

**QUEENS COLLEGE PROCEDURES
FOR PROFESSORIAL TENURE AND PROMOTION**

The criteria for these considerations are set forth in the City University of New York (University) documents, University policies, the [Bylaws of the CUNY Board of Trustees](#), the Statement of the Board of Higher Education on Academic Personnel Practice in the City University of New York, September 22, 1975 ([Statement](#)), the [Max-Kahn memo](#), the collective bargaining agreement between the PSC/CUNY and the University ([CBA](#)), as well as in the [Queens College Guidelines for Tenure/CCE and Promotion \(Guidelines\)](#).

Academic departments initiate recommendations for reappointment with tenure and promotion. It is the Chair's responsibility to inform candidates of the schedule for consideration. As discussed more fully below, recommendations for tenure and promotion are reviewed by the Department Personnel and Budget (P&B) Committee, the Divisional Caucus, the Subcommittee on Tenure and Promotions (the Committee of Seven), the College P&B, and the President. Of course, all recommendations must be reviewed and approved by the CUNY Board of Trustees.

I. RESPONSIBILITIES OF THE CANDIDATE FOR TENURE/PROMOTION

Candidates for tenure/promotion are responsible for preparing the following:

A. Curriculum Vitae (CV) and Personal Statement

The candidate is responsible for timely preparation and submission of these materials which must include:

- biographical information, such as higher education experience, record of appointments, personal data, academic and professional honors, memberships in professional societies, references, and scholarly and creative works and professional development;
- information on the candidate's workload for the previous four semesters, including classes taught including independent studies, theses supervised, etc. and the associated workload credit as well as other official assignments (e.g., department or college administration, released time for research, grant released time, etc.) and release time, including unsponsored research, contractual release, etc.;
- multiple positions (if any);
- information on student course evaluations for the last four semesters;
- two-page Personal Statement, addressing the areas of research/scholarship, teaching and service.

The candidate is strongly encouraged to share drafts of the CV and personal statement with his/her faculty mentor and with his/her Chair, to ensure that they are properly prepared.

- B. Supporting Materials (tenure box): **The Candidate is responsible for providing all materials that he/she wishes to have considered in the review process, and for providing evidence of all work listed on the CV.** Supporting Materials are to be coded to correspond with the way they are reported in the CV. Supporting Materials should also be provided in electronic form to the maximum extent possible. For more information on Supporting Materials, see Appendix A.

- a. Supporting Materials may include:
 - publications,
 - articles,
 - grant applications,
 - abstracts,
 - any other creative works,
 - the teaching portfolio,
- letters of support (Candidates may solicit letters of support from outside evaluators. Such letters should be initialed by the Candidate and included in the Supporting Materials. They are different than External Review letters discussed below and are ***not*** part of the Confidential Department Reports),
 - narrative comments from student course evaluations,¹
 - conference proceedings that list candidate contributions,
 - letters of invitation to give presentations, and
 - exhibit or performance announcements, etc.

Be sure to maintain copies of all submitted materials.

- C. Candidates must provide the Chair with a list of proposed External Reviewers (see discussion in Appendix C).
- D. If after consideration, there is a negative recommendation on promotion/tenure, Candidates must appeal the recommendation for further consideration.
 - Appeal of the Department P&B vote - If the Department P&B does not recommend an eligible candidate for Tenure and/or Promotion, the Dean will inform the Candidate of the negative recommendation(s) and the deadline to appeal. The Candidate should appeal by notifying the Dean in writing in accordance with the stated deadline.
 - Appeal of the College P&B vote - Candidates who receive negative recommendations from the College P&B may appeal the decision to the President in writing within 10 days of notification. If the President grants the appeal, the President will make the appropriate recommendation to the Chancellor and Board of Trustees. If the appeal is not granted, the Candidate has the right to request a letter detailing the reasons for the decision. Candidates should consult the grievance procedure (see CBA 9.9) for further steps that they may take.
- E. If the Candidate chooses not to appeal a negative recommendation in the relevant time frame, tenure/promotion consideration is complete, and supporting materials will be returned.

