

**TENURE GUIDELINES**

The purpose of these guidelines is to establish the calendar for review of applications for tenure and the procedures whereby decisions on tenure for faculty are made in accordance with Columbia State Policy 05:14:00 and [TBR Policy 5:02:03:70](#). The guidelines further describe the roles of the various participants in the process and the materials concerning each candidate used during the review process.

**I. Calendar for the Tenure Review Process**

Faculty should apply for tenure after completion of their fifth full year of service at Columbia State. Exceptions are listed in [Columbia State Policy 05:14:00](#).

The following calendar will be followed unless amended by the vice president for academic affairs in the letter to all faculty requesting applications for tenure.

Deadline	Action To Be Taken
First Tuesday in September	Memo from vice president for academic affairs or designee to all faculty to initiate the review process for the academic year.
Third Tuesday in September	Faculty member sends completed Intent to Apply for Promotion/Tenure (Form A) and supporting documentation to the vice president for academic affairs or designee.
Second Tuesday in October	(1) Letter of eligibility for promotion/tenure sent to faculty by the vice president for academic affairs or designee with Form B (Performance Evaluation for Tenure Criteria), which will be used by all participants in the evaluation of faculty for promotion/tenure. (2) Divisional Promotion and Tenure Committees are selected.
First Working Tuesday in January	Eligible faculty members present four copies of their portfolio to their division dean who forwards three copies to the division committee.
Last Friday in January	Division Promotion and Tenure Committees submit Form C (Recommendation for Tenure) to the appropriate division dean.
First Friday in February	The division deans will send one copy of each portfolio and Form C to the vice president for academic affairs.
Third Tuesday in February	The vice president for academic affairs sends all recommendations and portfolios to the president.
Third Tuesday in March	The president notifies each eligible faculty member in writing of tenure and/or promotion recommendation status.
Third Wednesday through the fourth Wednesday in March	Faculty may appeal the tenure or promotion recommendation in writing to the president.
April	The president submits his or her recommendations for tenure and promotion to the chancellor of the TBR for review, approval and submission to the Tennessee Board of Regents.
June	TBR reviews promotion/tenure recommendations and approves or disapproves recommendations.
First week in August	The president notifies all faculty who were recommended for promotion/tenure and other appropriate personnel the resulting action of the TBR.

## **II. Procedures for Consideration of Tenure**

- A. The faculty member must request consideration for tenure by submitting an *Intent to Apply for Promotion/Tenure* (Form A) and the appropriate documentation of eligibility to the vice president for academic affairs or designee.
- B. After receipt of the request and supporting documentation, the vice president for academic affairs or designee will determine the faculty member's eligibility for tenure and inform the faculty member as to his or her status. Eligibility to apply for tenure does not guarantee tenure, but does ensure that the candidate will be considered for tenure through the procedures described in this document.
- C. The vice president for academic affairs or designee will coordinate the selection of Promotion and Tenure Committees in each division. Each division committee will be composed of three tenured faculty members: a chairperson from the division appointed by the vice president for academic affairs or designee in consultation with the division dean, one member from the division elected by the division, and one member appointed by the president of the faculty senate from another division. Faculty members applying for tenure or promotion will not be eligible to serve on the committee.
- D. After being declared eligible for tenure by the vice president for academic affairs or designee, the faculty member must develop a portfolio to support his/her application for tenure following the elements contained in Section III below. Four copies of the portfolio must be submitted to the division dean. The division dean will retain one copy to review and distribute the other three to the members of the division Promotion and Tenure Committee. If the division dean applies for tenure/promotion, the copies of the portfolio are submitted to the vice president for academic affairs or designee.
- E. The committee members will review each portfolio submitted and evaluate the level of performance using the *Performance Evaluation for Tenure Criteria* (Form B). The committee will vote on the decision to recommend or not recommend tenure for each faculty member considered. This peer committee will have qualified privilege of academic confidentiality against disclosure of individual tenure votes, unless there is evidence that casts doubts upon the integrity of the peer committee. After arriving at a recommendation, the committee will complete Section I of Form C (Recommendation for Tenure) for each candidate and will forward Forms B and C to the division dean.
- F. The division dean, based on his or her review of the Promotion and Tenure Committee's recommendation and the faculty member's portfolios, will recommend for or against tenure by completing Section II of Form C (Recommendation for Tenure) and submitting it to the vice president for academic affairs.
- G. The vice president for academic affairs will review the portfolios and accompanying recommendations and may confer with the Promotion and Tenure Committee and/or division dean concerning the rationale for their recommendations. The vice president for academic

affairs will then forward all accompanying materials along with his or her recommendations to the president.

