apply for tenure after completing three years of qualifying full-time service at Columbus State Community College. This is defined as a minimum of eleven quarters in four academic years. A faculty member who is not awarded tenure is terminated at the completion of the academic year during which tenure was considered. Procedures for the Termination of Tenure are found in Procedure 5-02 (I) (Appendix C).

### **B. Faculty Rank**

Faculty Rank refers to a progressive series of titles assigned to a faculty member in recognition of the faculty member having demonstrated sustained performance exceeding expectations in a specific number of categories in the faculty member's current rank. Columbus State employs a four-tier rank system of Instructor, Assistant Professor, Associate Professor, and Professor. Each promotion in rank carries with it a salary increase to the salary level at the bottom of the new rank (but no less than 5%) in addition to regular annual adjustments in salary.

The college acknowledges a tenure-track faculty member's demonstration of acceptable levels of performance by granting the first promotion in rank in conjunction with the awarding of tenure at the end of the fourth year of full-time teaching at the college, in accordance with the college Awarding of Tenure Procedure 5-02 (E) of the Columbus State Community College Policy and Procedures Manual. Continued growth is rewarded with promotion in rank in accordance with the college Faculty Rank Procedure 3-01 (B) of the Columbus State Community College Policy and Procedures Manual.

### **C. Peer Mentoring Teams**

Peer Mentoring Teams are committees established to mentor each faculty member below the rank of Professor. Peer mentoring is designed to encourage faculty to engage in a collegial process of mentoring through the tenure and promotion process and beyond. The peer mentoring process was approved in principle by the faculty and the administration of the college in 2005 and was piloted in several academic departments at the college.

### **D. Performance and Professional Development Objectives**

On an annual basis, the faculty member must develop performance and professional development objectives in conformance with college and professional standards and appropriate to the faculty member's rank. These objectives connect to specific goals for professional growth and service and identify the specific outcomes against which achievement of the goals is to be measured.

The development objectives are to be established collaboratively among the faculty member, chairperson, and the peer mentoring team, assessing the faculty member's performance in conformance with the faculty member's job description; departmental needs as determined by the review team and consistent with departmental objectives and strategic plans; and the faculty member's professional needs, expertise, and disciplinary background.

Objectives should be chosen carefully to ensure adequate attention to the requirements for tenure and/or promotion in rank, including the appropriate number of performance categories for the faculty member's rank.

Objectives are to be identified each year on the Annual Faculty Performance Appraisal Form (Appendix D) and acknowledged by the appropriate signatures as identified on the form. Objectives are to be reviewed and discussed periodically throughout the academic

year with the progress toward the achievement of the objectives recorded. The faculty member's achievement of established objectives and other performance-related information is recorded on the Annual Faculty Appraisal Form at the end of the evaluation period.

#### **E. Annual Faculty Performance Appraisal**

The Annual Faculty Performance Appraisals (Appendix D) are the most essential components of the faculty member's professional portfolio. The Annual Faculty Performance Appraisal Form is to be used to summarize the faculty member's progress and achievements. It includes the faculty member's assessment of his/her achievement of stated professional development objectives as established at the beginning of the appraisal period and college/department expectations. Annual appraisals include the department chairperson's comments and signature, as well as the peer mentoring team's assessment, as appropriate.

Annual appraisals are to be completed by the end of summer quarter (or by the end of spring quarter for those faculty not teaching summer quarter). Completed appraisals are forwarded to the division dean for his/her review and signature and then to the Provost. Copies are maintained in the faculty member's Human Resource File. Signed copies of Annual Faculty Performance Appraisals become the most important documentation for the portfolio.

Performance and professional development objectives are stated on the same form. The faculty member presents performance and professional development objectives for the next academic year in conformance with college and professional standards and appropriate to the faculty member's rank. These objectives are to be developed with input from the faculty member's peer mentoring team and department chairperson. These objectives identify specific goals for professional growth and service and identify the specific outcomes against which achievement of the goals is to be measured.

#### **F. Faculty Observation Report**

The Faculty Observation Report Form (Appendix E) corresponds to a list of behaviors associated with instructional performance. Faculty observations are to be conducted by the faculty member's department chairperson and colleagues on his/her peer mentoring team. Instructional activities to be observed include but may not be limited to classroom instruction, laboratory and clinical instruction, web and web-based instruction, and teleconferencing and telecourse instruction. Annual Faculty Performance Appraisals are to include reflection on instructional activities as recorded on the Faculty Observation Report.

Full-time faculty classroom observations will be conducted as follows:

Year 1

- Observed first quarter by chair or members of the peer mentoring team for two consecutive meetings of the same class;
- Observed second or third quarter by chair or members of the peer mentoring team

Years 2 – 4

- Observed two times per year, one time by chair and one time by members of the peer mentoring team.

Year 5 until reaching rank of Professor

- Observed once per year by chair or members of the peer mentoring team, or both.

After reaching the rank of professor

- Observed as appropriate or at faculty member's request.

The preceding timelines represent a **minimum** number of observations to be completed. Faculty or chairpersons can increase these numbers as appropriate.

**G. Student Evaluations of Instruction**

Student Evaluations of Instruction (Appendix G) are intended primarily for the individual faculty member's usage to improve quality of instruction and the teaching/learning process. The Student Evaluation of Instruction Form is designed to provide constructive feedback to the faculty member. The survey is not intended for reward or punishment. A faculty member should discuss his/her evaluations with the peer mentoring team and department chairperson as a tool to improve instruction. Faculty reflections on student evaluations and their impact upon ones teaching strategies are to be included in professional portfolios for tenure and promotion in the narrative summary for Instructional Planning & Presentation.

Student evaluations may be administered either in hard copy or electronically. However, the college goal is to move exclusively to an electronic format conducted through a faculty/student web portal. Evaluations will be administered after 60% of the course has been completed. Student Evaluations of Instruction for full-time faculty members are to be conducted in accordance with the following schedule.

**Instructor Rank**

**First Year**

- 1<sup>st</sup> quarter – all classes
- 2<sup>nd</sup> quarter – two classes
- 3<sup>rd</sup> quarter – two classes
- Summer – (if teaching) one class

**Second Year**

- 1<sup>st</sup> quarter – two classes
- 2<sup>nd</sup> quarter – one class
- 3<sup>rd</sup> quarter – one class
- Summer – optional

### **Third and Fourth Years**

- 1<sup>st</sup> quarter – one class
- 2<sup>nd</sup> quarter – one class
- 3<sup>rd</sup> quarter – one class
- Summer – optional

### **Assistant Professor Rank**

- Two class evaluations per year from two different quarters

### **Associate Professor Rank**

- One class evaluation per year

### **Professor Rank**

- Evaluated as appropriate or at faculty member's request

Evaluations in addition to those required shall be administered at the request of the instructor or the chairperson.

Chairpersons will oversee the timing and administration of required evaluations in all classes at all locations. Faculty are encouraged to work with the chairperson and peer mentoring team to ensure that all required observations are performed according to the schedule.

## **SECTION II: PLACEMENT IN RANK AND PROMOTION CATEGORIES**

### **A. Initial Placement in Rank**

Initial placement in rank is made at the time of hire upon the recommendation of the department chairperson with formal assignment to rank by the dean of the academic division to which the chairperson reports. Determination of rank is made upon the basis of a formal point system (Appendix N) which assigns quantitative values to prior education, professional experience and scholarship. The point structure is delineated in Faculty Rank Procedure 3-01 (B) (Appendix I). Generally, new faculty at Columbus State Community College enter at the Instructor rank. Under unusual circumstances, with the approval of the President of the college, faculty may be assigned a higher rank.

### **B. Promotion Categories**

A faculty member seeking promotion to the next higher rank shall submit evidence of performance exceeding expectations of current rank and meeting expectations of the next higher rank in two broad categories: (a) Instruction/Instructional Support and (b) Service.

The categories for **Instruction and Instructional Support** are as follows:

1. Instructional Planning & Presentation
2. Assessment of Student Learning
3. Professional Development to Maintain Currency
4. Student Advising and Student Support Activities
5. Scholarship

The categories for **Service** are as follows:

1. Service to the Department
2. Service to the Division
3. Service to the College
4. Service to the Profession
5. Service to the Community

For promotion to the next higher rank, a faculty member must demonstrate sustained performance ***consistently exceeding expectations*** of the current rank in specified numbers of categories. It is understood that for promotion in rank faculty are expected to *demonstrate leadership* in the specified number of categories; however, they do not have to hold defined leadership positions within each of the categories.

Following the first promotion, which is granted in conjunction with the awarding of tenure, a faculty member is **not** required to apply for subsequent promotions. Faculty are eligible for promotion to the next higher rank after a minimum of four years in the current rank and may apply during their fourth year. However, *more than four years* is often required for faculty to achieve the levels of acceptable performance necessary in the number of categories required at the higher ranks of Associate Professor and Full Professor.

### **C. Category Requirements for Promotion to Each Rank**

**Instructor to Assistant Professor**—For promotion from Instructor to Assistant Professor, the candidate must submit documentation showing sustained performance consistently *exceeding expectations* of the faculty member's current rank in the two Instructional categories of Instructional Planning & Presentation and Assessment of Student Learning and either *one* Service category of exceptional strength or the *combination* of several Service categories. (Three categories are required.)

**Assistant to Associate Professor**—For promotion from Assistant to Associate Professor, the candidate must submit documentation showing sustained performance consistently *exceeding expectations* of the faculty member's current rank in the two Instructional categories of Instructional Planning & Presentation and Assessment of Student Learning, one Service category chosen by the faculty member, and two additional categories of the faculty member's choosing from any of the remaining seven categories. (Five categories are required.)

**Associate to Full Professor**—For promotion from Associate Professor to Professor, the candidate must submit documentation showing sustained performance consistently *exceeding expectations* of the faculty member's current rank in the two Instructional categories of Instructional Planning & Presentation and Assessment of Student Learning, one Service category chosen by the faculty member, and four additional categories of the faculty member's choosing from any of the remaining seven categories. (Seven categories are required.)

### **SECTION III: PROMOTION EXPECTATIONS**

This section contains the expectations of faculty in each rank and category activity charts to aid in development of the portfolio. "Exceeding expectations" at one rank is generally seen as performing at the level of the next rank. "Sustained Performance" generally means consistently performing at the higher level over a number of years. "Sustained Performance" also conveys an element of currency. One applying for promotion to a higher rank should demonstrate ongoing activity in the category he/she is designating for promotion consideration.

## A. Expectations by Rank

**Instructor:** The focus of the first rank should be Instructional Planning & Presentation and Assessment for Student Learning, along with a variety of Service activities. Faculty are expected to strengthen his/her own skills (teaching, learning, assessing) and to participate and assist in the activities of the department, the division, the college, the profession, and the community. To demonstrate readiness for the next rank, Instructors must exceed expectations by performing activities at the level of the Assistant Professor, usually in their third and fourth years.

**Assistant Professor:** Faculty in this rank should have moved from participatory involvement in the work of the college and the profession to an *actively contributing role*. In addition to continuing their work in Instructional Planning & Presentation and Assessment of Student Learning, Assistant Professors must be active in one Service area and two other categories of their choosing. While still strengthening their own skills, faculty should be contributing to the work of adjuncts and other faculty and taking on more responsibility in committees, professional organizations, and college activities. They should be mentoring, coordinating, developing, representing, and contributing. To demonstrate readiness for the next rank, Assistant Professors must perform significant activities at the level of the Associate Professor.

**Associate Professor:** Faculty in this rank should move from actively contributing to *demonstrating leadership* in the college. They should be involved in activities in seven different categories: Instructional Planning & Presentation, Assessment of Student Learning, one Service area, and four other categories of their choosing. Associate Professors should begin to demonstrate leadership through such activities as coordinating, chairing, researching, tracking, publishing, presenting, or completing other leadership activities. To demonstrate readiness for the next rank, Associate Professors must perform significant activities at the level of the Professor.

**Professors:** Faculty at this rank should demonstrate leadership in all areas of involvement. They are expected to maintain involvement in a variety of Instruction/Instructional Support and Service areas. They serve on committees restricted to full professors and those requiring significant experience in the profession and in the college. Professors should continue to demonstrate leadership through such activities as coordinating, chairing, researching, tracking, publishing, presenting, or completing other leadership activities.

## B. Category Activity Charts

The following charts are intended to provide guidance to faculty members navigating through the promotion/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 to show some of the primary activities that faculty may be engaged in for each of the categories. It is possible that some activities could logically fall into more than one category, and it would be up to the faculty member to decide in which category to place that activity. *However, the same activity cannot be "claimed" in more than one category (i.e., one cannot "double-dip").* For example, giving a presentation at a national conference is listed as an activity under the Scholarship category. However, this activity may instead be claimed in the Service to the Profession category, in support of other primary activities that the faculty member has done in service to his/her profession.