II. **RESPONSIBILITIES OF THE CHAIR OF THE DEPARTMENT**

¹ Academic Senate rules dictate that only the Candidate submit narrative comments. If the candidate chooses to include comments, the entire class' comments must be provided

The Chair is responsible for collecting and compiling the following information and materials necessary for tenure and promotion consideration. For additional information, see the Provost's website, [Policies, Guidelines and Materials for Tenure/Promotion, CCE, Third Year Review](#). See also [Timeline for Tenure/CCE/Promotion Consideration](#), Appendix D.

- A. The Chair must collect from the Candidate the Candidate's Curriculum Vitae (CV) and Personal Statement, Supporting Materials (see Appendix A for more information) and a list of potential reviewers from the Candidate;
- B. The Chair must arrange for the preparation of the TPR Cover Page with Table of Contents;
- C. The Chair must prepare the Chair's Report. (see Appendix B for more information)
- D. The Chair must gather:
 - i. Confidential Department Reports which include:
 - a) Departmental Recommendation
 - b) Department P&B Report
 - c) Chair's Report
 - d) External Evaluations
 - ii. Copies of the Candidate's personnel files (see [Guidelines](#) on the Provost's website for more information):
 - a) The Personal Personnel File (including documents such as annual evaluations, reappointment letters, Third Year Review documents, Teaching Observations, work plan documents, etc. ***It is essential that Chairs continue to prepare teaching observations and annual evaluation memos for tenured Associate Professors, as these documents will be critical for consideration of promotion cases.*** Files should be organized to have these critical documents in a separate section); &
 - b) The Administration (Confidential) Personnel File.
- E. The Chair or a designated member of the Department P&B customarily requests letters from external reviewers, and includes all appropriate documentation and information (see Appendix C for more information on External Review letters).
- F. The Chair provides the official CV, copies of the Personal and Administration Personnel Files and Supporting Materials of all candidates receiving a positive recommendation to the Department P&B Committee for their consideration. Chairs must also forward to the Dean the TPRs of all candidates appealing a negative recommendation for tenure and/or promotion without the Department's recommendation.
- G. **Notifications.** The Chair will notify the Dean of the Department P&B recommendations in writing. The Chair may only share with the Candidate whether the recommendation was positive or negative. Votes and deliberations of the Department P&B are confidential. If the Department P&B does not recommend an eligible candidate for Tenure and/or Promotion, the Department Chair shall immediately inform the Dean of the negative recommendation(s).
- H. The Chair must also forward the official CV, copies of the Personal and Administration Personnel Files and Supporting Materials to the Divisional Deans after consideration by the Department P&B Committee. An alphabetical, unranked list of recommended Candidates is also to be sent to the divisional Dean. The Chair will also forward to the

Dean the TPRs of all candidates appealing a negative recommendation for tenure and/or promotion without the Department's recommendation.

- I. The Chair, or if appropriate a designee, will also be responsible for presenting the Candidate's case to the Caucus. The Chair is responsible for articulating the viewpoints both of the P&B and themselves.

III. **RESPONSIBILITIES OF THE DEPARTMENT P&B**

- A. The Department P&B must facilitate obtaining External Review letters for Candidates (See Appendix C for more information).
- B. The Department P&B must consider and vote, by secret ballot, on all Candidates, and must then prepare the Confidential Department Report, which **must never be seen by the candidate**. The Report includes the following:
 1. Departmental Recommendation: Action being considered (tenure, promotion, etc.) and Department P&B vote totals.
 2. Department P&B Report (see Appendix C for more information).

