



Guidebook for Tenure/CCE* and Promotion

*Certificate of Continuous Employment

FALL 2023

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Guidebook for Tenure/CCE and Promotion

Approved by the Faculty Personnel and Budget Committee May 23, 2023

This Guidebook offers recommendations to assist individual faculty and instructional staff, their chairs, and the committees involved in personnel decisions in preparing someone to be successful in pursuing tenure, a CCE, and/or promotion.

This Guidebook is a consolidated electronic source that faculty and instructional staff, their chairs, and committees can access to help guide them and navigate the policies and processes at Lehman College in pursuing tenure, CCE, and/or promotion. The purpose is to outline the processes, critical deadlines, and best practices, rather than describing every single aspect of the Tenure, Promotion, and CCE process.

This handbook is not a comprehensive legal document and does not supersede CUNY and/or Lehman College policy, governance plans, procedures, or bylaws. It is rather a guide crafted with input from School Deans, Academic Department Chairs, the Office of the Provost and Academic Affairs and Student Success, and entities of Lehman College. Questions about an individual's application for tenure and/or promotion or CCE should be directed to the faculty member's chair or dean.

This Guidebook is a work in progress. Your input is encouraged and greatly appreciated.

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Section 1: Areas of Evaluation and Forms of Documentation

1.1 Areas of Evaluation

Faculty who are tenure-track and/or applying for promotion (i.e., Assistant Professors and/or Associate Professors) are evaluated in the following three areas (the “three legs of the stool”):

- (a) Scholarship/Creative Work and Potential for Future Scholarship/Creative Work
- (b) Teaching and Teaching Effectiveness
- (c) Service to the Department, School, College, CUNY, Profession, the Public, and Professional Communities

Faculty who are pursuing a Certificate of Continuous Employment (a CCE) (Lecturers and Instructors) are evaluated on areas (b) and (c), though they may include evidence of area (a).

For information on the areas of evaluation for tenure-track College Laboratory Technicians (CLTs), who may also apply for promotion to Senior CLT and Chief CLT, see Section 5 of this Guidebook.

1.2 Lehman College *Curriculum Vitae*

A faculty member documents evidence of their work from year to year using the Lehman College *Curriculum Vitae* (C.V.). The most up-to-date C.V. template can be found on the Office of the Academic Personnel website:

<https://www.lehman.edu/academic-personnel/digital-measures.php>

1.3 Scholarship/Creative Work and Potential for Future Scholarship/Creative Work

Faculty are expected to provide evidence of their scholarship/creative work and their potential for future scholarship/creative work in some of the ways listed below. This section of the Guidebook is adapted

from sources from Lehman College and CUNY and from the City College Policies and Guidelines for Reappointment, Tenure and Promotion (September 2021).¹

Expectations for and decisions about the type, scope, and quality of scholarship/creative work are specific to the discipline, or disciplines in the case of interdisciplinary work. The faculty member should confer with their department P&B regarding these expectations.

I. Books, articles, book chapters, reviews, etc., which should be grouped as follows:

- (1) Books (monographs or edited collections or textbooks): sole authorship, co-authors (if any), co-editors (if any), title, publisher, and publication date. If a book is under consideration or under contract with a publisher, relevant supporting documentation must be supplied. There should be an indication of the faculty member's role or percentage contribution if not sole authored.
- (2) Peer-reviewed articles: sole authorship, co-authors (if any), title, journal title, volume, date, and page numbers. There should be an indication of the faculty member's role or percentage contribution if not sole authored.
- (3) Book chapters: sole authorship, co-authors (if any), book title, editor(s), publisher, date, and page number(s) of chapter. The nature of the book should be specified (part of a series in which editors invite contributions, a symposium proceeding, etc.). There should be an indication of the faculty member's role or percentage contribution if not sole authored.
- (4) Editor of a journal (including guest editing and *ad hoc* editor of an issue of a journal).
- (5) Translations (books, book chapters, or articles).
- (6) Book reviews or articles that assess others' work.
- (7) Other articles or contributed presentations, including long-form or short-form journalism.
- (8) Invited and peer-reviewed presentations, listing the institution or organization and, if appropriate, symposium or meeting title, and divided into local/regional and national/international.
- (9) Digital work posted to online venues, including videos, providing the nature of the work (e.g., invited, juried, selected competitively, as appropriate, with a description of procedures for selection), sponsoring organizations and/or other relevant information that will provide perspective on the relative stature of the venue.
- (10) Research grants and contracts, with the faculty member's role or percentage of contribution, sponsoring organization, grant or contract title, and amount of award and period, indicating which grants are internal/institutional and which are external.