	<b>CATEGORY ACTIVITIES</b>	<b>DOCUMENTATION</b>	<b>FOCUS QUESTIONS</b>
<b>INSTRUCTIONAL PLANNING &amp; PRESENTATION</b>	<ul style="list-style-type: none"> <li>• planning lessons</li> <li>• reviewing/creating/sharing instructional materials</li> <li>• writing/maintaining course outlines/departmental syllabi</li> <li>• learning/ instructing others in alternative technologies</li> <li>• maintaining instructional/lab facilities</li> <li>• leading decision-making on instructional/lab facilities</li> <li>• participating in/leading curriculum decisions</li> <li>• participating in textbook/media selection/</li> <li>• observing adjuncts</li> <li>• creating alternative delivery methodologies</li> <li>• arranging practical experiences (clinical, practicum, field experience, internship)</li> </ul>	<ul style="list-style-type: none"> <li>• learning outcomes</li> <li>• lesson plans</li> <li>• worksheets</li> <li>• assignment sheets</li> <li>• meeting minutes</li> <li>• emails</li> <li>• memos</li> <li>• course outlines</li> <li>• department syllabi</li> <li>• individual syllabi</li> <li>• observation schedules</li> <li>• observation reports</li> <li>• screen shots</li> </ul>	<ul style="list-style-type: none"> <li>• How do you plan, create, and deliver instruction?</li> <li>• How do you share it with others?</li> <li>• How does what you do benefit other faculty members?</li> <li>• How are you involved with instructional planning for the whole department?</li> </ul>

<p style="text-align: center;"><b>ASSESSMENT FOR STUDENT LEARNING</b></p>	<ul style="list-style-type: none"> <li>• creating tests, quizzes, and alternate forms of assessment</li> <li>• communicating progress to students (feedback)</li> <li>• keeping accurate records</li> <li>• completing assessment plans and reports</li> <li>• participating on/chairing dept. assessment committee</li> <li>• participating on/chairing div. assessment committee</li> <li>• participating on/chairing coll. assessment committee</li> </ul>	<ul style="list-style-type: none"> <li>• tests, quizzes, and other appropriate learning activities for assessment of learning</li> <li>• assessments of laboratory activities and practical experiences</li> <li>• grade sheets</li> <li>• rubrics</li> <li>• emails</li> <li>• memos</li> <li>• minutes</li> <li>• blackboard screen shots</li> <li>• reports</li> </ul>	<ul style="list-style-type: none"> <li>• How do you assess student learning?</li> <li>• What materials/activities have you developed?</li> <li>• What alternative assessments do you provide?</li> <li>• How does your work benefit other faculty?</li> <li>• How have you contributed to assessment of student learning through your courses, majors, and programs?</li> </ul>
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<p style="text-align: center;"><b>PROFESSIONAL DEVELOPMENT</b></p>	<ul style="list-style-type: none"> <li>• joining state and national organizations</li> <li>• attending workshops, seminars, conferences</li> <li>• taking courses</li> <li>• reading journals</li> <li>• attending college-sponsored events</li> <li>• attending training/information sessions</li> <li>• giving presentations</li> <li>• serving on committees within professional organizations</li> <li>• holding office within professional organizations</li> <li>• obtaining/maintaining personal certification/licensure</li> </ul>	<ul style="list-style-type: none"> <li>• Membership cards</li> <li>• Conference Reports</li> <li>• Grade cards</li> <li>• Subscription payments</li> <li>• Memos</li> <li>• Certificates/licenses</li> <li>• Thank-you notes</li> <li>• Training Confirmations</li> <li>• Emails</li> <li>• Program cover/session</li> </ul>	<ul style="list-style-type: none"> <li>• In what ways have you continued to learn and develop in your field?</li> <li>• What conferences have you attended or courses taken?</li> <li>• How do you continue to develop as a CSCC faculty member?</li> <li>• What technology have you learned?</li> <li>• How have you gathered more information about students and their issues?</li> <li>• How have you maintained your own certification or licensing?</li> </ul>
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<p style="text-align: center;"><b>STUDENT ADVISING &amp; SUPPORT</b></p>	<ul style="list-style-type: none"> <li>• advising/mentoring potential and current students</li> <li>• assisting students in scheduling</li> <li>• assisting students in transferring</li> <li>• assisting students in obtaining internships or scholarships</li> <li>• running DARS reports and preparing students for graduation</li> <li>• participating in student recruitment and retention</li> <li>• teaching freshman seminar or other introductory courses</li> <li>• teaching capstone courses</li> <li>• coordinating honors program</li> <li>• preparing students for licensing exams</li> <li>• advising student groups</li> <li>• directing students to CSCC and community resources</li> </ul>	<ul style="list-style-type: none"> <li>• samples of forms</li> <li>• lists of students assisted</li> <li>• transfer flyers</li> <li>• emails</li> <li>• programs</li> <li>• syllabi</li> <li>• agendas</li> <li>• flyers</li> <li>• resource info</li> <li>• recommendation letters</li> </ul>	<ul style="list-style-type: none"> <li>• As a faculty member in your department, how do you advise students?</li> <li>• Do you run DARS reports and help students schedule?</li> <li>• What have you done to help students transfer or get licensure?</li> <li>• What student activities do you participate in or oversee?</li> <li>• Have you helped students with projects in your field?</li> <li>• Are you a mentor, either formally or informally?</li> </ul>
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<b>SCHOLARSHIP</b>	<ul style="list-style-type: none"> <li>• publishing articles, workbooks, lab manuals</li> <li>• presenting at a professional conference</li> <li>• creating ancillary materials and technology for textbooks</li> <li>• writing grant proposals</li> <li>• producing college/field-related research projects</li> <li>• performing in musical or theatrical presentation</li> <li>• exhibiting artwork</li> <li>• creating alternative delivery methods for CSCC courses</li> <li>• reviewing textbooks</li> <li>• editing journals</li> </ul>	<ul style="list-style-type: none"> <li>• conference reports</li> <li>• program cover/session</li> <li>• research project</li> <li>• letters/reviews</li> <li>• title pages</li> <li>• article</li> <li>• samples/screen shots</li> <li>• proposal</li> <li>• results</li> <li>• program</li> <li>• photographs</li> <li>• screen shots</li> <li>• emails</li> </ul>	<ul style="list-style-type: none"> <li>• What have you written for publication?</li> <li>• What presentations have you given?</li> <li>• What have you performed in or created as art?</li> <li>• What multi-media materials have you created?</li> <li>• What grant proposals have you written?</li> <li>• What have you reviewed or edited?</li> <li>• What creative endeavors outside work have you performed?</li> <li>• What other work have you done that has resulted in a finished product?</li> </ul>
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<p style="text-align: center;"><b>SERVICE TO THE DEPARTMENT</b></p>	<ul style="list-style-type: none"> <li>• participating in/chairing departmental committees</li> <li>• mentoring new faculty</li> <li>• assisting /leading in the development, selection, and improvement of curricular material and labs</li> <li>• maintaining/creating course outlines and syllabi</li> <li>• participating/leading in the selection of textbooks, etc.</li> <li>• recommending modifications to curriculum</li> <li>• assisting/leading in development of assessment</li> <li>• assisting/coordinating recruitment, retention, and accreditation activities</li> <li>• assisting/leading in the interviewing, selection, and orientation of new faculty</li> <li>• leading/presenting at department meetings</li> <li>• serving as coordinator/lead teacher</li> <li>• assisting/leading in community outreach for dept., K-12 initiatives</li> <li>• participating in peer evaluation and observation</li> </ul>	<ul style="list-style-type: none"> <li>• minutes</li> <li>• emails</li> <li>• memos</li> <li>• course outlines</li> <li>• syllabi</li> <li>• assessment materials</li> <li>• orientation materials</li> <li>• reassigned time reports</li> <li>• letters</li> <li>• observation reports</li> </ul>	<ul style="list-style-type: none"> <li>• What committees have you been on?</li> <li>• What quarterly duties do you have?</li> <li>• Are you a lead instructor?</li> <li>• What do you provide for other faculty?</li> <li>• Do you do observations?</li> <li>• Do you create or maintain or teach other faculty about computer programs?</li> <li>• Do you keep department statistics or oversee assessment?</li> <li>• Are you a liaison with other departments?</li> <li>• How do you help students in the department?</li> </ul>
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<p style="text-align: center;"><b>SERVICE TO THE DIVISION</b></p>	<ul style="list-style-type: none"> <li>• participating in division committees</li> <li>• serving on interdepartmental committees</li> <li>• acting as a liaison for other departments within the division</li> <li>• participating in recruitment or retention activities</li> <li>• participating in new faculty programs</li> <li>• representing the division in professional, educational, and/or business functions</li> </ul>	<ul style="list-style-type: none"> <li>• agendas</li> <li>• flyers</li> <li>• minutes</li> <li>• emails</li> <li>• reports</li> </ul>	<ul style="list-style-type: none"> <li>• What division committees have you served on?</li> <li>• Have you taught a divisional course?</li> <li>• Do you communicate with other division departments?</li> <li>• Have you presented, instructed, or mentored any group on behalf of the division?</li> <li>• Have you represented the division anywhere?</li> </ul>
<p style="text-align: center;"><b>SERVICE TO THE COLLEGE</b></p>	<ul style="list-style-type: none"> <li>• participating in/leading new faculty programs</li> <li>• participating in recruitment, retention, accreditation activities</li> <li>• serving on college committees</li> <li>• participating in college professional development programs</li> <li>• representing the college at professional, educational, and/or business functions</li> <li>• being involved in community outreach sponsored by CSCC</li> <li>• participating in K-12 initiatives</li> <li>• presenting/volunteering at In-Service Day</li> <li>• presenting/volunteering at college-wide events</li> </ul>	<ul style="list-style-type: none"> <li>• agendas</li> <li>• programs</li> <li>• reports</li> <li>• minutes</li> <li>• emails</li> <li>• thank-you notes</li> <li>• letters</li> </ul>	<ul style="list-style-type: none"> <li>• What college committees are you on?</li> <li>• How have you helped the college as a whole?</li> <li>• How do you interact with the whole college community?</li> <li>• How have you represented CSCC outside the college?</li> </ul>

<p style="text-align: center;"><b>SERVICE TO THE PROFESSION</b></p>	<ul style="list-style-type: none"> <li>• belonging to professional organizations</li> <li>• serving on committees/boards of professional organizations</li> <li>• holding office within professional organizations</li> <li>• participating in professional research</li> <li>• volunteering at local, state, and national conferences</li> <li>• presenting at conferences</li> <li>• editing/publishing newsletters, journal articles, books</li> <li>• mentoring outside CSCC</li> <li>• serving on ODE/OBOR committees</li> </ul>	<ul style="list-style-type: none"> <li>• membership cards</li> <li>• minutes</li> <li>• reports</li> <li>• programs</li> <li>• program cover/session</li> <li>• newsletters, articles, title pages</li> <li>• emails</li> </ul>	<ul style="list-style-type: none"> <li>• What actions have you taken to benefit your profession or others in your profession?</li> <li>• What professional organizations do you belong to, and how do you serve them?</li> <li>• Do you represent your profession in any activities?</li> <li>• How do you assist educators in your area outside of CSCC?</li> </ul>
<p style="text-align: center;"><b>SERVICE TO THE COMMUNITY</b></p>	<ul style="list-style-type: none"> <li>• participating in/organizing department-, division-, or college-sponsored community outreach</li> <li>• participating in K-12 initiatives</li> <li>• serving on ODE, OBOR, NSF boards or grant programs</li> <li>• representing the college at professional, educational, and/or business functions</li> <li>• coordinating charitable activities on behalf of CSCC</li> <li>• using your professional expertise to benefit outside constituencies</li> </ul>	<ul style="list-style-type: none"> <li>• program pages</li> <li>• thank you notes</li> <li>• emails</li> <li>• meeting minutes</li> <li>• press releases</li> <li>• photographs</li> </ul>	<ul style="list-style-type: none"> <li>• As a CSCC faculty member, how do you use your expertise to benefit the community?</li> <li>• How does your work in the community benefit the college?</li> <li>• Have you participated in, organized, or coordinated any activities designed to benefit groups outside higher education?</li> </ul>

## **SECTION IV: PORTFOLIO FOR PROMOTION AND TENURE**

### **A. Overview**

Each faculty member is responsible for maintaining a professional portfolio of documents required for tenure and/or promotion in accordance with the terms of Awarding of Tenure Procedure 5-02 (E) and Faculty Rank Procedure, 3-01(B).

The portfolio is considered the principal documentary evidence for tenure review and promotions in rank and is used by all tenure and promotion review committees as the foundation for their deliberations at the departmental, divisional, and college levels. The evidence compiled in the portfolio should show that the faculty member exceeds the expectations of the current rank and meets the expectations of the next higher rank in selected categories of both the Instruction and Instructional Support area and the Service area.

The portfolio stands on its own merits, and no additions or changes are allowed after January 30 for tenure and first promotion consideration and after April 15 for second and subsequent promotions.

### **B. Standard Organization and Presentation of the Portfolio**

The portfolio should be presented in a wide, three-ring binder with labeled dividers, in accordance with the terms of the Awarding of Tenure Procedure 5-02(E). The faculty member's name, current rank, department, and division should be listed on the front cover, and the faculty member's name should appear on the spine of the binder. Seven empty sheet protectors must be included in the Letters of Recommendation section; other use of sheet protectors is left to the discretion of the faculty member.

The organization shown below includes all ten achievement categories that may be documented. Of these ten categories, two are mandatory for all portfolios: Instructional Planning & Presentation and Assessment of Student Learning. All portfolios must include a section for one category of Service. These three categories form the basis of the portfolio for Instructors seeking tenure and promotion to Assistant Professor. Assistant Professors seeking promotion to Associate Professor should use the three basic categories as well as two additional categories of their choice. For promotion to Professor, documentation should be provided for the three basic categories and four additional categories of the faculty member's choice.

### **Portfolio Format Organization**

Cover Page (include name, current rank, department, and division)

Table of Contents

#### Section One

- I. Letter of Application
- II. Opening Remarks/ Teaching Philosophy
- III. Letters of Recommendation (seven empty sheet protectors)
  - A. Department Committee Memo
  - B. Department Chair Memo
  - C. Division Committee Memo
  - D. Division Dean Memo

- E. College Committee Memo
- F. Provost Memo
- G. President Memo

- IV. Annual Faculty Performance Appraisals (reverse chronological order)
- V. Faculty Observation Reports (Chairperson and peer mentoring team)
- VI. Summary of Student Evaluations of Instruction

Section Two

- I. Instructional Planning & Presentation (mandatory)
  - A. Narrative summary
  - B. Documentation
- II. Assessment of Student Learning (mandatory)
  - A. Narrative summary
  - B. Documentation
- III. Professional Development to Maintain Currency
  - A. Narrative summary
  - B. Documentation
- IV. Student Advising and Student Support Activities
  - A. Narrative summary
  - B. Documentation
- V. Scholarship
  - A. Narrative summary
  - B. Documentation

Section Three (one category mandatory)

- I. Service to the Department
  - A. Narrative summary
  - B. Documentation
- II. Service to the Division
  - A. Narrative summary
  - B. Documentation
- III. Service to the College
  - A. Narrative summary
  - B. Documentation
- IV. Service to the Profession
  - A. Narrative summary
  - B. Documentation
- V. Service to the Community
  - A. Narrative summary
  - B. Documentation

### **C. Teaching and Learning Philosophy Statement**

The teaching/learning Philosophy Statement is an opportunity for you to explain who you are as an educator. Explain how you teach and how your pedagogy translates into student learning. What are your goals for your students, and how do you strive to achieve these goals in the classroom or in your distance-learning class? How do you maintain currency in your discipline, and how does this affect student learning? Support any generalizations with specific practices, actions, and activities. Illustrate your positive experiences in teaching and tell why these experiences were positive for both you and your students. Explain student reactions and how learning was enhanced by the experiences. Describe challenges you have encountered and how you have worked to make these opportunities for improved teaching and learning.