Department P&B reports are confidential and are not to be made available to the Candidate even if he or she is a member of the Department P&B

- C. It should be noted that Assistant Professors may not vote on cases for promotion to Full Professor. No member of the Department P&B may vote on his or her own tenure or promotion case, be present for deliberations and or see the vote results.
- D. The Department P&B Committee will forward to the Chair for transmission to the Divisional Dean the TPRs of all candidates who received the Department P&B's recommendation for tenure and/or promotion. They will also forward to the Chair for transmission to the Dean the TPRs of all candidates appealing a negative recommendation for tenure and/or promotion without the Department's recommendation.
- E. Appeals from Negative Department P&B Recommendations
 1. Upon notification by the Dean of a Candidate's appeal of a negative recommendation, the Chair will advise the Department P&B. The Department P&B will prepare the necessary TPR in the same manner used for Candidates it recommends. In the case of such appeals, the cover page of each of the components of the TPR should be marked "Appeal".
 2. For Assistant Professor Candidates being considered for both tenure and promotion, where the Department P&B has recommended against tenure and promotion, an appeal of any aspect of the recommendation(s) will automatically be considered to apply to both. For Assistant Professor Candidates recommended by the Department P&B for tenure but not promotion, the

recommendation against promotion will automatically go up on appeal to the Dean for consideration by the Divisional Caucus.

IV. **RESPONSIBILITIES OF THE DEAN & DIVISIONAL CAUCUS**

- A. **Notifications.** After notification by the Chair of a recommendation by the Department P&B, the Dean will notify the Candidate in writing of the Department P&B's decision(s). In cases where there is a negative the recommendation, the letter will include information on the Candidate's right to appeal, including deadline for appeal. Templates for these letters are found on the Provost's website.
- B. **Appeals.** Upon notification of a Candidate's appeal of a negative Department P&B recommendation, the Dean will notify the Department Chair so the necessary paperwork can be prepared.
- C. **Divisional Caucuses.** Deans are responsible for convening the Divisional Caucuses. Recommendations for tenure/promotion from Department P&B Committees, appeals of recommendations not to grant tenure and/or promotion (Appeals) will proceed to the Divisional Caucus (the caucus of each Division, comprised of the chairs of each department in the Division), which reviews each case. The Caucuses must consider the materials that were provided to the Department P&B Committee.
 - a. Each Candidate's case is presented to the Divisional Caucus by the Department Chair.
 - b. If a Candidate is a Chair, another member of the Department P&B may present the case, but may not vote.
 - c. The Dean chairs this meeting as a non-voting member.
 - d. These deliberations and votes are completely confidential and not to be shared except as needed for further deliberations. Deliberations and votes are shared with the Committee of Seven.
 - e. Following deliberations, each voting member of the Caucus, regardless of the Caucus member's rank, will rate each Candidate in a secret ballot based on the following voting scale:
 - 5 = very strong
 - 4 = strong
 - 3 = moderate / uncertain
 - 2 = weak
 - 1 = very weak
 - f. The ratings of the Divisional Caucus are forwarded to the Committee of Seven as individual scores and as a group mean.
 - g. No member may vote on his or her own promotion case, be present for deliberations or be informed of the vote results.
 - h. The Divisional Caucus ratings are advisory.

V. **RESPONSIBILITIES OF THE PROVOST AND COMMITTEE OF SEVEN**

The Provost is responsible for convening the Subcommittee on Tenure/CCE and Promotion (Committee of Seven).

Committee of Seven. Each candidate is then considered by the Committee of Seven. The Committee has two members from each of the Divisions of Arts & Humanities, Math and Natural Sciences, and Social Sciences, and one member from the Division of Education. The Committee of Seven is convened and chaired by the Provost as a non-voting member.

1. The Committee of Seven is responsible for reviewing the materials available to the Department P&B, as well as the Divisional votes.
2. In the course of its deliberations, the Committee may ask for clarifying information from the Dean, Chair and/or the Candidate.
3. Prior to the secret vote, the Candidate's divisional Dean will present the Candidate's tenure and/or promotion case with the Committee, and make a recommendation.
4. The Committee, voting by secret ballot, makes advisory recommendations to the College P&B.
5. The vote totals are not reported to the College P&B; it is only noted whether a candidate is recommended (a majority of the votes are positive) or not recommended. If a member of the Committee of Seven has a candidate from his or her Department being presented for tenure and/or promotion, he or she must excuse him- or herself from this last discussion.
6. All deliberations and votes are strictly confidential.
7. At the conclusion of deliberations, the Committee meets with the President to discuss their recommendations.