II. Creative Works:

- (1) Venues of public or digital/online exhibitions, displays, screenings or performances, paintings, installations, sculptures, feature films, documentaries, plays, musical compositions, including the nature of the venue (e.g., invited, juried, selected competitively, as appropriate, with a description of procedures for selection), sponsoring organizations and/or other relevant information that will provide perspective on the relative stature of the venue.
- (2) Critical reviews, with authors, publication titles, and dates.
- (3) Articles or feature write-ups referring to the work, with authors, publication

¹ <https://www.cuny.cuny.edu/sites/default/files/2021-09/PoliciesAndGuidelinesForReappointmentTenureAndPromotion-RevisedSeptember2021.pdf>

titles and dates.

(4) Grants and contracts, with role and/or percentage of contribution, sponsoring organization, grant or contract title, amount of award and period, and indicating which grants are internal/institutional and which are external.

III. Evidence of research in progress leading towards scholarly publications or creative works.

The faculty member should also make clear the status of scholarship/creative work.

Published work: In the section of the C.V. for “**Publications/Creative Works**”, all published/released work should contain the year of publication/release, the number of pages or specific page-numbers (if applicable), and stable URLs (when available).

The faculty member should also provide relevant information, such as solo vs. collaborative authorship; peer-reviewed or non-peer-reviewed status; print or digital and/or online publication (in the case of publications); form of release: streaming platform, CD, DVD, etc. (in the case of films, plays, musical compositions, etc.), the quality of the journal, the journal acceptance rate, the journal impact factor, etc., may also be included.

For any co-authored work, the faculty member’s role and contribution should be indicated. If necessary, the following chart can be added to the publications section of the C.V.²

Co-authored publication	Author contribution	Peer-reviewed / Invited / Non-Peer-Reviewed

Unpublished work: All work not yet published/released should be included in the final sections of the C.V. under “**Unpublished Work**” (“Works accepted”, “Works submitted”, “Works in progress”, “Research in progress”, and “Exhibitions/productions in preparation”). The reference for work that has yet to be published must include the status – submitted for review, resubmitted for review, under review, accepted for publication, under contract, in press, etc. Individual publishers may offer different levels of manuscript status, but a list of common forms of publication status and their definitions can be found in Appendix 1.

1.4 Peer reviewed vs. Non-peer-reviewed Scholarship/Creative Work

² See Appendix 5 for an example of this co-authorship chart.

All published/released work in the section on Publications/Creative Works should be divided into “**Peer-Reviewed**” and “**Non-Peer-Reviewed**.” ‘Peer-reviewed’ means that a work has been read, evaluated (in the form of written comments to the author), and approved for publication or release, by other expert scholars or practitioners in the discipline, normally anonymously. Specific evaluation criteria for peer reviewed work will differ by discipline. The AAUP Handbook: Best Practices for Peer Review (2016)³ explains that different disciplines work with distinct materials and methods, and so will bring different criteria and conventions to the evaluation process.

If a faculty member wants to indicate venues where their publications have been reviewed or discussed, they shall provide complete bibliographical information for reviews and/or discussions.

“**Presentations**” should be listed starting with the most recent and be divided into local/regional and national/international.