### **D. Narrative Summary**

The importance of the Narrative Summary in the portfolio cannot be overstated. The Narrative Summary that begins each category in the portfolio serves to highlight the important contributions you have made in each of the categories toward improved student learning. It is an opportunity for you to reflect upon your growth as a faculty member. Here you can describe what changes you may have made in the teaching/learning process as a result of feedback from the Faculty Observation Reports, Assessment for Student Learning, Student Evaluations of Teaching, and Professional Development through attendance at professional workshops or contributions you have made to the college or community using your area of professional expertise. The Narrative Summary is a way for you to explain how you have *met or exceeded the expectations* for tenure or promotion in the categories that you chose to highlight.

### **E. Documentation**

Documentation for each of the categories selected should be supportive of the Narrative Summary for the category. More is not necessarily better. Remember, your Annual Faculty Performance Appraisal is the primary documentation for your portfolio. The pieces of evidence that support your described growth and change as a faculty member need to be included. For example, documentation of attendance at a workshop or conference *that you have summarized as a learning experience* might be included. However, a complete *copy of the program should not be included*—as your Narrative Summary should have described the important information. You might include some of the Student Evaluation of Teaching forms that speak to the changes you have made in your teaching style; however, including all of them is not necessary.

Faculty members must make sure that all documents requiring signatures (e.g., observations and appraisals) have been signed by all necessary parties. If necessary, faculty members can request signed copies of such documents from the chairperson and/or dean. If a document was never signed or necessary observations or appraisals were never completed, the faculty member will not be held at fault; however, the chair or dean should be asked to provide a detailed letter of explanation for such omissions to be included in the portfolio. Faculty are encouraged to work with the department Chairperson and Peer Mentoring Team to ensure that all required observations and appraisals are performed.

### **F. Frequently Asked Questions Regarding Portfolio Development**

*Q. How much time will I need to prepare my portfolio?*

A. Supporting documentation should be gathered, organized, and maintained as an ongoing basis from the date of initial hire. The time spent on preparation for submission of the formal portfolio should consist largely of development of your Narrative Summaries. You must allow ample time for peer mentoring prior to submission. Bear in mind that your colleagues may be going on spring break.

Q. *How many pages (or inches) of portfolio do I need?*

A. There is no minimum requirement and no maximum limit; however, restraint is recommended. Committee members reviewing your portfolio will concentrate on the narrative sections (annual appraisals, statement of teaching philosophy), and place less emphasis on the supplementary documentation. Include documentation only where it is needed. Padding out the portfolio with unnecessary detail is not impressive and makes the work of the committees harder, not easier.

Q. *May I revise my portfolio in response to comments from the departmental committee?*

A. Faculty are encouraged to seek feedback from colleagues *prior to formal submission*. Only cosmetic changes may be made between January 15 and January 30 for tenure and between April 1 and April 15 for subsequent promotion. Generally, the department committee will define what constitutes cosmetic changes as opposed to substantive changes; however, correcting mechanical errors, gathering signatures, or inserting referenced but missing documentation are the types of changes generally considered cosmetic. Adding new sections, new documentation, or reorganizing categories are changes generally considered substantive and therefore not appropriate. If changes are permitted, they can be made only under supervision of a committee member. Historical documents, i.e., signed documents, including letters, memos, observation reports, student evaluations, appraisals, and annual appraisals, *can never be altered*.

Q. *Do I need sheet protectors for every page?*

A. Not necessarily. Only the forms that will be removed from the portfolio for signatures need to have sheet protectors. If you choose to use sheet protectors for other documents, all documents should be visible to the reviewers without removal from the sheet protectors.

Q. *What size binder should I use?*

A. Portfolio binders should be sufficient in width and depth to allow easy access and readability by the large number of persons who will be handling them.

Q. *What should be tabbed?*

A. Each of the introductory elements in Section One should be tabbed, and each of the three, five, or seven promotion categories should be tabbed. The use of additional tabs is left to the discretion of the faculty member; however, avoid excessive use of tabs

*Q. How is the security of my portfolio maintained after I submit it?*

A. The academic administrators are responsible for maintaining the portfolios in secure locations to which only committee members have access until the end of the process.

*Q. Are there any privacy issues to be aware of in the documentation?*

A. In documents such as student recommendations and adjunct observations, names should be removed.

**SECTION V: THE TENURE AND PROMOTION PROCESS**  
**A. TIMELINES FOR TENURE AND PROMOTION REVIEW**

1. Tenure and First Promotion

<b>Due Date</b>	<b>What</b>	<b>Where</b>
October 1 of the 4 <sup>th</sup> year of full-time faculty appointment	Petition of Consideration of Tenure and Personnel Release Form and notify Department Chair	Human Resource Office & Department Chairperson
January 15	Professional Portfolio	Department Chairperson
January 30	Professional Portfolio & Chair/Department Recommendations	Division Dean
February 15	Professional Portfolio & Chair/Department & Dean/Division Recommendations	College Promotion & Tenure Review Committee
March 1	Professional Portfolio & Chair/Department & Dean/Division College Committee Recommendations	Provost
March 15	Professional Portfolio & Chair/Department & Dean/Division College Comm. Recommendations	President Provost
March 22	President's Recommendation	Candidate
April 1*	Request for Appeal Committee	President
April 22*	Appeal Committee Recommendation	President
May 5	All Recommendations	Board of Trustees
May meeting: Board of Trustees	Board Decision	Candidate

\* Appeals are invoked only at the request of the candidate.

2. Timetable for Second and Subsequent Promotion

<b>Due Date</b>	<b>What</b>	<b>Where</b>
March 1	Candidate files Letter of Intent to apply for promotion.	Department Chairperson
April 1	Candidate submits Professional Portfolio	Department Chairperson
April 15	Chair/Department Recommendations with Professional Portfolio	Division Dean
May 6	Chair/Department & Dean/Division Recommendations & Professional Portfolio	College Promotion & Tenure Review Committee

May 28	Chair/Department & Dean/Division College Committee Recommendations & Professional Portfolio	Provost
June 10	Chair/Department Dean/Division College Committee/Provost Recommendations & Professional Portfolio	President
June 20	President's Decision	Candidate
July 1*	Appeal Committee Recommendation	President

\* Appeal is invoked only at the request of the candidate.

**B. Responsibilities of Administrators in Tenure Process  
[see Procedure 5-02(E) and Procedure 5-02(F)]**

**1. Human Resources**

**May of preceding academic year**

The Vice-President of Human Resources will notify faculty members eligible for tenure of that eligibility and send them a copy of the tenure policy, tenure procedures, and promotion procedures in May of their third year of full-time employment as a tenure-track faculty member with the college.

**End of the first full week of Autumn Quarter**

By the end of the first full week of Autumn Quarter, the Vice-President of Human Resources will issue a call for nominations for the College Promotion and Tenure Review Committee.

**End of the second full week of Autumn Quarter**

By the end of the second full week of Autumn Quarter, nominees will complete and return their petitions for nomination to the Human Resources Department.

**End of the third full week of Autumn Quarter**

By the end of the third full week of Autumn Quarter, election for the membership of the College Promotion and Tenure Review Committee will be completed. The Vice-President for Human Resources will tabulate election ballots and communicate the results of the election to the electorate. 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.

Absentee balloting shall be provided for full-time faculty who cannot be physically present for the regular voting process by notifying the Vice-President of Human Resources in advance of the election date.

**October 1**

By October 1 of the fourth year of tenure-track employment, the faculty member will 1) file the Petition for Consideration for Tenure and Personnel Release forms in the Human Resources Department and 2) notify his/her department chairperson of his/her intent to apply for tenure and the first promotion.

### **October 15**

By October 15 the Vice-President of 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. The Vice-President of Human Resources will make the list public to the campus and will deliver a copy of the list to the chairperson of the College Promotion and Tenure Review Committee following the Committee's organizational meeting (by the end of the sixth week of Autumn Quarter).

### **October 15**

By October 15 the Vice-President of Human Resources will issue a call for nominations for the Promotion and Tenure Review Appeals Committee.

### **October 22**

By October 22 nominees will complete and return their petitions for nomination for the Promotion and Tenure Review Appeals Committee to the Human Resources Department.

### **October 29**

By October 29 election for the membership of the Promotion and Tenure Review Appeal Committee will be completed. The Vice-President for Human Resources will tabulate election ballots and communicate the results of the election to the electorate. 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.

## **2. Department Chairpersons**

### **October 1**

By October 1 of the fourth year of tenure-track employment, the faculty member will 1) file the Petition for Consideration for Tenure and Personnel Release forms in the Human Resources Department and 2) notify his/her department chairperson of his/her intent to apply for tenure and the first promotion.

### **October 15**

By October 15 of each academic year, the department chairperson shall convene a department meeting for the purpose of electing a departmental representative to the Division Promotion and Tenure Review Committee. All Professors shall be de facto candidates for the committee. All balloting shall be conducted in secret. A candidate must receive a majority of votes cast to be elected. If necessary to achieve this, run-off ballots will be conducted, eliminating the lowest vote recipient for each subsequent ballot.

### **January 15**

Upon receipt of the portfolio (by January 15), the department chairperson shall provide the Departmental Promotion and Tenure Review Committee access to the portfolio. The department chairperson is responsible for maintaining the security of portfolios.

**January 30**

By January 30 the department chairperson shall forward the portfolio, the department's recommendation, and his/her recommendation to the dean of the division with a copy to the candidate.

**3. Division Deans**

**January 30**

Upon receipt of the portfolio and department recommendations (by January 30), the dean of the division shall convene a meeting of the Division Promotion and Tenure Review Committee where the portfolio will be presented. The division dean is responsible for the security of the portfolio.

The division dean shall be responsible for maintaining a permanent record of committee recommendations, procedures, and protocol.

**February 15**

By February 15 the dean shall forward the portfolio, the department's recommendation, and his/her recommendation to the College Promotion and Tenure Review Committee in care of the Provost with a copy to the candidate.

**4. Provost**

**End of sixth week of Autumn Quarter**

By the end of the sixth week of Autumn Quarter, the Provost will convene an organizational meeting of the newly elected College Promotion and Tenure Review Committee for the purpose of electing a new chair and secretary of the committee and transfer of all records to the newly elected officers. At this meeting the College Promotion and Tenure Review Committee shall review both Tenure and Promotion policies and procedures.

**February 15**

Upon receipt of the portfolios and division recommendations, the Provost will convene a meeting of the College Promotion and Tenure Review Committee, during which the portfolios will be presented. It is the responsibility of the Provost to maintain security of the portfolios.

**March 1**

By March 1 the College Promotion and Tenure Review Committee chair will forward the portfolio, the committee's recommendation, and all previous recommendations to the Provost with a copy to the candidate. The Provost is responsible for maintaining the security of portfolios.

**March 15**

By March 15, the Provost will forward his/her recommendation and all other recommendations and portfolio materials to the President. At the same time, the Provost will forward a copy of his/her recommendation to the candidate, the candidate's department chairperson, and the dean.

In the event of appeal of an unfavorable promotion or tenure recommendation, the Provost shall convene a meeting of the Promotion and Tenure Review Appeal

Committee for the purpose of electing a chairperson and secretary of the committee and the transfer of all records to the newly elected officers. At this meeting, the Promotion and Tenure Review Appeal Committee will review the Tenure or Promotion policies and procedures and the appeal process.

## **5. President**

### **March 22**

By March 22 the President shall inform the candidate, in writing, of his/her intended recommendation to the Board of Trustees.

### **April 1**

By April 1 if the candidate disagrees with either the College Promotion and Tenure Review Committee or the President's intended recommendation, or both recommendations, the candidate may request in writing that an Appeals Committee be convened. The candidate will be responsible for delivering the request to the office of the President. Upon receipt of such a request, the President will convene a meeting of the Promotion and Tenure Review Appeal Committee.

### **April 22**

Decisions on appeal of tenure recommendations shall be made and communicated in writing to the President no later than April 22.

### **May**

In advance of the Board of Trustees meeting in May, the President will forward to the trustees his/her recommendation and all other recommendations, including that of the College Promotion and Tenure Review Committee and, if applicable, that of the Promotion and Tenure Review Appeals Committee.

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 President will inform the candidates of the action of the Board of Trustees in a timely manner and notify them of the availability of the return of their portfolios.

## **C. Responsibilities of Administrators in Promotion Process [see also Procedure 3-01(B) and Procedure 5-02(F)]**

### **1. Human Resources**

#### **End of the first full week of Autumn Quarter**

By the end of the first full week of Autumn Quarter, the Vice-President of Human Resources will issue a call for nominations for the College Promotion and Tenure Review Committee.

#### **End of the second full week of Autumn Quarter**

By the end of the second full week of Autumn Quarter, nominees will complete and return their petitions for nomination to the Human Resources Department.

### **End of the third full week of Autumn Quarter**

By the end of the third full week of Autumn Quarter, election for the membership of the College Promotion and Tenure Review Committee will be completed. The Vice-President for Human Resources will tabulate election ballots and communicate the results of the election to the electorate. 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.

Absentee balloting shall be provided for full-time faculty who cannot be physically present for the regular voting process by notifying the Vice-President of Human Resources in advance of the election date.

### **October 15**

By October 15 the Vice-President of Human Resources will issue a call for nominations for the Promotion and Tenure Review Appeals Committee.

### **October 22**

By October 22 nominees will complete and return their petitions for nomination for the Promotion and Tenure Review Appeal Committee to the Human Resources Department.