VI. **RESPONSIBILITIES OF THE COLLEGE P&B**

1. The College P&B is informed of the Department P&B's votes as well as the Committee of Seven's advisory recommendations concerning candidates.
2. Members of the College P&B are responsible for reviewing all candidates' materials, which are available in the Provost's Office.
3. If a member of the College P&B is a Candidate for tenure or promotion, the recommendations about their own case will not be shared with them, nor may they be present for deliberations or vote on their own case.
4. All deliberations and votes are strictly confidential.
5. The College P&B, by secret ballot, recommends Candidates to the President.
6. All Candidates are informed in writing by the Provost's Office of the College P&B's recommendations.

VII. **DECISION BY PRESIDENT**

The President receives all recommendations from the College P&B. It is the President's independent duty to review all recommendations and to make appropriate recommendations to the Chancellor and Board of Trustees. While the President must make his or her own determination, the President (or his/her designee) may consult with members

of the Committee of Seven, with members of the College administration, and/or with other informed people prior to making a decision. The President or his/her designee reports to each Candidate the President's recommendation. If a Candidate is not recommended by the President, he/she should consult the grievance procedure for further steps (See PSC/CUNY Collective Bargaining Agreement § 9.9).

APPENDIX A – Additional information for Candidates

Supplemental information about the Supporting Materials:

- i. The Candidate's teaching portfolio must include course syllabi, and should include as much information as possible about the content and structure of his/her courses, such as teaching information in the form of sample assignments, materials prepared for courses, information about the response of students to the Candidate's courses etc.
- ii. Candidates should provide copies of any grant applications, reviewer comments and rankings for both funded and unfunded grants in order to assess the quality and quantity of submissions, and the probability of future funding.
- iii. Any item listed on the CV including forthcoming work and work in progress should be included. If no draft manuscript yet exists for work in progress, an outline and plan for development should be included.
- iv. If a work has been completed and a publisher's contract has been signed, a copy of the contract, or written confirmation that it has been seen by the Department P&B, should be attached to the work.
- v. If the candidate or Chair wishes to add materials after the files have been shared with the Provost's Office, a letter explaining the late submission must be attached to a revised list of materials.

APPENDIX B – Additional information for Chairs

- A. The Chair's Report.** The Chair's Report should address the candidate's teaching or other responsibilities, scholarship, creative activity or professional development, and service. The Chair's Report should include a discussion of the candidate's role in the department and of the candidate's value to the department. The Chair's Report should contain the basis for the Chair's recommendation, which may differ from that of the Department P&B. The Chair's Report should not repeat information contained in the Department P&B Report, or contained elsewhere in the TPR.
- B. External Evaluations.** The Chair or a designated member of the Department P&B customarily guides the process of obtaining External Review letters, and requests letters from external reviewers, includes all appropriate documentation and information with the request (see Appendix C for more information on External Review letters).
- The following information must be provided by the Chair in the Confidential Departmental Reports for each external reviewer:
 - Name, title, and institutional affiliation
 - Brief description of area of specialization (in a sentence or two – do not include the curriculum vitae) and professional credentials to serve as reviewer
 - Explicitly state if and how the reviewer and the candidate are acquainted, if the reviewer has relationships with Department members, particularly P&B members and if the reviewer was suggested by the candidate or by the P&B.