- H. After consideration of the recommendations from the Promotion and Tenure Committee, the division dean, and the vice president for academic affairs, the president will approve or deny the applications for tenure and forward approved recommendations to the TBR chancellor for review. If approved by the chancellor, the recommendations will then be considered by the full Board of Regents. In the event that tenure is awarded by the Board of Regents, the president shall notify the faculty member in writing of confirmation or denial of the award.

### **III. Portfolio Preparation**

- A. **Portfolio Requirement.** A faculty member applying for tenure must submit a portfolio documenting a history of productivity and service during the probationary period.
- B. **Faculty Evaluation Process as a Source of Materials for the Portfolio.** The faculty evaluation process at Columbia State provides probationary faculty with an annual evaluation of their effectiveness as faculty members and the extent to which they are perceived to be meeting the expectations of the Institution. Documentation provided to support the self-evaluation conducted as part of the faculty evaluation during the probationary period should be retained and included in the appropriate sections of the portfolio. Student and division dean evaluations conducted as part of the annual faculty evaluation process during the probationary period must also be included in the portfolio for review during the tenure consideration process. Effectiveness of corrective actions taken to improve on identified weaknesses during the probationary period must also be included.
- C. **Portfolio Organization.** The portfolio should be organized into sections indicated below in order to facilitate the evaluation of performance relative to the criteria used to assess the merit of candidate's application for tenure. Each of these categories must be addressed in the portfolio. Equal levels of achievement are not necessarily expected in all categories. To support accomplishment in these categories, the faculty member may elect to provide additional evidence that is not listed below. The portfolio cannot exceed fifteen pages. The faculty member will place one copy of additional sample materials on reserve in the division office during the timeframe of the portfolio review. These materials should be itemized in an appendix to the portfolio. Materials to be included under each section are required or suggested as indicated below. Items that must be included in the portfolio are underlined. The tenure applicant may submit the portfolio in paper or electronic form, but it must follow the organization outlined herein.

**SECTION 1: TEACHING (70%)** – Effective teaching is an essential qualification for tenure, and tenure will be granted only with clear and documented evidence of a candidate’s teaching ability and potential for continued development.

**A. Teaching Effectiveness (60%)**

1. Statement of teaching philosophy.
2. Student Evaluation of Teaching Performance – Summary of the student evaluation results for every course evaluated during the probationary period with a description of strengths and weaknesses and what has been done to improve the weaknesses. Copies of student evaluation summary sheets must be included for review.
3. Dean Evaluation of Teaching- Summary of the dean evaluation results in categories relative to teaching during the probationary period with a description of efforts for any areas of improvements cited. Effectiveness of the specific corrective actions should also be addressed.
4. Documentation of grade distribution in all courses taught during probationary period. Summary of efforts to improve student success.
5. Briefly describe how professional development activities have improved your effectiveness as a faculty member.
6. List of courses taught at Columbia State by location and mode of delivery.
7. Course Materials – such as course syllabi, handouts, case studies, exams/evaluation instruments, and other instructional materials. (These may be placed in a file in the division office and indexed in an appendix of the portfolio.)
8. Description of technology used in classes taught.
9. Classroom Observation – Summary of the observation results during the probationary period with a description of strengths and weaknesses and what has been done to improve the weaknesses.
10. Peer Evaluation of Class Materials – Summary of the evaluations and changes implemented based on the results of the evaluations.
11. Development and/or Improvement of Alternate Instructional Delivery Modes – List courses that have been taught with each mode (for example, desktop video conferencing courses, interactive video courses, web-based learning, etc.) during the probationary period.

12. Instructional and Assessment Methods Improvements – Summary of experimentation in new teaching methods including description of method, application in course, documented results, and summary of how the findings were shared with other faculty.
13. Alumni Surveys or Student Exit Interviews – Summary of the results of any alumni surveys or student exit interviews that contain data concerning the teaching effectiveness of the applicant.
14. Credit-related student activities outside of normal classroom environment. (For example, cooperative education, independent study, credit by exam, evaluation of experiential learning activities, etc.)
15. Examples of student products or evidence of supervision of student projects or other forms of student mentorship.
16. Honors or Awards Received for Teaching – List awards received, date of award, association granting the award, and a brief summary of description of criteria used to grant the award.