### **October 29**

By October 29 election for the membership of the Promotion and Tenure Review Appeal Committee will be completed. The Vice-President for Human Resources will tabulate election ballots and communicate the results of the election to the electorate. 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.

## **2. Department Chairpersons**

### **October 15**

By October 15 of each academic year, each department chairperson shall convene a department meeting for the purpose of selecting a departmental representative to the Division Promotion and Tenure Review Committee. All Professors shall be de facto candidates for the committee. All balloting shall be conducted in secret. A candidate must receive a majority of votes cast to be elected. If necessary to achieve this, run-off ballots will be conducted, eliminating the lowest vote recipient for each subsequent ballot.

### **March 1**

Upon receipt of the Letter of Intent (Appendix M) from a candidate (by March 1), the department chairperson shall distribute a copy of the Letter of Intent to the faculty of the department and the dean of the division.

### **April 1**

The department chairperson shall convene a meeting of the Department Promotion and Tenure Review Committee during which the portfolio will be presented. The department chairperson is responsible for maintaining the security of portfolios. This meeting should be convened as soon after April 1 as possible to allow the committee to review the portfolios and offer feedback to the candidates as appropriate.

### **April 15**

Upon receipt of the Department Promotion and Tenure Review Committee's recommendation (by April 15), the department chairperson shall forward the portfolio with the Department Promotion and Tenure Review Committee's recommendation and his/her recommendation to the dean of the division. A copy of the Department Promotion and Tenure Review Committee's recommendation and the department chairperson's recommendation shall be forwarded to the candidate.

## **3. Division Deans**

### **April 15**

Upon receipt of the department recommendations, the division dean shall convene the first meeting of the Division Promotion and Tenure Review Committee during which the portfolios will be presented. The division dean shall also review the process and the charge to the committee per calendar dates delineated in College Procedures 5-02(E) and 3-01(B). The division dean is responsible for maintaining the security of portfolios. The division dean shall be responsible for maintaining a permanent record of committee recommendations, procedures, and protocol.

### **May 6**

Upon receipt of the Division Promotion and Tenure Review Committee's recommendation (by May 6), the division dean shall forward the portfolio with the department's recommendation, the chairperson's recommendation, the Division Promotion and Tenure Review Committee's recommendation and his/her recommendation to the Provost. A copy of the Division Promotion and Tenure Review Committee's recommendation and the dean's recommendation shall be forwarded to the candidate.

## **4. Provost**

### **End of sixth week of Autumn Quarter**

By the end of the sixth week of Autumn Quarter, the Provost will convene an organizational meeting of the newly elected College Promotion and Tenure Review Committee for the purpose of electing a new chairperson and secretary of the committee and the transfer of all records to the newly elected officers. At this meeting the College Promotion and Tenure Review Committee shall review both Tenure and Promotion policies and procedures.

### **May 7**

By May 7 the Provost will forward all portfolios for promotion in rank to the chairperson of the College Promotion and Tenure Review Committee. The Provost is responsible for maintaining the security of portfolios.

**May 28**

The College Promotion and Tenure Review Committee will forward all portfolios and its recommendations regarding promotion in rank and its reasons for its recommendations to the Provost by May 28.

**June 10**

By June 10 the Provost shall submit to the President his/her recommendation for promotion in rank and all other recommendations and portfolio materials. A copy of the Provost's recommendation shall be forwarded to the candidate by June 10.

In the event of appeal of an unfavorable promotion or tenure recommendation, the Provost shall convene a meeting of the Promotion and Tenure Review Appeal Committee for the purpose of electing a chairperson and secretary of the committee and the transfer of all records to the newly elected officers. At this meeting the Promotion and Tenure Review Appeal Committee shall review the Tenure or Promotion policy and procedures and the appeal process.

**5. President**

**June 20**

By June 20 the President shall inform the candidate of his/her decision regarding promotion.

**July 1**

Decisions on the appeal of promotion recommendations shall be made by the Promotion and Tenure Review Appeal Committee and communicated in writing to the President no later than July 1.

**D. Responsibilities of Candidates, Tenure Committees, and Administrators**

[see also Procedure 5-02(E) and Procedure 3-01(B)]

Additional details about the roles and responsibilities of the candidate, the committees, and the administrators can be found in the "Responsibilities of Candidates, Promotion Committees, and Administrators" section of this handbook. This section is primarily intended to lay out timelines for the tenure (and first promotion) process, which comes earlier than the promotion process.

**Candidate**

By October 1 of the fourth year of tenure-track employment, the faculty member will 1) file the Petition for Consideration for Tenure and Personnel Release forms in the Human Resources Department and 2) notify his/her department chairperson of his/her intent to apply for tenure and the first promotion.

By January 15 the candidate will submit the tenure and first promotion portfolio to the department chairperson.

**Vice-President of Human Resources**

The Vice-President of Human Resources will notify faculty members eligible for tenure of that eligibility and send them a copy of the tenure policy, tenure procedures, and promotion procedures in May of their third year of full-time employment as tenure-track faculty members with the college.

By October 15 the Vice-President of Human Resources will distribute a list of candidates who have petitioned and who have met the eligibility requirements for consideration for tenure and the first promotion to the deans, chairpersons, and candidates. The Vice-President of Human Resources will make the list public on campus, and will deliver a copy of the list to the chairperson of the College Promotion and Tenure Review Committee following the Committee's organizational meeting (by the end of the sixth week of Autumn Quarter).

## **Step 1 - Department Committee**

### **Department Chairperson**

Upon receipt of the portfolio and letter of intent (by January 15), the department chairperson shall convene a meeting of the Departmental Promotion and Tenure Review Committee where the portfolio will be presented.

By January 30 the department chairperson shall forward the portfolio, the department's recommendation, and his/her recommendation to the dean of the division with a copy to the candidate.

### **Department Promotion and Tenure Review Committee**

Absent the candidate for promotion, the committee will vote a recommendation (by January 30). Only under unusual circumstances when a clear conflict of interest exists, should a committee member abstain from voting on a candidate.

During the timeframe that the tenure portfolio is in review by the department committee (January 15 – January 30), the committee may recommend to the candidate that cosmetic changes be made to the portfolio. The candidate may make these changes to the portfolio; however, there is no implication that because these changes were made, the committee will forward the portfolio with a positive recommendation. No changes to the portfolio are permitted after January 30.

It is the candidate's responsibility to get feedback from his/her colleagues prior to submitting the portfolio on January 15. If changes are permitted, they can be made only under supervision of a committee member.

## **Step 2 - Division Committee**

### **Division Dean**

Upon receipt of the portfolio and department recommendations (by January 30), the dean of the division shall convene a meeting of the Division Promotion and Tenure Review Committee where the portfolio will be presented.

By February 15 the dean shall forward the portfolio, the department's recommendation, and his/her recommendation to the College Promotion and Tenure Review Committee in care of the Provost with a copy to the candidate.

### **Division Promotion and Tenure Review Committee**

Absent the candidate for promotion, the committee will vote a recommendation (by February 15). Only under unusual circumstances, when a clear conflict of interest exists, should a committee member abstain from voting on a candidate.

### **Step 3 - College Committee**

#### **Candidate**

In the event of an unfavorable recommendation, the candidate will have ten working days from receipt of the committee's recommendation to file an appeal with any supporting materials to the Provost.

By April 1 if the candidate disagrees with either the College Promotion and Tenure Review Committee or the President's intended recommendation, or both recommendations, the candidate may request in writing that an Appeals Committee be convened. The candidate will be responsible for delivering the request to the Office of the President. Upon receipt of such a request, the President will convene a meeting of the Promotion and Tenure Review Appeals Committee.

A candidate who is denied tenure will be terminated at the completion of the current academic year.

### **College Promotion and Tenure Review Committee**

Upon receipt of the portfolio and department and division recommendations (by February 15), the chairperson of the College Promotion and Tenure Review Committee will convene the committee to review the portfolio and recommendations. Absent the candidate for tenure and promotion, the committee will vote a recommendation. Only under unusual circumstances, when a clear conflict of interest exists, should a committee member abstain from voting on a candidate.

By March 1 the committee chairperson will forward the portfolio, the committee's recommendation, and all previous recommendations to the Provost with a copy to the candidate.

#### **Provost**

By March 15 the Provost will forward his/her recommendation and all other recommendations and portfolio materials to the President. At the same time, the Provost will forward a copy of his/her recommendation to the candidate, the candidate's department chairperson, and the dean.

#### **President**

By March 22 the President shall inform the candidate in writing of his/her intended recommendation to the Board of Trustees.

In advance of the Board of Trustees meeting in May, the President will forward to the trustees his/her recommendation and all other recommendations, including that of the College Promotion and Tenure Review Committee and, if applicable, that of the Promotion and Tenure Review Appeals Committee.

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 President will inform the candidates of the action of the Board of Trustees in a timely manner and notify them of the availability of the return of their portfolios.

### **Promotion and Tenure Review Appeal Committee**

By April 22 the Promotion and Tenure Review Appeal Committee will hear the candidate's appeal and forward to the President a recommendation to grant or not to grant tenure to the candidate.

## **E. Responsibilities of Candidates, Promotion Committees, and Administrators**

[see Procedure 5-02(F) and Procedure 3-01(B)]

### **Candidate**

Per College Procedure 3-01(B)(6)(a), a candidate for promotion will file a Letter of Intent to apply for promotion with the department chairperson by March 1. The candidate shall file all documentation supporting the application for promotion with the department chairperson by April 1 of that year. Only activities completed by April 1 of that year may be included in the portfolio.

It is the candidate's responsibility to get feedback from his/her colleagues prior to submitting the portfolio on April 1.

During the timeframe that the promotion portfolio is in review by the department committee (April 1 – April 15), the committee may recommend to the candidate that cosmetic changes be made to the portfolio. The candidate may make these changes to the portfolio; however, there is no implication that because these changes were made, the committee will forward the portfolio with a positive recommendation. No changes to the portfolio are permitted after April 15.

In the event of an unfavorable recommendation at any level, the candidate will be informed of the reasons for the recommendation. The candidate may withdraw his/her application for promotion at any point in the promotion process.

### **Step 1 - Department Committee**

#### **Department Chairperson**

Upon receipt of the Letter of Intent from a candidate (by March 1), the department chairperson shall distribute a copy of the Letter of Intent to the faculty of the department and the dean of the division.

The department Chairperson shall convene a meeting of the Department Promotion and Tenure Review Committee during which the portfolios will be presented. This meeting should be convened as soon after April 1 as possible to allow the committee to review the portfolios and offer feedback to the candidates as appropriate.

Upon receipt of the Department Promotion and Tenure Review Committee's recommendation (by April 15), the department chairperson shall forward the portfolios with the Department Promotion and Tenure Review Committee's recommendation and his/her recommendation to the dean of the division. A copy of the Department Promotion and Tenure Review Committee's recommendation and the department chairperson's recommendation shall be forwarded to the candidate.

### **Department Promotion and Tenure Review Committee**

Departments shall determine their own process for forming Department Promotion and Tenure Review Committees following guidelines determined by the faculty on the Division Tenure and Promotion Review Committee.

Promotion committees shall always consist of faculty above the rank of a person applying for promotion – thus some faculty on the Department Promotion and Tenure Review Committees may have to excuse themselves from the appropriate portion of a department's promotion committee meeting. (In circumstances in which there are fewer than two professors in a department, the division dean, with the advice and consent of the Division Promotion and Tenure Review Committee, will appoint up to two professors from other departments within the division to serve on that Department Promotion and Tenure Review Committee).

Department Promotion and Tenure Review Committees shall be chaired by a Professor from another department within the division, appointed by the dean with the advice and consent of the Division Promotion and Tenure Review Committee.

The chair of the Department Promotion and Tenure Review Committee shall convene and chair all meetings of the committee, shall be a voting member of the committee, and shall be responsible for ensuring the committee's strict adherence to division guidelines for promotion and tenure consideration and the equitable application of those guidelines for all candidates. The chair will be charged with the responsibility of formal communication with and to the academic department chairperson and the division dean, including the formal recording of the committee votes to the dean and the Division Promotion and Tenure Review Committee.

Absent the candidate for promotion, the Department Promotion and Tenure Review Committee will vote a recommendation. Only under unusual circumstances, when a clear conflict of interest exists, should a committee member abstain from voting on a candidate. The Committee shall convey its recommendation and the reasons for that recommendation in writing to the department chairperson by April 15.

### **Step 2 - Division Committee**

#### **Division Dean**

Upon receipt of the department recommendation, the division dean shall convene the first meeting of the Division Promotion and Tenure Review Committee during which the portfolios will be presented. The division dean shall also review the process and the charge to the committee per calendar dates delineated in College Procedures 5-02(E) and 3-01(B).

The division dean shall be responsible for maintaining a permanent record of committee recommendations, procedures, and protocol.

Upon receipt of the Division Promotion and Tenure Review Committee's recommendation (by May 6), the division dean shall forward the portfolio with the department's recommendation, the chairperson's recommendation, the Division Promotion and Tenure Review Committee's recommendation and his/her recommendation to the Provost. A copy

of the Division Promotion and Tenure Review Committee's recommendation and the dean's recommendation shall be forwarded to the candidate.

### **Department Chairperson**

By October 15 of each academic year, each department chairperson shall convene a department meeting for the purpose of electing a departmental representative to the Division Promotion and Tenure Review Committee. All Professors shall be de facto candidates for the committee. All balloting shall be conducted in secret. A candidate must receive a majority of votes cast to be elected. If necessary to achieve this, run-off ballots will be conducted, eliminating the lowest vote recipient for each subsequent ballot.

### **Division Promotion and Tenure Review Committee**

The membership of the Division Promotion and Tenure Review Committee shall be one elected Professor from each academic department in the division. (In situations in which academic departments have no Professors to serve on a division committee, those departments may elect representation from the Associate Professor rank. Elected representatives at or below the rank of a candidate for promotion must absent themselves from committee meetings deliberating the promotion of such faculty).

The faculty on the Division Promotion and Tenure Review Committee shall select their own chair. The chair shall be responsible for ensuring the committee's strict adherence to division guidelines for promotion and tenure consideration and the equitable application of those guidelines for all candidates.