APPENDIX C – Additional information for Department P&Bs

A. External Evaluations.

- Letters from external reviewers must be provided which evaluate the candidates' scholarly and/or creative work. The determination of the identity of the reviewers is a significant decision. Six reviewer letters should be considered a minimum. These should be from individuals who are more senior scholars than the candidate. Letters from within CUNY are strongly discouraged. At least four must be from reviewers outside CUNY; preferably all should be. Letters from internal reviewers, those who have worked with the candidate before, or have ties to the candidate or the department, may not carry as much weight. If any CUNY reviewers or Associate Professors in support of candidates for promotion to Full Professor are included, a detailed justification must be provided. For tenure and promotion to Associate Professor, a letter from the dissertation or post-doc supervisor may be included, but this is strongly discouraged for promotion to full Professor.
- The candidate should be asked for a list of suggested reviewers, and the Department P&B must also develop a list. The final list of reviewers is chosen by the Department P&B from the combined lists. It is not necessary that the candidate agree to any of the reviewers, and the candidate must not be given the final list of reviewers. A candidate may also provide a list of scholars that he/she feels should not be consulted, and if so, must provide reasons, in writing. If a reviewer is taken from that list, the candidate's reasons for concern shall be included with the reviewer's letter. At least three reviewers must be individuals not suggested by the candidate.
- The Department P&B must send a uniform letter of solicitation to all reviewers. Templates of letters that must be used are posted on the [Provost's website](#). A copy of the letter of solicitation must be included in the TPR. The external evaluators must be provided with copies of the candidate's curriculum vitae as well as any books published, selected major articles, unpublished manuscripts, and other materials that might help the reviewer form a judgment. It is recommended that this be provided to the reviewers in electronic format. Lead time of at least two months prior to the requested response date is recommended.
- All reviewers who were formally requested by the department to evaluate the candidate must be listed and all letters received must be included. An explanation must be provided for each case in which a letter was not provided by a reviewer. For candidates being considered simultaneously for tenure and promotion the letter of solicitation should explain that Queens College conducts tenure and promotion reviews separately and ask reviewers to address both issues separately. It is customarily the Chair or a designated member of the Department P&B who requests letters from reviewers. Letters may be sent in electronic format as long as they contain a valid electronic signature.
- **The candidate must not see the reviewers' letters under any circumstances.** The original of these letters must be maintained by the Department.

- In addition to the designated reviewers, the candidate may solicit letters of support from outside evaluators. Such letters should be initialed by the candidate and included in the Supporting Materials; they are ***not*** part of the Confidential Department Reports.

B. The P&B Report. The P&B Report should contain a summary and analysis of the information the P&B has reviewed on the teaching effectiveness, research and scholarly production, and service of the candidate.

1. The P&B Report must be reviewed and signed and dated by all the members of the Department P&B Committee.
2. Individual members of the Committee may append their own statements if they wish.
3. Members of a Department P&B must recuse themselves from deliberations on their own case. Only tenured members of Department P&B Committees who hold the rank of Associate or full Professor may vote on promotion to full Professor.
4. If the vote is not unanimous, the report must so note, in which case a minority report may be written, signed, and included. A minority report may be filed on behalf of one or more members of the Department P&B and more than one minority report may be included. The Department P&B Report must comment on each of the following:

- **Teaching or other Responsibilities.** Summarize the substance of the Committee's evaluation of the candidate as a teacher. In addition to using the student evaluation instrument provided by the Academic Senate (<https://www.qc.cuny.edu/ie/course-evals/#>), each department may use supplementary teaching evaluation instruments. Explain the different types of evidence the Committee relied on and how each type was assessed in the evaluation process. The committee must also consider peer teaching observations, and the teaching portfolio materials such as syllabi, sample exams, etc., included in the tenure box.
- **Scholarly and/or Artistic Production.** Summarize the Committee's evaluation of the quality and quantity of the Candidate's professional production. Be explicit as to methods of arriving at the evaluation, including, for example, judgment of Committee members based on reading/viewing candidate's work, published reviews, quality of journals published in, outside evaluations, nature of refereed review (preferably blind refereed) etc., as well as prestige of performance venues, and reviews of exhibits and performances. Where the Candidate participated in multiply-authored publications, the nature of the Candidate's role should be identified and considered. Explain the value that the P&B placed on the individual referees' letters.
- **Service.** Summarize the Committee's evaluation of the quantity and quality of professionally relevant service to Department, College, University, profession, and community.

The P&B report should summarize the recommendation of the Department P&B and should discuss any special circumstances that are relevant to the evaluation.

APPENDIX D – Timeline

<https://www.qc.cuny.edu/provost/wp-content/uploads/sites/42/2021/05/promotion-and-tenure-calendar-10-18-17.pdf>