1.5 Teaching and Teaching Effectiveness

There are a variety of ways to evaluate teaching. The most common tools used to evaluate teaching are:

- (a) Student Evaluations of Teaching and Learning (SETLs).
- (b) Peer teaching observations.
- (c) Portion of faculty member’s Statement about teaching (or a Teaching Statement)
- (d) Sample syllabi, assignments, exams, rubric, etc.

At the end of each academic year, the faculty member must upload Student Evaluations of Teaching and Learning (SETLs) for each course section they have taught to their digital file of evidence (e.g., Digital Measures). The faculty member also provides, in a summary chart in the Lehman College C.V., the mean and median scores for the instructor and for the course from the SETLs (sections 5.1 and 5.2, respectively). See Section 1.9 of this Guidebook below.

Tenure-track faculty members should be observed teaching every semester by faculty members from a panel of faculty observers that has been approved by the department P&B. The observer must submit a written observation report within one week of the teaching observation. A post-observation conference must be scheduled within two weeks of the receipt of the written observation report. During the post-observation conference, a record of the discussion of the conference shall be prepared in memorandum form for submission to the department Chair. Both the observation report and the memorandum of the post-observation conference shall be uploaded to the faculty’s digital file by the faculty member (e.g., DM).⁴

Tenured faculty may also be observed teaching by a member of the department. See Section 4.2 of this Guidebook.

³ <https://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1020&context=scholcom>

⁴ <https://psc-cuny.org/contract/article-18-professional-evaluation/>

The CUNY Recognizing and Rewarding Excellence in Teaching Task Force⁵ recommends the use of a comprehensive variety of assessment tools to value and assess teaching and pedagogy in reappointment, tenure/CCE, and promotion processes. In addition to student evaluations and peer observations, tools for assessing teaching can include:

- (a) Strategic mapping
- (b) Rubrics
- (c) Teaching statements
- (d) Student pass/fail and retention rates
- (e) Descriptions of innovative instructional activities, assessment of instruction and student learning, and dissemination
- (f) Curriculum design and program development
- (g) Products of professional development on enhanced instruction, e.g., Open Educational Resources (OER)
- (h) Annual lists of mentees and descriptions of mentored projects and student advising activities

1.6 Courses Taught and Student Evaluations

In the section of the C.V. for “**Courses Taught**”, the faculty member should put only *one* entry of each course that they have taught at Lehman or the CUNY Graduate Center (teaching outside CUNY under the Multiple Position policy is not included in this section), along with the semester that the faculty member *first* taught the course. Cross-listed courses, and courses that meet with other courses, should be listed *together*. For example:

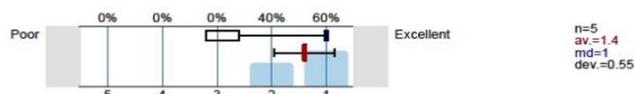
AAS 352	Toni Morrison	Spring, 2016	Lehman
AAS (HIU) 349	The Harlem Renaissance	Fall, 2010	Lehman
LEH 301	African American Lives	Spring, 2014	Lehman

At Lehman, the student evaluation platform used is the Student Evaluation of Teaching and Learning (SETL). The relevant sections of the SETL for the C.V. are sections 5.1 and 5.2:

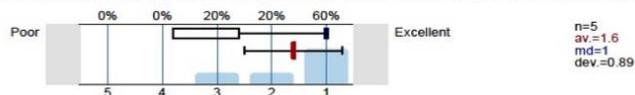
⁵ <https://www.cuny.edu/wp-content/uploads/sites/4/page-assets/academics/faculty-affairs/faculty-affairs-advisory-board/Recognizing-and-Rewarding-Teaching-Task-Force-Presentation-1.pdf>

5. OVERALL RATING

5.1) My overall rating of this instructor's teaching is:



5.2) My overall rating of this course is:



In the section of the C.V. for “**Student Evaluations**,” the faculty member should enter their **mean** (average) score and their **median** score from section 5.1 (overall rating of instructor), and their **mean** (average) score and their **median** score from section 5.2 (overall rating of course), for *each course section* taught since their last personnel action, along with the semester that the section was taught and the number of responses to the evaluation out of the number of students registered for *that section*.