Absent the candidate for promotion, the Division Promotion and Tenure Review Committee shall vote a recommendation on each candidate. Only under unusual circumstances, when a clear conflict of interest exists, should a committee member abstain from voting on a candidate. The chair of the committee shall convey its recommendation and the reasons for that recommendation in writing to the division dean (who must forward materials on to the Provost by May 6).

## **Step 3 - College Committee**

### **Vice-President of Human Resources**

By the end of the first full week of Autumn Quarter, the Vice-President of Human Resources will issue a call for nominations for the College Promotion and Tenure Review Committee.

By the end of the second full week of Autumn Quarter, nominees will complete and return their petitions for nomination to the Human Resources Department.

By the end of the third full week of Autumn Quarter, election for the membership of the College Promotion and Tenure Review Committee will be completed. The Vice-President for Human Resources will tabulate election ballots and communicate the results of the election to the electorate. 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.

Absentee balloting shall be provided for full-time faculty who cannot be physically present for the regular voting process by notifying the Vice-President of Human Resources in advance of the election date.

### **Provost**

By the end of the sixth week of Autumn Quarter, the Provost will convene an organizational meeting of the newly elected College Promotion and Tenure Review Committee for the purpose of electing a new chairperson and secretary of the committee and the transfer of all records to the newly elected officers. At this meeting the College Promotion and Tenure Review Committee shall review both Tenure and Promotion policies and procedures.

By May 7 the Provost will forward all portfolios for promotion in rank to the chairperson of the College Promotion and Tenure Review Committee.

By June 10 the Provost shall submit to the President his/her recommendation for promotion in rank and all other recommendations and portfolio materials. A copy of the Provost's recommendation shall be forwarded to the candidate by June 10.

### **College Promotion and Tenure Review Committee**

The membership of the College Promotion and Tenure Review Committee shall consist of seven members including two Professors elected from and by the Arts and Sciences Division Faculty; two Professors elected from and by the Career and Technical Programs Division Faculty; and three tenured faculty elected by and from the college faculty at large.

After receiving all portfolios from the Provost (by May 7), the chairperson of the College Promotion and Tenure Review Committee (elected during the Autumn Quarter meeting of the committee) shall convene a meeting of the College Promotion and Tenure Review Committee. Absent the candidate for promotion, the committee will vote a recommendation. Only under unusual circumstances, when a clear conflict of interest exists, should a committee member abstain from voting on a candidate. The committee will forward all portfolios and its recommendations regarding promotion in rank, and its reasons for its recommendations, to the Provost by May 28. A copy of the committee's recommendations shall be forwarded to the candidate by May 28.

### **President**

By June 20 the President shall inform the candidate of his/her decision.

### **Step 4 (as needed) - Appeal Committee**

#### **Vice-President of Human Resources**

By October 15 the Vice-President of Human Resources will issue a call for nominations for the Promotion and Tenure Review Appeal Committee.

By October 22 nominees will complete and return their petitions for nomination to the Human Resources Department.

By October 29 election for the membership of the Promotion and Tenure Review Appeal Committee will be completed. The Vice-President for Human Resources will tabulate election ballots and communicate the results of the election to the electorate. 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.

### **Candidate**

A candidate may appeal an unfavorable recommendation of the College Promotion and Tenure Review Committee or the Provost's recommendation to the President to not grant

promotion or tenure. A candidate wishing to make such an appeal may do so by notifying the division dean in writing within five working days of receiving the unfavorable recommendation. The candidate shall then have the opportunity to add a written rebuttal statement to his/her portfolio.

The appeal must be based solely upon documented evidence gathered in support of the application for promotion and included in the portfolio. The appeal of the candidate shall be processed in accordance with Procedure 5-02 (F) (5) (Appendix J).

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.

### **Provost**

In the event of appeal of an unfavorable promotion or tenure recommendation, the Provost shall convene a meeting of the Promotion and Tenure Review Appeal Committee for the purpose of electing a chairperson and secretary of the committee and the transfer of all records to the newly elected officers. At this meeting the Promotion and Tenure Review Appeal Committee shall review the Tenure or Promotion policies and procedures and the appeal process.

### **Promotion and Tenure Review Appeal Committee**

The Promotion and Tenure Review Appeals Committee shall be a standing committee elected following the election of the College Promotion and Tenure Review Committee. Elected members of the College Promotion and Tenure Review Committee and Division Promotion and Tenure Review Committees will be excluded from the Promotion and Tenure Review Appeal Committee.

The Promotion and Tenure Review Appeal Committee shall consist of two Professors selected from and by the faculty of the Arts and Sciences Division, two Professors selected from and by the faculty of the Career and Technical Programs Division, and one at-large Professor elected by a vote of the entire faculty. Divisional faculty representatives will be elected for staggered terms of two years. The at-large representative will serve a one-year term.

The responsibilities of the Promotion and Tenure Review Appeal Committee are

1. to review the appeal of the candidate who is not in agreement with the College Promotion and Tenure Review Committee's recommendation or, in tenure decisions, the President's recommendation to the Board of Trustees, and forward to the President a recommendation to grant or not to grant promotion or tenure to the candidate;
2. to secure and review pertinent data, ensure proper application of the promotion and tenure policies and procedures, and to reach a decision on the candidate's appeal;
3. to make decisions on appeal pertaining to tenure recommendations and communicate in writing to the President no later than April 22; and
4. to make decisions on appeal pertaining to promotion recommendations and communicate in writing to the President no later than July 1.

## **VI. APPENDIX**

- A. Faculty Tenure—Policy 5-02
- B. Awarding of Tenure—Procedure 5-02 (E)
- C. Termination of Tenure—Procedure 5-02 (I)

- D. Annual Faculty Performance Appraisal Form
- E. Faculty Observation Report
- F. Faculty Online Observation Report
- G. Student Evaluation of Instruction Form
- H. Online Student Evaluation of Instruction Form
- I. Faculty Rank—Procedure 3-01 (B)
- J. Promotion and Tenure Committees—Procedure 5-02 (F)
- K. Sample Letter of Recommendation
- L. Sample Letter of Non-Recommendation
- M. Sample Letter of Intent
- N. Initial Placement in Rank Point Sheet

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUALFACULTY TENURE  
Policy No. 5-02

Effective December 1, 2005

- (A) The purpose of tenure is to insure quality and excellence of instruction through rewarding imaginative, creative, and effective teaching by assuring faculty members of being offered employment contracts/appointments on an annual basis with dismissal only for just cause or the reduction in the number of faculty required to deliver the college's academic programs.
- (B) Tenure is recognition conferred upon a Columbus State Community College faculty member at such time as he/she is judged to have demonstrated excellence in teaching, service, and performance of assigned responsibilities. This judgment shall be based upon evidence of achievement, including student evaluations, performance appraisals, documentation of advancement and communication of knowledge in the discipline, participation in professional development activities, and contribution to the growth and development of the college through participation on committee and special projects. Tenure and the first promotion from the rank of Instructor to Assistant Professor shall be combined and conferred at the same time.
- (C) Full-time faculty, as defined in Section 3-01 of college policy, will be considered for the first promotion and tenure and will submit their portfolio after they have completed three years of qualifying full-time service at Columbus State Community College as defined below:
- (1) To be qualified, a candidate must complete eleven (11) quarters in four (4) academic years. No year may count as a year of service during which an individual is on leave without pay for more than one quarter.
  - (2) Faculty members who resign and later return to Columbus State Community College shall receive no years of past service credit toward tenure eligibility.
  - (3) No more than one year of service credit will be granted for employment during any one fiscal year.
  - (4) The probationary period for tenure shall be four years of service. Faculty who are eligible will be granted tenure during their fourth year of service according to the procedure established herein. The fifth year will be the first year of tenure.
  - (5) All persons who were granted tenure before the acceptance of this policy shall continue to be tenured according to the rights and privileges of this policy.
- (D) Tenure is granted after an appropriate evaluation of each faculty member is completed and upon recommendation of the President to the Board of Trustees for specific action to confer tenure.
- (E) The President shall adopt and implement a procedure for the awarding of tenure to an eligible faculty member.

- (F) The President shall adopt and implement procedures for the creation of a Promotion and Tenure Review Committee and for the creation of Promotion and Tenure Appeal Committees as part of the procedures for awarding tenure to an eligible faculty member.
- (G) If for any reason the President determines there is a problem with the implementation of the procedures identified in (E) or (F) above, such as the extended disability of a committee member, a conflict of interest, or any other problem that would impact on the implementation of any one of these procedures, the President may take whatever steps are deemed appropriate to ensure the proper functioning and integrity of the procedure.
- (H) All proceedings related to review for and/or retaining tenure appointments shall be held in confidence and made available only to those persons who have a bona fide need to know.
- (I) Tenure will be terminated for the following reasons:
  - (1) A tenured person has submitted his/her resignation.
  - (2) If a tenured person has been placed on layoff due to a reduction in faculty, he/she will retain his/her tenure if he/she has been recalled for employment before two years have expired since the layoff. If a tenured person is recalled at any time and voluntarily refuses recall, tenure will be terminated at that time. If a tenured person is not recalled within the two-year period, tenure will be terminated at the end of the second year. If a tenured person is laid off, it will be his/her responsibility to notify the Human Resources Department in writing of changes in address and/or telephone number.
  - (3) For just cause which shall include, but not necessarily be limited to: unsatisfactory performance, unprofessional conduct, illegal or immoral acts, or failure to fulfill contractual obligations.
- (J) A candidate for tenure may elect to seek due process of a tenure complaint through the appeal procedures provided for in this policy. Such action precludes the candidate for tenure from availability of other forms of due process provided by college policy.
- (K) A faculty member who is not awarded a tenure appointment will be terminated at the completion of the academic year during which tenure was considered.

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUALAWARDING OF TENURE)  
Procedure No. 5-02 (E)Effective July 1, 2006  
(July 1, 2005, Version)

- (1)
  - (a) The Vice President of Human Resources will provide supportive services and technical assistance for the tenure procedure at the request of the chairperson of the Promotion and Tenure Review Committee and/or the Promotion and Tenure Appeals Committee.
  - (b) The Vice President for Human Resources will notify faculty members eligible for tenure of that eligibility and send them a copy of the tenure policy, tenure procedures and promotion procedures in May of their third year of full-time employment as a tenure track faculty member with the College.
  - (c) For purpose of this procedure full-time employment is defined as 3 quarters of full-time service during the Academic year. The Academic year is defined as beginning with the Autumn term and concluding with the end of the Summer term.
- (2) The following procedure will be used for the petitioning and granting of tenure and the first promotion to eligible faculty members:
  - (a) By October 1 of the fourth year of tenure-track employment, the eligible faculty member will, 1) file the Petition for Consideration for Tenure and Personnel Release forms in the Human Resources Department and 2) notify his/her department chairperson of his/her intent to apply for tenure and the first promotion.
  - (b) 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. The Vice President for Human Resources will make the list public on campus. The Vice President for Human Resources will deliver a copy of the list to the chairperson of the College Promotion and Tenure Review Committee following the Committee's organizational meeting.
  - (c) By January 15, the eligible faculty member will submit the tenure and first promotion portfolio to the department chairperson. The portfolio will consist of a wide, three-ring notebook with labeled dividers, describing teaching, service, and performance of assigned responsibilities. The portfolio will demonstrate excellence in Instruction and Instructional Support and Service as per Faculty Rank Procedure 3-01 (B). Candidates may submit clear photocopies of documents rather than originals. If any of the items required by the procedure cannot be provided, a detailed letter of explanation from the chairperson must be included.
  - (d) Upon receipt of the portfolio and letter of intent, the department chairperson shall convene a meeting of the Department Promotion and Tenure Review Committee, during which the portfolio will be presented. Absent the candidate for promotion, the committee will vote a recommendation. By January 30, the department chairperson

shall forward the portfolio, the department's recommendation, and his/her recommendation to the dean of the division, with a copy to the candidate.

- (e) Upon receipt of the portfolio and department recommendations, the dean of the division shall convene a meeting of the Division Promotion and Tenure Review Committee, during which the portfolio will be presented. Absent the candidate for promotion, the committee will vote a recommendation. By February 15, the dean shall forward the portfolio, the department's recommendation, the chairperson's recommendation, the division's recommendation, and his/her recommendation to the College Promotion and Tenure Committee, in care of the Provost, with a copy to the candidate.
- (f) Upon receipt of the portfolio and department and division recommendations, the chairperson of the College Promotion and Tenure Review Committee will convene the committee to review the portfolio and recommendations. Absent the candidate for tenure and promotion, the committee will vote a recommendation. By March 1, the committee chairperson will forward the portfolio, the committee's recommendation, and all previous recommendations to the Provost, with a copy to the candidate. In the event of an unfavorable recommendation, the candidate will have ten working days from receipt of the committee's recommendation to file an appeal with any supporting materials with the Provost.
- (g) By March 15, the Provost will forward his/her recommendation and all other recommendations and portfolio materials to the President. At the same time, the Provost will forward a copy of his/her recommendation to the candidate, the candidate's department chairperson, and the dean.
- (h) By March 22, the President shall inform the candidate, in writing, of his/her intended recommendation to the Board of Trustees.
- (i) By April 1, if the candidate disagrees with either the College Promotion or Tenure Review Committee's or the President's intended recommendation, or both recommendations, the candidate may request in writing that an Appeals Committee be convened. The candidate will be responsible for delivering the request to the Office of the President. Upon receipt of such a request, the President will convene a meeting of the Promotion and Tenure Appeals Committee.
- (j) The Promotion and Tenure Appeals Committee shall be a standing committee of the College, elected as per Procedure 5-02 (F) (5) Promotion and Tenure Committees.
- (k) By April 22, the Promotion and Tenure Appeals Committee will hear the candidate's appeal and forward to the President a recommendation to grant or not to grant tenure to the candidate.
- (l) In advance of the Board of Trustees meeting in May, the President will forward to the trustees his/her recommendation and all other recommendations, including those of the Promotion and Tenure Review Committee and, if applicable, that of the Promotion and Tenure Appeals Committee.
- (m) 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. Tenure and

promotion, if granted, will be effective the beginning of Autumn Quarter of the next Academic year.