**B. Curriculum/Program Development Projects (10%)**

1. Departmental Course Review – Description of involvement in this project. Give summary of strengths and weaknesses identified and what specifically has been done to improve the course.
2. New Course/Program Development and Implementation or Improvement – List the course/program, method used to determine need, a description of involvement in the development, and results of the efforts.
3. Departmental Program Review or Accreditation – Description of involvement in this project.
4. Developing Course Departmental Syllabi, Course Competencies, and Guides for Part-Time or New Faculty – Detailed description of involvement over the last three years.
5. Departmental Student Learning Outcomes Assessment – Description of involvement in this project.
6. Development and/or improvement of alternative delivery modes – Describe the mode, purpose, time involved, and how this will enhance instruction at Columbia State.
7. Development of accessible course materials – Description of involvement in this project.

**SECTION 2: SERVICE/OUTREACH (15%)** – Service to the department/division, including student advising, and potential for contributions to the Institution, profession, and community. For each of the following, describe the extent of your participation and for committees, list the years served and the offices held, if any. Examples include, but are not limited to:

**A. Service to Students**

1. Advising – Summary of activities during the probationary period. Include summary of level of advising expertise, list of curricular areas that you are competent to advise, and the scope of advising within the Columbia State service area.
2. Mentor for new advisors.
3. Club Sponsorship – Summary of activities during the probationary period. Report on typical number of meetings per year, average number of students in club, breadth of membership to include the extended campuses, local/state/national activities or projects.
4. Innovative Methods in Working with Students Outside the Classroom – Give summary of methods including definition of methods, type of activity, and documented results.
5. Honors or Awards Related to Student Activities – List awards received since last promotion or employment date and for each award list the following: date of award, association granting the award, and brief summary of description of criteria used to grant the award.
6. Summary of involvement with institutional initiatives relative to academic/career advising.
7. Orientation – Summary of participation in orienting students.

**B. College Service** – Activities other than teaching and scholarship performed at the department, division, or college level.

**1. Departmental**

- a. Discipline/Program Coordination
- b. Facilitator of Workplace Experiences for Students
- c. Faculty Mentors – Service mentor to both new full-time or part-time faculty.
- d. Articulation Initiatives – Summary of activities for the probationary period listing efforts with universities, applied technology colleges, and/or high schools and your level of involvement in these initiatives and the outcomes of your efforts.
- e. Department/program committees (include specific actual work completed for the committee.

**2. Divisional**

- a. Committees
- b. Extracurricular Division Activities (e.g., career day, orientation assignments, etc.)
- c. Recruitment – Summary of activities for the probationary period.
- d. Business/Industry Contacts – Summary of activities for the probationary period.
- e. Administrative responsibilities

**3. College-Wide**

- a. Standing, Ad Hoc, or Search Committees (Include specific role, time committed, and describe actual work completed for the committee.)
- b. Faculty Senate
- c. Extracurricular Activities Such As Theatrical Productions, Concerts, Service Projects, etc. – Summary of activities for the probationary period and total number of hours spent on these activities.
- d. Special Projects (e.g., high school competitions, fund raising, food drives, etc.)
- e. Grant Writing – Description of your involvement in this project and the outcome.
- f. College delegate to system-wide meeting.

**C. Outreach/Public Service** – This category should include documentation of the applicant’s role in supporting the College’s outreach to the community and society at large, with major emphasis on the application of knowledge for the solution of problems with which society is confronted. Outreach primarily involves sharing professional expertise and should directly support the goals and mission of the College.

1. Participation in projects specific to one’s discipline.
2. Public service activities for community and state.

**D. Professional Service** – In this section, the applicant should document his or her contributions to the academic discipline or the teaching profession generally.

1. Organizing and presenting workshops and debates.
2. Judge in an academic discipline activity (e.g., science fair, debate, etc.)
3. Active participation in professional organizations.
4. Public service consultation in one’s discipline.
5. Service on statewide or TBR committees.
6. Guest lecturer on other campuses.

7. Honors or awards received for contribution to academic discipline – List awards received since last promotion or employment date and for each award, list the following: date of award, association granting the award, and brief summary of description of criteria used to grant the award.