The listing of student evaluations using the SETLs should look like this⁶:

Course	Semester	SETL 5.1 Mean	SETL 5.1 median	SETL 5.2 mean	SETL 5.2 median	Number of responses
ART 422	Spring 2022	1.45	1	1.55	1	11/17
CGI 422	Spring 2022	1.6	1	1.6	2	5/9
ART 703	Spring 2022	1.86	1	1.6	2	7/12

It is possible to add more pages to this last section of the C.V. if there are multiple sections over many years of teaching.

1.7 Service to the Department, School, College, CUNY, Profession, and Community

The service section of the C.V. is divided into “**Service to Department**,” “**Service to School**,” “**Service to Lehman College**,” “**Service to Profession**,” and “**Community Service**.” It is possible to add further sections for service including, e.g., Service to CUNY. Each section should be filled in where possible.

Service includes efforts related to work within the institution (the department, the school, the College, and CUNY) and contributions to the discipline, profession, and communities.

⁶ Scores given here are fictitious.

- (a) Service to the institution: All full-time faculty members are expected to share broad responsibilities to the institution, so work in departmental and college committees should be considered in overall evaluations. This can also include participation in other regular administrative activities such as governance, registration, advisement, library, and cultural activities. In applied professions, service might include program accreditation efforts involving the collection of student data and reporting.
- (b) Service to the discipline and profession, and community: This could include serving on review panels, editorial panels, journals, presses, and/or agencies for whom the faculty member is a reviewer; conference and panel planning; inviting speakers; etc.

It is recommended that a faculty member provide information on the service roles and responsibilities that they hold in each committee or organization to illustrate the kind of work and the level of leadership. This helps the Department P&B committee members understand the level of work involved in the service.

Artifacts of service might include:

- (a) An email from a committee chair or a letter indicating the faculty member's involvement and contribution.
- (b) Certificate of recognition.
- (c) Conference program materials with name of faculty member (e.g., list of proposal reviewers program/conference organizers, board members).
- (d) Meeting agendas and/or meeting minutes that reflect attendance.
- (e) Peer review profile on e.g., Web of Science or similar site.
- (f) Listed as reviewer in peer reviewer list provided by publisher or journal.

1.8 Since Last Personnel Action vs. Prior to Last Personnel Action

Work completed *since* the last personnel action (e.g., since being hired, in the case of a faculty member going up for tenure) is included in the C.V. in the section “**(since last personnel action)**.” Work completed *prior to* the last personnel decision (e.g., prior to being hired, in the case of a faculty member going up for tenure) is included in the C.V. in the section “**(prior to last personnel action)**.” The same is true for “**Academic and Professional Honors,**” “**Presentations,**” and “**Student Evaluations,**” which are also divided into “(prior to last personnel action)” and “(since last personnel action).”

If a faculty member on a tenure-track line is awarded promotion before tenure, all work since the faculty member was hired is nevertheless considered when the faculty member goes up for tenure.

In the section of the C.V. for “**Grants,**” all grants received should be included under “**Current**” and “**Completed,**” depending on whether the grant is currently underway or has been completed. Grants applied for but not received should be included in “**Applied but not funded.**” It should also be clear which grants are internal/institutional and which are external.

1.9 Digital File of Evidence (e.g., Digital Measures)

Everything listed on the C.V. (scholarship/creative work, teaching, service) must be backed up by evidence. The faculty member regularly collects and posts evidence of all work listed on the C.V. in a digital file of evidence which, at Lehman, is Digital Measures (DM). The list of documents to be included in the digital file and the person responsible for posting different kinds of evidence/documentation can be found in Appendix 2 of the Guidebook.