- (n) The President will inform the candidates of the action of the Board of Trustees in a timely manner and notify them of the availability of the return of their portfolio.
- (o) A candidate who is denied tenure will be terminated at the completion of the current Academic year.
- (p) If any of the above dates fall on a Saturday, Sunday, or holiday, the action will be the next work day. If the college is closed for emergency reasons on any of the above action dates, the action date will be the next workday.

Last Effective Date: September 20, 1989

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUALTERMINATION OF TENURE  
Procedure No. 5-02 (I)

Effective February 10, 1995

- (1) The operating procedures for termination of a faculty member's tenured status will be as follows:
  - (a) When a tenured faculty member is charged in writing by the appropriate administrative office(s) of violation of the tenure policy (5-02, Section I-3: Just Cause), the faculty member is eligible for termination.
  - (b) Within three days of receipt of the charges, the faculty member may request in writing that a Tenure Hearing Committee be established. The faculty member is responsible for delivering the request to the President's Office. Failure of the faculty member to request the establishment of a Tenure Hearing Committee means forfeiture of the right to appeal termination.
  - (c) The responsibilities of the Tenure Hearing Committee are:
    - (i) To consider statements of grounds for dismissal.
    - (ii) To secure and review all obtainable information relating to the charges.
    - (iii) To transmit in writing their recommendation to the President to terminate or not to terminate the faculty member's tenured status.
  - (d) Selection procedures for the Tenure Hearing Committee will be as follows:
    - (i) Within three days of receipt of the request from the tenured faculty member, the President will charge the Director of Human Resources to select five persons at random from a list of tenured faculty members for potential committee membership.
    - (ii) Within two days, the Director of Human Resources will forward the list to the faculty member who will select three members for the committee.
    - (iii) Within three days, the faculty member will inform the Director of Human Resources of his/her choices.
  - (e) Within two days, the Director of Human Resources will convene the first meeting of the Tenure Hearing Committee. The agenda for this meeting will include:
    - (i) Election of a chairperson and a secretary.
    - (ii) Distribution and review of the tenure policy and procedures.
    - (iii) Review of all information relating to the charges.

- (f) Within two weeks of the first meeting of the Tenure Hearing Committee, they shall conduct a private hearing on a mutually agreeable date.
  - (i) The President may attend the hearing, and he/she may designate a representative to assist in presenting the charges.
  - (ii) The faculty member must attend the hearing. Failure of the faculty member to appear at the hearing without just cause will constitute forfeiture of the right to appeal. The faculty member may be assisted by counsel at the faculty member's expense. The faculty member will be responsible for counsel's presentation of all details within the case. He/she shall have the opportunity to be confronted by witnesses adverse to him/her.
  - (iii) The record of the hearing shall be available to the faculty member.
- (g) Within one week of the hearing, the Tenure Hearing Committee shall transmit their recommendations in writing to the President.
- (h) The President shall present the recommendation of the Tenure Hearing Committee and his/her recommendation to the Board of Trustees. The Board shall make the final decision to terminate or not to terminate the faculty member's tenure status.
- (i) A faculty member whose actions have resulted in removal of tenure will be terminated according to college personnel policy.
- (j) A faculty member under review for termination of tenure may be suspended from duty by the President according to college personnel policy and procedures



**COLLEGE SERVICE** (e.g., works on Instructional Council, Instructional Support Council, subcommittees, task forces, non-Governance committees, college functions)

**SERVICE TO THE PROFESSION** (e.g., participates in professional organizations, conferences, and consulting as a representative of Columbus State; volunteers professional skills to off-campus organizations)

**COMMUNITY SERVICE** (e.g., is involved in organizational memberships, presentations, articulations) 3

### **SUMMARY AND PLANNING**

*Reflection is critical in improving professional practice, including college teaching. Professionals constantly think about what they are doing and how they can improve. The college values the evaluation and professional development process, and believes feedback to you can be most effective if it has knowledge of your progress, as you see it, in regard to your professional development. The Summary and Planning portion of this document is intended to be used by the faculty member and his/her peer mentoring team, to assist the faculty member through the Promotion and Tenure process.*

### **SUMMARY**

Provide a reflective statement of your professional activities during the past academic year and the goals you had set for yourself? Highlight your unique strengths, possible areas of improvement, and areas in which you wish to continue to develop professionally.

### **PLANNING**

*It is recognized that the plans put forth here are a work in progress involving the faculty member and the peer mentoring team. Failure to complete these goals should not necessarily reflect negatively on the faculty member. It is important, however, to adjust one's plans, if necessary, on a quarterly basis.*

1. In what major activities do you wish to invest your time and energy in the areas of Instruction and Instructional Support in the coming academic year?
2. How do you wish to contribute areas of service to college, your profession, and the community in the coming academic year?
3. What can the college/department do to help you accomplish your own professional goals in the coming academic year?

**APPRAISAL SUMMARY BY CHAIRPERSON and Peer Mentoring Committee**

\_\_\_\_\_  
Date of Appraisal Interview with  
Peer Mentoring Committee

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Peer Committee Member

\_\_\_\_\_  
Peer Committee Member

**COMMENTS BY FACULTY MEMBER**

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
Faculty Member

**CONCURRENCE BY DEAN**

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
Dean

*Revised 2-17-06*



**Faculty Observation Report**

Faculty Member: \_\_\_\_\_ Department: \_\_\_\_\_

Course Number: \_\_\_\_\_ Quarter & Year: \_\_\_\_\_

Observer: \_\_\_\_\_ Date/Time of Visit: \_\_\_\_\_

Number of Students Present: \_\_\_\_\_ Location/Room No. \_\_\_\_\_

New Preparation: Yes  No  Lecture  Lab

Topic(s) Presented: \_\_\_\_\_

Instructions: For each statement, rate the performance as--

- Yes - Characteristic was demonstrated
- No - Characteristic was not demonstrated.
- N/A - Characteristic was not applicable to the situation.

**I. Course Content, Objectives, and Structure**

1. Stated the purpose of the session.
2. Made explicit the relationship between today's and the previous session.
3. Arranged and discussed the content in a systematic and organized fashion.
4. Accomplished the course outline objectives.
5. Summarized the main ideas in the session.

Yes	No	N/A

Comments:

## II. Instructor's Behavior

1. Asked questions periodically to evaluate students' understanding.
2. Presented examples to clarify difficult ideas.
3. Explicitly stated relationships among various ideas in the session.
4. Maintained interest and attention of students.
5. Presented material in a manner to foster critical thinking.
6. Reacted to student confusion with clarification of material.
7. Effectively enhanced the material in the textbook.
8. Restated what students were expected to gain from the session.
9. Used class time appropriately.
10. Solved or otherwise dealt with any behavioral problems which occurred during the lecture or lab.

Yes	No	N/A

Comments:

### III. Presentation Style

1. Spoke in an easily heard and understood manner.
2. Established eye contact with the students.
  
3. Communicated appropriately and effectively with the students.
  
4. Used instructional aids to facilitate important points.
5. Encouraged student participation.
  
6. Demonstrated enthusiasm for teaching.
  
7. Used a variety of teaching methods.

Yes	No	N/A

Comments:

**IV. Professionalism—In Class**

- 1. Appearance was appropriate.
- 2. Demonstrated command of subject matter.
- 3. Modeled professional and ethical behavior.
- 4. Covered current information, practice, and/or technology.
- 5. Treated students with respect.
- 6. Exhibited a positive and encouraging attitude towards students.
- 7. Incorporated new methods and/or materials as appropriate.

Yes	No	N/A

Comments:

**V. General Professionalism**

- 1. Interacted with others concerning enhancement and/or improvement of teaching skills.
- 2. Remains current in his/her field.
- 3. Maintains accurate student records and files reports in a timely manner.
- 4. Meets scheduled classes.
- 5. Quality, quantity, and type of evaluation methods are appropriate.

Yes	No	N/A

Comments:

## Classroom Observation Summary

Strengths:

Opportunities for improvement:

Chairperson: \_\_\_\_\_ Date: \_\_\_\_\_

Observer: \_\_\_\_\_ Date: \_\_\_\_\_

Faculty Member: \_\_\_\_\_ Date: \_\_\_\_\_

- The signature of the faculty member does not signify that the faculty member agrees with the comments of the observer, only that the faculty member has read this form.

Faculty member comments:

Note: A copy of this completed form is to be given to the faculty member. For full-time faculty, the original is held by the chairperson and forwarded to the dean along with the annual appraisal when that document is due.

For hourly faculty, the original will be sent to the dean at the end of the quarter. Department chairpersons will keep a copy of this form in accordance with the procedure. The dean forwards the original to Human Resources.

*Page 6 of 6*



### Faculty Online Observation Report

Faculty Member:	<input type="text"/>	Department:	<input type="text"/>
Course Number:	<input type="text"/>	Quarter &	<input type="text"/>
Year:	<input type="text"/>	Date/Time	<input type="text"/>
Observer: of Visit:	<input type="text"/>		
Number of Students	<input type="text"/>	Enrolled:	
New Preparation:	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Topic(s) Presented:	<input type="text"/>		

#### Instructions:

For each statement, rate the performance as  
 Yes - Characteristic was demonstrated  
 No - Characteristic was not demonstrated.  
 N/A - Characteristic was not applicable to the situation.

- Share the online Faculty Observation Report with faculty prior to an observation.
- Encourage the use of the online faculty form for use as a self-appraisal tool.
- Perform the online observation jointly with faculty and collaborative reviewer(s).
- Provide information to help differentiate course design from faculty instruction.
- This observation is to review one lesson or learning activity.
- Perform the online faculty observation in concert with student evaluations, DL course quality reviews, and the college assessment protocol.
- Participate in an "Online Faculty Observation" training and discussion.
- Follow the College Faculty Observation cycle and process outlined in the "Faculty Appraisal System."

<b>I. Course Content, Outcomes, and Structure</b>	Yes	No	N/A
1. Outcomes of lesson and/or activities are stated. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Course materials, assignments and assessments accomplish lesson and/or activity outcomes. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Lesson and/or activity content enhance the textbook material. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Students' progress directed through the lesson and/or activity. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Main ideas are reinforced by course materials, assignments and/or assessments within the lesson and/or activity. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Lesson and/or activity content is organized in a logical and clear manner. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. External links are used appropriately. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Summary of what students were expected to learn related to the lesson and/or activity outcome is provided. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments

<b>II. Instructor's Methodology</b>	Yes	No	N/A
1. Posted announcements address topics that are appropriate and relevant. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Expected turnaround time for responses to emails is within department standards. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Expected timeframe for grading tests and assignments is within department standards. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Method required for learner turning in assignments (i.e. email, instructor box, digital drop box, assignment link, US Mail) is within department standards. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Method for returning assignment to learner is within department standards. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Due dates for assignments and assessments are appropriate. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Instructor makes use of communication tools (i.e. discussion boards, chat rooms, face to face, phone call, email). <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Instructor provides evidence of reaction to student confusion with clarification of material (i.e. announcement, email, discussion board). <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Instructor provides evidence of response to questions (i.e. email, voicemail) in a respectful manner. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Instructor monitors or redirects course discussion to assure that content is reinforcing lesson and/or activity. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Method(s) for contacting the instructor is within department standards. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments

<b>III. Presentation Style</b>	Yes	No	N/A
1. Communicate appropriately and effectively with the students. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Uses instructional technology appropriately to facilitate important points. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Encourage learner participation and interaction (i.e. emails, discussion boards, group projects). <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Uses a variety of teaching methods appropriate to learning outcomes. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Incorporate current methods and/or materials appropriately. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments

<b>IV. Assessment</b>	Yes	No	N/A
1. Lesson and/or activities are designed so that learners use their time effectively. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Learners are challenged to use critical thinking skills. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Assessments (i.e. assignments, tests, quizzes, projects) cover lesson and/or activity topic. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Learners have access to assessment grades. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Feedback for learning opportunities and assessments are provided in a timely manner and reinforces student learning. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Quality, quantity, and type of evaluation methods are appropriate. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments

<b>V. General Professionalism</b>	Yes	No	N/A
1. Interacts with others concerning enhancement and/or improvement of teaching skills. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Remains current in his/her field. <i>Comment:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Maintains accurate student records in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional Comments

## Faculty Online Observation Summary

Strengths:

Opportunities for improvement:

Chairperson: \_\_\_\_\_ Date: \_\_\_\_\_

Observer: \_\_\_\_\_ Date: \_\_\_\_\_

Faculty Member: \_\_\_\_\_ Date: \_\_\_\_\_

- The signature of the faculty member does not signify that the faculty member agrees with the comments of the observer, only that the faculty member has read this form.

Faculty member comments (this is an opportunity for the instructor to share their experience with teaching this course):

Note: A copy of this completed form is to be given to the faculty member. For full-time faculty, the original is held by the chairperson and forwarded to the dean along with the annual appraisal when that document is due.

For hourly faculty, the original will be sent to the dean at the end of the quarter. Department chairpersons will keep a copy of this form in accordance with the procedure. The dean forwards the original to Human Resources.

**TRADITIONAL STUDENT EVALUATION OF INSTRUCTION FORM**

**1. This course is:**

- a. Required
- b. Elective

**2. My student status is:**

- a. seeking a degree from CSCC
- b. undecided
- c. non-degree seeking
- d. seeking a degree from another institution

**3. I attend school:**

- a. full time
- b. part time

**4. My overall GPA range is:**

- a. 3.5-4.0
- b. 3.0-3.49
- c. 2.5-2.99
- d. 2.0-2.49
- e. below 2.0

**5. I expect to receive the following grade in this course:**

- a. a
- b. b
- c. c
- d. d
- e. e
- f. n/a
- g. don't know

**6. I am currently receiving the following grade in this course:**

- a. a
- b. b
- c. c
- d. d
- e. e
- f. n/a
- g. don't know

**7. In this course, I:**

- a. attended all classes
- b. missed 1-2 classes
- c. missed 3 or more classes

**8. The work in this course area was:**

- a. harder than other courses I have taken.
- b. easier than other courses I have taken.
- c. about the same as the work in other courses I have taken.