8. Service as Academic Auditor/site accreditor for other state of TN public institutions.

**SECTION 3: SCHOLARSHIP/CREATIVE ACTIVITIES/RESEARCH (5%)** – Documented evidence of scholarship, creative activities, and/or research must be cited. This evidence should include typical professional development activities such as the following:

A. The scholarship of teaching is a valid measure of research capability. It goes beyond doing a good job in the classroom; creative teachers should organize, record, and document their efforts in such a way that their colleagues may share their contributions to the art of teaching. Briefly describe your scholarship in the area of teaching.

B. Additional Graduate Courses – List course descriptions and total semester hours earned.

C. Additional Degrees – List degree, major, institution, and date completed.

D. Additional Certifications – List certification, agency that granted certification, and time span of certification.

E. Workshops/Seminars Attended Related to Job Performance – List name of each activity, date and hours attended. (Hours must be totaled for each of the past three years.)

F. Conferences – List activity, location, dates, and extent of participation.

G. Internships – Summarize the activity, location, dates, total number of hours, and how this activity will enhance your classroom teaching.

H. Job-related Experience – Summarize the activity, location, dates, total number of hours, and how this activity will enhance your classroom teaching.

I. Self-Improvement Program – Describe the program: purpose, method, time involved, results, and use in the classroom.

J. Workshops Conducted to contribute to the Professional Development of the Institution's Faculty – List activity, dates, number of hours, extent of your participation, and scope of faculty served.

K. Presentations at a Professional Meeting – List activity, location, dates, and extent of your participation.

- L. Publications – Identify books, journal articles, chapters of textbooks, or supplementary materials to a textbook authored. Publications that are reviewed by peers are more significant than those not subjected to such rigorous examination. Judgment of publications will emphasize quality rather than quantity.
- M. Performances, Compositions, or other Artistic Creations – Include written reviews and/or evaluations by qualified peers to document these activities.

**SECTION 4: COLLEGIALLY AND POTENTIAL FOR CONTRIBUTIONS TO THE COLLEGE (10%)** – Summary of the Division Dean Evaluation results for the probationary period should have demonstrated the ability to achieve the objectives of the faculty member, the department, the division, and the College with a description of strengths and weaknesses and what has been done to improve the weaknesses. Copies of the Division Dean evaluations must be included for review. Additionally, the candidate should have demonstrated willingness and ability to work effectively and in a professional manner to support the mission of the College and the common goals of the College and the academic organizational unit.

**A. Personal Narrative – The candidate should provide a narrative that**

1. assesses his or her potential for contributions to achievement of department, division, and Institution objectives, and a statement of his or her future plans and aspirations.
2. Division Dean Evaluation – Summary of the evaluation results for the probationary period with a description of strengths and weaknesses and what has been done to improve the weaknesses. Copies of division dean evaluations must be included for review.

## **IV. APPEALS**

### **A. Appeals**

A faculty member wishing to appeal the president’s recommendations relative to his or her tenure request must do so in writing by the fourth Wednesday in March. The applicant must state the basis for the appeal and provide evidence that the appeal is justified in writing at the time of the appeal. Appeals may be based only on improper evaluation or unfair and biased evaluation of application.

- Improper evaluation shall mean that the decision made was based upon inadequate consideration of materials provided in the portfolio or from determination of inaccurate information provided in the portfolio.
- Unfair and discriminatory evaluation shall mean that the decision was based upon factors other than the tenure criteria as stated in this policy.

## **B. Appeals Review**

1. The president will appoint a four-person committee to consider the appeal. Committee membership will consist of one administrator, the president of the Faculty Senate, and one at-large faculty member with the affirmative action officer serving as an ex-officio member.
2. The committee will review the appeal request, the tenure decision, and all tenure recommendations to see if the decision was reached in accordance with [Columbia State Policy 05:14:00](#).
3. The committee will submit a report of its findings on Form D (Review of Tenure Appeal) to the president within five working days after the committee reviews the appeal.
4. After receiving the report from the committee, the president will determine whether or not to change the original recommendation and notify the faculty member of the final decision.

## **V. Records Retention and Disposition**

Once the review process is complete and TBR approves the promotion decision, each assembled portfolio goes to the division Dean to return to its faculty owner. Documents related to the review process are maintained in the Academic Affairs office. The Human Resources office receives a letter of notification when the promotion is official in approval from TBR; this official letter becomes part of the faculty member's personnel file.

- VI. No employee, even if permitted through [TBR Policy 7:01:00:00](#), is permitted to carry a handgun to any scheduled meeting related to promotion and/or tenure.**