The most commonly used sections of the DM file are (i) Tenure/Promotion/CCE/Reappointment Material, (ii) Intellectual Contributions, and (iii) Artistic and Professional Performances and Exhibits. The faculty member should enter only the *future year* they are going up for tenure and/or promotion in the Tenure/Promotion/CCE/Reappointment Material section of their DM file.

<input type="checkbox"/>	YEAR
<input type="checkbox"/>	<u>2025</u>

However, *each year* they should upload evidence of their work in the Intellectual Contributions and/or Artistic and Professional Performances and Exhibits, as well as their student evaluations (SETLs) by semester.

In the year that they are going up for tenure and/or promotion, this digital file should include a copy of their Lehman C.V., their Statement, all annual evaluations since their last personnel action (uploaded by the Chair), their pre-tenure review (uploaded by Chair), their Fellowship and Scholar Incentive Award materials (if applicable), their teaching observations since their last personnel action, their Evidence and Examples of Teaching Materials, and their Student Evaluations (SETLs) from each year that they have been teaching since their last personnel action. The list of items to be included in the digital file of evidence and the person responsible for posting different kinds of evidence can be found in Appendix 2 of the Guidebook.

All scholarship/creative work completed *since* the last personnel action is included in the digital file of evidence. Work completed *prior* to the last personnel action is not uploaded to the digital file because it was work considered for the last personnel action (e.g., being hired to the position) and cannot be used again, or it is left in the old digital file of evidence. For example, if the faculty member had an article that was used for the evaluation of their work for tenure and promotion to Associate Professor in the past, that article is not uploaded to the digital file for the next personnel action of promotion to Professor.

If a faculty member has successfully applied for promotion using the digital file of evidence in the past, then all of that evidence of work remains in the old digital file of evidence under the old year. In applying for promotion in a future year, only evidence of work since the last promotion is included

under the new year. For example, in the case of a faculty member who went up for tenure and promotion to Associate Professor in 2015, and who is applying for promotion to Professor in 2025, the two Tenure/Promotion/CCE/Reappointment Material files would appear as follows in Digital Measures:

<input type="checkbox"/>	YEAR
<input type="checkbox"/>	2025
<input type="checkbox"/>	2015

1.10 Annual Evaluations

All untenured faculty members and Lecturers without a CCE, and all **tenured faculty members other than tenured (full) Professors**, must receive an evaluation at least once a year. This means that **all Associate Professors, whether tenured or untenured, must receive an annual evaluation at least once a year, including Department Chairs who are Associate Professors**. For tenured (full) Professors, and Lecturers with a CCE, the College retains the discretion as to whether the faculty member should receive an evaluation.⁷

Additionally, untenured College Laboratory Technicians (CLTs) should receive an evaluation at least once a year. The template for the Annual CLT Conference Evaluation can be found in Appendix 4 of this Guidebook.

Toward the end of each academic year, the Department Chair (or Chair designee) conducts the faculty member's annual evaluation on the basis of documents that have been uploaded to the faculty member's digital file of evidence (e.g., DM).

The Lehman College Annual Faculty Evaluation Conference Report form can be found under Faculty Forms on the Office of Academic Personnel webpage at <https://www.lehman.edu/academic-personnel/faculty-forms.php>. See Appendix 4 of this Guidebook for the Annual College Laboratory Technicians (CLT) Evaluation Conference Report form.