**9. My personal interest in the subject matter for this course is:**

- a. great
- b. moderate
- c. minimal
- d. non-existent

**10. The instructor provided students with a syllabus at the beginning of the course which stated:**

- a. Course Goals
- b. Course Objectives
- c. Attendance Requirements
- d. Assignments
- e. Grading Policies

**11. The instructor met classes as scheduled.**

- a. Yes
- b. No
- c. Doesn't Apply

**12. The instructor held office hours as stated and by appointment.**

- a. Yes
- b. No
- c. Doesn't Apply

**13. The instructor utilized the textbook and other required materials.**

- a. Yes
- b. No
- c. Doesn't Apply

**14. The instructor returned assigned material generally in a timely manner.**

- a. Yes
- b. No
- c. Doesn't Apply

**15. The instructor used at least one additional method other than testing (e.g. homework assignments, individual and/or group projects, practicums performances, etc) to evaluate student performance.**

- a. Yes
- b. No
- c. Doesn't Apply

**16. The instructor used examples and/or illustrations to clarify course material.**

- a. Yes
- b. No
- c. Doesn't Apply

**17. The instructor made clear and understandable presentations.**

- a. Yes
- b. No
- c. Doesn't Apply

**18. The instructor used media (e.g. overheads, slides, films, powerpoint presentations, tapes, chalkboard, internet, videos, laboratory equipment) to relate course content.**

- a. Yes
- b. No
- c. Doesn't Apply

**19. The instructor listened to student questions and comments.**

- a. Yes
- b. No
- c. Doesn't Apply

**20. The instructor responded to student questions and comments.**

- a. Yes
- b. No
- c. Doesn't Apply

**21. The instructor conducted classroom discussions of course related materials.**

- a. Yes
- b. No
- c. Doesn't Apply

**22. I would recommend this instructor to other students. Why or why not?**

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**23. Comment on the elements of this course that are most beneficial to you.**

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**24. Comment on the elements of the course that you liked.**

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**25. Offer suggestions that would improve the course and/or your instructor's performance.**

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**26. Comment on the materials (e.g. textbook, assigned readings, handouts, exams) used in this course.**

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**27. Comment on the technical aspects of your course.**

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**28. Comment on the clarity of this questionnaire. Please specify the item(s) that you did not understand.**

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**ONLINE STUDENT EVALUATION OF INSTRUCTION FORM.**

**1. Please provide the name of your instructor:**

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**2. This course is:**

- a. Required
- b. Elective

**3. My student status is:**

- a. seeking a degree from CSCC
- b. undecided
- c. non-degree seeking
- d. seeking a degree from another institution

**4. I attend school:**

- a. full time
- b. part time

**5. My overall GPA range is:**

- a. 3.5-4.0
- b. 3.0-3.49
- c. 2.5-2.99
- d. 2.0-2.49
- e. below 2.0

**6. I expect to receive the following grade in this course:**

- a. a
- b. b
- c. c
- d. d
- e. e
- f. n/a
- g. don't know

**7. I am currently receiving the following grade in this course:**

- a. a
- b. b
- c. c
- d. d
- e. e
- f. n/a
- g. don't know

**8. In this course, I accessed the class web site:**

- a. several times per week
- b. once or twice per week
- c. less than once per week

**9. I attended a web-based course orientation:**

- a. yes, it was required for the class
- b. yes, it was optional for the class
- c. no, did not attend
- d. no, an orientation was not available

**10. How would you rate your computer knowledge and skills before beginning the class?**

- a. great
- b. moderate
- c. minimal
- d. non-existent (new user)

**11. My personal interest in the subject matter for this course is:**

- a. great
- b. moderate
- c. minimal
- d. non-existent

**12. The instructor provided students with a syllabus at the beginning of the course which stated:**

- a. Course Goals
- b. Course Objectives
- c. Attendance Requirements
- d. Assignments
- e. Grading Policies

**13. The instructor held virtual and/or traditional office hours as stated and by appointment:**

- a. Yes
- b. No
- c. Doesn't Apply

**14. The instructor responded to e-mail and phone messages in a timely manner.**

- a. Yes
- b. No
- c. Doesn't Apply

**15. The instructor utilized the textbook and other required materials.**

- a. Yes
- b. No
- c. Doesn't Apply

**16. The instructor returned assigned material generally within a week of their due date.**

- a. Yes
- b. No
- c. Doesn't Apply

**17. The instructor used at least one additional method other than testing (e.g. homework assignments, individual and/or group projects, presentation, etc) to evaluate student performance.**

- a. Yes
- b. No
- c. Doesn't Apply

**18. The instructor provided clear and understandable presentations on-line.**

- a. Yes
- b. No
- c. Doesn't Apply

**19. The instructor responded to student questions and comments.**

- a. Yes
- b. No
- c. Doesn't Apply

**20. The instructor used chat rooms and/or online discussions.**

- a. Yes
- b. No
- c. Doesn't Apply

**21. I would recommend this instructor to other students. Why or why not?**

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**22. Comment on the elements of this course that are most beneficial to you.**

---

---

**23. Comment on the elements of the course that you like d.**

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**24. Offer suggestions that would improve the course and/or your instructor's performance.**

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**25. Comment on the materials (e.g. textbook, assigned readings, handouts, exams) used in this course.**

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**26. Comment on the technical aspects of your web-based course.**

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**27. Comment on the clarity of this questionnaire. Please specify the item(s) that you did not understand.**

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COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUAL

FACULTY RANK  
Procedure No. 3-01 (B)

Effective July 1, 2006  
(July 1, 2005, Version)

- (1) CSCC employs a four tier faculty rank system of Instructor, Assistant Professor, Associate Professor, or Professor. Upon initial appointment to a faculty position to which Policy 5-02 (Faculty Tenure) applies, the dean of the appropriate division will assign the faculty member to rank of Instructor. This assignment will be made upon the recommendation of the department chairperson in accordance with paragraph (3) of this procedure, and compensation established in accordance with **Article 38 of the Agreement between the College and Columbus State Education Association**. Under unusual circumstances a faculty member may be appointed outside the rank of Instructor with the approval of the President and in accordance with paragraph 2 below.
- (2) Eligibility for initial placement in rank shall be based upon a point system as follows:
  - (a) Highest academic degree earned: doctorate – 13 points; master's – 10 points; bachelor's – 6 points; associate's (or equivalent education background that allows faculty to teach) – 3 points. To be creditable 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 not applied under (3) (a) undertaken for the purpose of professional development: one quarter credit hour – 1/30 point; one semester credit hour – 1/20 point; one continuing education unit (ten clock 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 maintenance of the professional/technical credential – 1/30 point. To be creditable under this section such credits, CEU's etc., must be relevant to the discipline taught.
  - (d) 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 the profession as signifying advancement in that profession – 1/8 to 2 points per certificate or license.
  - (e) Scholarship related to the discipline taught: 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; scholarly products judged equivalent – 1/8 to 1 point.  
  
To be creditable under this section the scholarship must have been subjected to review by a competent professional authority.  
  
Multiple presentations of the same material shall not carry the same weight as the original presentation and may carry no weight at all.
  - (f) 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 one 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.

- (g) 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.
- (3) A member of the faculty may be promoted in rank upon application by the faculty member when the basic eligibility requirements for that rank have been met, when documented evidence is presented demonstrating sustained performance consistently exceeding expectations of current rank, upon the recommendation of the College Committee, and upon endorsement by the Provost. Promotion in rank shall not be a condition of employment.
- (4) **Until their next promotion, current faculty may choose to follow either the promotion process outline within this Procedure 3-01 (B) (dated 7/1/05) or the promotion process and categories in place prior to the adoption of this Procedure (i.e., Procedure 3-01 (B) dated August 21, 2000).** A faculty member seeking promotion to the next highest rank shall submit evidence of performance exceeding expectations of current rank and meeting expectations of the next highest rank in two broad categories of Instruction and Instructional Support and Service.

Instruction and Instructional Support consists of the following categories:

- (a) Instructional planning and presentation
- (b) Assessment of students
- (c) Professional development to maintain currency in one's field
- (d) Student advising and Student Support Activities
- (e) Scholarship

Service consists of the following areas:

- (a) Service to the Department
  - (b) Service to the Division
  - (c) Service to the College
  - (d) Service to the Profession
  - (e) Service to the Community
- (5) Faculty members may apply for promotion during the fourth year of service in their current rank as follows:
    - (a) For promotion in rank from Instructor to Assistant Professor, the candidate must have served a minimum of four years in the rank of Instructor and must submit documentation demonstrating sustained performance consistently exceeding expectations of current rank in three categories – the two Instructional areas a) and b) and one Service area **chosen by the faculty member and** listed in paragraph (4) of this procedure. **If a candidate for promotion has participated significantly in several categories of service but not significantly in one particular category, then the service obligation can be fulfilled by combining the documentation of work in the various categories.**
    - (b) For promotion in rank from Assistant Professor to Associate Professor, the candidate must have served a minimum of four years in the rank of Assistant Professor and must submit documentation demonstrating sustained performance consistently exceeding expectations

of current rank in five categories -- the two Instructional areas a) and b), one Service area **chosen by the faculty member**, and two additional categories of the faculty member's choosing from the Instructional and Service areas listed in paragraph (4) of this procedure.

- (c) For promotion in rank from Associate Professor to Professor, the candidate must have served a minimum of four years in the rank of Associate Professor and must submit documentation demonstrating sustained performance consistently exceeding expectations of current rank in seven categories – the two Instructional areas a) and b), one Service area **chosen by the faculty member**, and four additional categories of the faculty member's choosing from the Instructional and Service areas listed in paragraph (4) of this procedure.
  - (d) **For the purpose of this procedure full-time employment is defined as 11 quarters of the faculty member's first 4 Academic years. The Academic year is defined as beginning with the Autumn term and concluding with the end of the Summer term.**
- (6) Each faculty member shall be responsible for maintaining a portfolio of the documentation required for promotion in rank. **Documentation used in previous portfolios cannot be used in current or future portfolios. Documentation for a category may go back more than four years; however promotion committees will give more weight to recent activities.**
- (a) Application for the first promotion in rank shall conform to the calendar delineated in Policy 5-02 (E) the Awarding of Tenure. Thereafter, activities counting toward eligibility for promotion must have been completed by the first day of April of the academic year in which the faculty member is applying for promotion. Faculty seeking promotion must file a letter of intent to apply for promotion with the department chairperson by March 1. Upon receipt of the letter of the letter of intent, the department chair shall distribute a copy of the letter of intent to the faculty of the department and the dean of the division of which the department is a part. The candidate shall file all documentation supporting the application for promotion with the department chairperson by April 1 of that year.
  - (b) Upon receipt of the portfolio and letter of intent, the department chairperson shall convene a meeting of the Department Promotion and Tenure Review Committee, during which the portfolio will be presented. The Department Promotion and Tenure Review Committee shall be chaired by a faculty member of the rank of Professor from another department in the same division. Absent the candidate for promotion, the Committee will vote a recommendation. The Committee shall convey its recommendation and the reasons for that recommendation in writing to the department chairperson by April 15. The department chairperson shall, in turn, forward the portfolio with the Department Committee's recommendation and his/her recommendation to the dean of the division. A copy of the Committee's recommendation and the Chairperson's recommendation shall be forwarded to the candidate. No changes to the candidate's portfolio are to be permitted after April 15.
  - (c) Upon receipt of the department recommendation, the dean of the division shall convene a meeting of the Division Promotion and Tenure Review Committee, during which the portfolio will be presented.

Absent the candidate for promotion, the committee will vote a recommendation. The Committee shall convey its recommendation and the reasons for that recommendation in writing to the division dean. By May 6, the dean shall forward the portfolio, the department's recommendation, the chairperson's recommendation, the division's

recommendation, and his/her recommendation to the Provost. A copy of the committee's recommendation and the dean's recommendation shall be forwarded to the candidate.

- (d) For the purposes of this procedure, the Career and Technical Division and Community and Education Workforce Development Division shall be considered as one.
- (e) By May 7, the Provost will forward all portfolios for promotion in rank to the chairperson of the College Promotion and Tenure Review Committee. The chairperson shall convene the meeting of the committee. Absent the candidate for promotion, the committee will vote a recommendation. The committee will forward all portfolios and its recommendations regarding promotion in rank, and its reasons for its recommendations, to the Provost by May 28. A copy of the committee's recommendation shall be forwarded to the candidate by May 28.
- (f) By June 10, the Provost shall submit to the President his/her recommendation for promotion in rank and all other recommendations and portfolio materials. A copy of the Provost's recommendation shall be forwarded to the candidate by June 10.
- (g) By June 20, the President shall inform the candidate of his/her decision.
- (h) In the event of an unfavorable recommendation at any level, the candidate will be informed of the reasons for the recommendation. The candidate may withdraw his/her application for promotion at any point in the promotion process.
- (i) A candidate may appeal an unfavorable recommendation of the College Promotion and Tenure Review Committee or the Provost's recommendation to the President to not grant promotion or tenure. A candidate wishing to make such an appeal may do so by notifying the division dean in writing within 5 working days of receiving the unfavorable recommendation. The candidate shall then have the opportunity to add a written rebuttal statement to his/her portfolio.

The appeal must be based solely upon documented evidence gathered in support of the application for promotion and included in the portfolio. The appeal of the candidate shall be processed in accordance with Procedure 5-02 (F) (5).

- (j) If any of the above dates falls on a Saturday, Sunday, or holiday, the action will be the next workday. If the College is closed for emergency reasons on any of the above action dates, the action due date will be the next workday.
- (7) 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.
  - (8) Successful candidates for promotion will receive a minimal promotional increase of 5% in addition to any base increase made available to all faculty effective Autumn Quarter of the next academic year, and will thereafter be compensated in accordance with the salary established for the new rank in the CSCC/CSEA Agreement.

Last Effective Date: August 21, 2000

COLUMBUS STATE COMMUNITY COLLEGE  
POLICY AND PROCEDURES MANUAL

PROMOTION AND TENURE REVIEW COMMITTEES  
Procedure No. 5-02 (F)

Effective July 1, 2006  
(July 1, 2005, Version)

- (1) The responsibilities of the Promotion and Tenure Review Committees are to review the qualifications of candidates being considered for tenure or for promotion and to recommend to the appropriate division and college administrators the granting or denial of tenure or promotion.
  - (a) Those who will be candidates or those who are relatives of candidates for promotion or tenure 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.
  - (b) For the purposes of this procedure, the Career and Technical Division and Community and Education Workforce Development Division shall be considered as one.
  
- (2) The Operating guidelines for the College Promotion and Tenure Review Committee shall be as follows:
  - (a) The membership of the College Promotion and Tenure Review Committee shall consist of seven members: two (2) faculty with the rank of professor elected from and by the Arts and Sciences Division Faculty, two (2) with the rank of professor elected from and by the Career and Technical and Community Education and Workforce Development Divisions Faculty, and three (3) tenured faculty elected by the college faculty at large. The terms of membership will be one year. The immediate past chairperson of the College Promotion and Tenure Review Committee shall serve as ex officio member of the committee for the following year. Members may serve during two consecutive terms and be eligible for re-election after a one-year interim.
  - (b) Should an elected member of the Promotion and Tenure Review Committee be required to terminate his/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, a) above.
  - (c) Election procedures for the Promotion and Tenure Review Committee will be as follows:
    - I. By the end of the first full week of Autumn Quarter, the Vice President of Human Resources will issue a call for nominations for the College Promotion and Tenure and Review Committee. The call will include information on the responsibilities of the committee, where petitions for nominations may be obtained and procedures for completing and submitting petitions for nominations.
    - II. By the end of the second full week of Autumn Quarter, nominees will complete and return their petitions for nomination to the Human Resources Department.
    - III. By the end of the third full week of Autumn Quarter, election for membership of the Promotion and Tenure Review Committee will be completed. 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. 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 (1) year.

IV. Absentee balloting shall be provided for full-time faculty who cannot be physically present for the regular voting process by notifying the Vice President for Human Resources in advance of the election date.

(d) By the end of the sixth week of Autumn Quarter, the Provost will convene an organizational meeting of the newly elected College Promotion and Tenure Review Committee for the purpose of electing a new chairperson and secretary of the committee and transfer of all records to the newly elected officers. At this meeting the Promotion and Tenure Review Committee shall review both Tenure and Promotion policy and procedures.

(3) Operating guidelines for Division Promotion and Tenure Review Committees will be as follows:

(a) The responsibilities of Division Promotion and Tenure Review Committees are to review the qualifications of candidates being considered for tenure or promotion in rank and to recommend to the appropriate division dean, the College Promotion and Tenure Review Committee, and the Provost the granting or denial of tenure or promotion in rank.

(b) The membership of the Division Promotion and Tenure Review Committee shall be one elected full professor from each academic department in the division. Elected membership on the Division Promotion and Tenure Review Committee shall have no term limits.

(c) Should an elected member of the Division Promotion and Tenure Review Committee be required to terminate his/her service, the represented academic department shall conduct another election to select a representative.

(d) In situations in which academic departments have no eligible full professors to serve on a division committee, those departments may elect representation from the next highest rank. Elected representatives at or below the rank of a candidate for promotion must absent themselves from committee meetings deliberating the promotion of such faculty.

(e) Election procedures for the Division Promotion and Tenure Review Committees shall be as follows: By October 15 of each academic year, department chairpersons shall convene a department meeting-of-the-whole for the purpose of electing a departmental 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. All balloting shall be conducted in secret. A candidate must receive a majority of votes cast to be elected. If necessary to achieve this, run off ballots will be conducted, eliminating the lowest vote recipient for each subsequent ballot.

- (f) The division deans shall convene **the first meeting of the Division Promotion and Tenure Review Committees to review the process and the charge to the committees** per calendar dates delineated in Procedure No. 5-02 (E) The Awarding of Tenure and Procedure No. 3-01 (B) Faculty Rank. **The faculty on the Division Promotion and Tenure Review Committees shall select their own chairperson. The chairperson shall be responsible for ensuring** the committee's strict adherence to division guidelines for promotion and tenure consideration and the equitable application of those guidelines for all candidates. The Division Dean shall be responsible for maintaining a permanent record of committee recommendations, procedures and protocol.
- (4) Operating guidelines for Department Promotion and Tenure Review Committees will be as follows:
- (a) The responsibilities of Department Promotion and Tenure Review Committees are to review the qualifications of candidates being considered for tenure or promotion in rank and to recommend to the department chairperson, the Division Promotion and Tenure Review Committee, the appropriate division dean, and the Provost the granting or denial of tenure or promotion in rank.
  - (b) Departments shall determine their own process for forming Department Promotion and Tenure Review Committees following guidelines determined by the division faculty as represented by the Division Tenure and Promotion Review Committee. Promotion committees shall always consist of faculty above the rank of a person applying for promotion.
  - (c) In circumstances in which a faculty member is applying to the rank of full professor in a department which has fewer than two full professors, the division dean, with the advice and consent of the Division Promotion and Tenure Review Committee, will appoint up to two full professors from other departments in the division to serve on that departmental review committee.
  - (d) Department Promotion and Tenure Review Committees 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 with the advice and consent of the Division Promotion and Tenure Review Committee. The committee chairperson shall convene and chair all meetings of the Department Promotion and Tenure Review Committees per calendar dates delineated in Procedure No. 5-02 (E) The Awarding of Tenure, and Procedure No. 3-01 (B) Faculty Rank.
  - (e) The chairperson of the Department Promotion and Tenure Review Committee shall be a voting member of the committee with the responsibility of ensuring the committee's strict adherence to division guidelines for promotion and tenure consideration and the equitable application of those guidelines for all candidates. The committee chair will be charged with the responsibility of formal communication with and to the academic department chairperson and the division dean, including the formal recording of the committee vote to the dean and Division Promotion and Tenure Review Committee.
- (5) The operating guidelines for the College Promotion and Tenure Appeal Committee will be as follows:

- (a) The College Promotion and Tenure Appeal Committee shall be a standing committee elected following the election of the College Promotion and Tenure Review Committee. Elected members of the College Promotion and Tenure Committee and Division Promotion and Tenure Committees will be excluded from the Appeals Committee. The Promotion and Tenure Appeals Committee shall consist of two (2) faculty members of the rank of Professor selected by the faculty of the Arts and Sciences Division, two (2) tenured faculty members of the rank of Professor selected by the faculty of the Career and Technical and Community Education and Workforce Development Divisions, and one (1) faculty member at-large of the rank of Professor elected by a vote of the entire faculty. Divisional faculty representatives will be elected for staggered terms of two (2) years. The at-large representative will serve a one (1) year term.
- (b) Election procedures for the College Promotion and Tenure Review Appeal Committee will be as follows:
  - i. By October 15, the Vice President for Human Resources will issue a call for nominations for the Promotion and Tenure Review Appeal Committee. The call will include information on the responsibilities of the committee, where petitions for nominations may be obtained and procedures for completing and submitting petitions for nominations.
  - ii. By October 22, nominees will complete and return their petitions for nomination to the Human Resources Department.
  - iii. By October 29, election for membership of the Promotion and Tenure Review Appeal Committee will be completed. Full-time faculty will vote for candidates in the division to which they belong and for the at-large candidate. The Vice President for Human Resources will tabulate election ballots and communicate the results of the election to the electorate. 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.
- (c) In the event of appeal of an unfavorable promotion or tenure recommendation, the Provost shall convene a meeting of the Promotion and Tenure Review Appeal Committee for the purpose of electing a chairperson and secretary of the committee and transfer of all records to the newly elected officers. At this meeting the Promotion and Tenure Review Appeal Committee shall review the Tenure or Promotion policy and procedures and the appeals process.
- (d) The responsibilities of the Promotion and Tenure review Appeal Committee are:
  - i. To review the appeal of the candidate who is not in agreement with the College Promotion and Tenure Review Committee's recommendation or, in tenure decisions, the President's recommendation to the Board of Trustees, and forward to the President a recommendation to grant or not to grant promotion or tenure to the candidate.
  - ii. To secure and review pertinent data, ensure proper application of the promotion and tenure policy and procedures, and to reach a decision on the candidate's appeal.

- iii. Decisions on appeals of tenure recommendations shall be made and communicated in writing to the President no later than April 22.
- iv. Decisions on appeals of promotion recommendations shall be made and communicated in writing to the President no later than July 1.

Last Effective Date: January 6, 1992

**SAMPLE OF LETTER OF RECOMMENDATION**

To: DEPARTMENT CHAIR  
From: DEPARTMENT PROMOTION & TENURE COMMITTEE  
Date: XXXX  
Subject: FACULTY PROMOTION COMMITTEE RECOMMENDATION FOR FACULTY MEMBER

The XXXX Department met on XXXX, XX, XXXX, to review the portfolio of FACULTY MEMBER for promotion in rank from Instructor to Assistant Professor.

It is the recommendation of this committee that FACULTY MEMBER be promoted to Assistant Professor for the following reasons:

- She has shown sustained performance consistently exceeding expectations of her current rank in many areas especially in:
  - Instructional Planning and Design
  - Instructional Presentation and Delivery
  - Instructional Testing and Evaluation, Student Assessment
- She not only has completed the requirements for the rank of Assistant Professor but also has given extensively of herself and her time to the teaching profession.
- She has been an asset to the Department and the Division and is willing to volunteer for service on a variety of committees.

Based on the outstanding qualifications, performance, and portfolio documentation of FACULTY MEMBER, this committee recommends that she be promoted to the rank of Assistant Professor.

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Faculty, Professor  
Committee Chair

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Faculty, Professor

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Faculty, Professor

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Faculty, Associate Professor

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Faculty, Assistant Professor

**SAMPLE LETTER OF NON-RECOMMENDATION**

MEMO

TO: \_\_\_\_\_, Chairperson  
\_\_\_\_\_ Department

FROM: \_\_\_\_\_, Chairperson  
\_\_\_\_\_ Department Promotion and Tenure Review Committee

DATE:

SUBJECT: Promotion recommendation for \_\_\_\_\_

In accordance with Columbus State Procedure 5-02(E), the \_\_\_\_\_ Department Promotion and Tenure Review Committee met and reviewed the portfolio of \_\_\_\_\_. The Committee believes that \_\_\_\_\_ has not met the criteria for promotion to the rank of \_\_\_\_\_ as described in the College's *Policy and Procedures Manual* and that his portfolio does not support his application for promotion. The Committee does not recommend \_\_\_\_\_ for promotion to the rank of \_\_\_\_\_ at this time.

The Committee does not believe that the quantity and quality of activities in the categories of \_\_\_\_\_ and \_\_\_\_\_ are sufficient. The Committee recommends that \_\_\_\_\_ increase his involvement in (list specific activities, as appropriate). The Committee further recommends that \_\_\_\_\_ (list any additional recommendations for the candidate.)

The signatures of the following members of the Committee indicate only that the decision of the Committee (as determined by a majority vote) is to not recommend \_\_\_\_\_ for promotion at this time.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

cc: (candidate)

**SAMPLE LETTER OF INTENT**

**To: DEPARTMENT CHAIR**  
**Date: XXXXXXXXX**  
**From: FACULTY MEMBER**  
**Re: Notification of Application for Promotion in Rank**

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With this memorandum I am notifying you of my intent (before the xxxxx deadline) to apply for promotion in rank from Instructor to Assistant Professor and tenure. This notification is in accordance with Procedure No. 3-01(B), effective date XXXXXXXXX, of the Columbus State Community College Policy and Procedures Manual.

My portfolio will be submitted to you before XXXXXX, and will provide documentation of sustained performance consistently exceeding expectations of current rank in the Instructional categories a) and b) and the Service category XXXXXXXXX, as listed in paragraph 4 of the Policy and Procedure Manual, No. 3-01(B).

**COLUMBUS STATE COMMUNITY COLLEGE**

**Worksheet for Recording Initial Assignment to Faculty Rank in Arts and Sciences**

Based on Procedure 3-01 (B) pages 1-2 and

Article 38 of the Agreement between the College and Columbus State Education Association

Name: \_\_\_\_\_ Department: \_\_\_\_\_

\_\_\_\_\_ 3.a **Highest degree earned:**

Master's	Doctorate (PhD, DO, MD, DVM)
10	13

\_\_\_\_\_ 3.b **Educational experiences** not applied under 3a, undertaken for professional development and relevant to the discipline taught:

- i. Quarter credit hours earned subsequent to highest degree:  
\_\_\_\_\_ / 30 = \_\_\_\_\_
- ii. Semester credit hours earned subsequent to highest degree:  
\_\_\_\_\_ / 20 = \_\_\_\_\_
- iii. Continuing education credit, every 10 hours = 1/30:  
\_\_\_\_\_
- iv. Conferences, seminars, or workshops approved by chair, every 10 hours = 1/30:  
\_\_\_\_\_

\_\_\_\_\_ 3.c **Professional License:** (along with 3 a, not to exceed 13 points maximum).  
1/8 to 2 points per certificate or license beyond minimum entry as a result of externally administered examination or specified amount of experience

\_\_\_\_\_ 3.d **Scholarship**

Book	# _____ x .5 to 1 = _____
Article	# _____ x .125 to .5 = _____
Seminar/Workshop Presentation	# _____ x .125 to .5 = _____
Equivalent scholarly product	# _____ x .125 to 1 = _____

\_\_\_\_\_ 3.e **Prior years of teaching/work experience** relevant to discipline:  
(No more than 10 points total and no more than 1 point per year.)

\_\_\_\_\_ x 1.0 = \_\_\_\_\_ (5 most recent years of full-time experience)

\_\_\_\_\_ x .5 = \_\_\_\_\_ (6-15 years full-time)

\_\_\_\_\_ x .5 = \_\_\_\_\_ (academic year part time)

\_\_\_\_\_ **Total Points as of Date of Hire**

Chair signature/date \_\_\_\_\_ Dean signature/date \_\_\_\_\_

Faculty member's signature/ date \_\_\_\_\_

New faculty hired with: at least 15 points will be initially placed at 4% above the base instructor salary; at least 19 points will be initially placed at 8% above the base instructor salary; and at least 23 points will be initially placed at 12% above the base instructor salary.