An evaluation conference should be scheduled before the end of the spring semester. In advance of the conference, the Chair reviews the documents that have been uploaded by the faculty member to their digital file that year (e.g., updated Lehman College C.V., publications, creative works, SETLs, teaching materials). At the evaluation conference, the Chair discusses the faculty member's academic performance and professional progress for that year and cumulatively to date, as well as goals for the upcoming year. Following the conference, the Chair writes a **“summary of the conference with the**

⁷ <https://psc-cuny.org/contract/article-18-professional-evaluation/>

faculty member,” and writes an “**Evaluation of teaching, scholarship, and service,**” which “**should provide an action plan for any evaluation areas that need improvement.**”⁸ In addition, the chair chooses a rating of “**Satisfactory / Needs Improvement / Unsatisfactory.**”⁹

The summary of the conference, the evaluation, and the statement of goals by the Chair must be completed within 10 days of the conference and is signed and sent to the faculty member for their signature (required) and comments (optional). The signed evaluation is uploaded to the digital file of evidence (e.g., DM) by the Chair with a copy to the faculty member.

1.11 Understanding Committee Voting on Tenure, Promotion, and CCE

Committees including the Department P&B and the F P&B Committee on TPCCE include faculty who have been elected to the committee according to faculty governance guidelines. Appendix 6 to the Guidebook includes information about who is eligible to vote for membership on the Department P&B and who is eligible to serve on the Department P&B. The Department P&B committee is elected by those in the department who have faculty status (Professor, Associate Professor, Assistant Professor, or Lecturer) or Instructional status (CLT, Senior CLT, or Chief CLT) or HEO status (aHEO, HEa, HEA, HEO). Members of the TPCCE Committee are elected by the voting members of the Faculty P&B representing the Schools according to the Faculty P&B Committee on Committee guide.

Votes for each personnel action are conducted and recorded separately. Therefore, if the faculty member is applying for both tenure and promotion, the vote by secret ballot for tenure is recorded separately from the vote by secret ballot for promotion.

Each eligible voting member of these committees has one vote. Members who are not eligible to vote are those who are recused from voting (e.g., because they are the faculty member being voted on). Each faculty member’s recusal needs be documented separately with the record of the vote in the minutes of the meeting. The Department P&B vote is also included in the Chair’s Report (see section 2.14).

Each eligible voting member has three options: vote ‘Yes,’ vote ‘No,’ or abstain from voting. The votes as well as the abstentions from voting are reported in the committee minutes in this order.

A positive vote is a “simple majority” of ‘Yes’ votes of the eligible voting members (i.e., excluding those who are recused from voting).

For example, the following is a **positive** vote:

(3-1-1) = 3 ‘Yes’ votes; 1 ‘No’ vote; 1 abstention from voting.

⁸ <https://www.lehman.edu/academic-personnel/faculty-forms.php>

⁹ Ibid.

A negative vote is anything below a majority of 'Yes' votes (of the eligible voting members), i.e., (i) a majority of 'No' votes, or (ii) an equal number of 'Yes' votes and 'No' votes, or (iii) an equal number of 'Yes' votes and 'No' votes and abstentions, or (iv) a majority of 'No' votes and abstentions.

For example, the following majority of 'No' votes and abstentions is a **negative** vote:

(2-2-1) = 2 'Yes' votes; 2 'No' votes; 1 abstention from voting.

Since a majority of 'Yes' votes is required for a positive vote, a tie vote is considered a negative vote. For example, the following tie is a **negative** vote:

Prof. X is recused from voting.

(2-2-0) = 2 'Yes' votes; 2 'No' votes; 0 abstentions from voting.

Section 2: Procedures for Faculty Pursuing Tenure (Seven-Year Clock)

2.1 Overview

The tenure-track process for faculty follows a seven-year timetable. It begins with a faculty member's appointment to a tenure-track position (Assistant Professor or Associate Professor) for a full year of service, which is their first year of service. This is followed by six (6) annual reappointments. In Year 7, if the tenure decision is in the faculty member's favor, the faculty member is reappointed to their eighth (8th) year of service as a tenured faculty member.

This section includes a timetable for tenure, the areas of evaluation, and the procedures of the tenure process as well as recommendations for what the faculty, chairs, and relevant committees should do for each step of the process.

2.2 Preparing for Reappointments

Faculty are evaluated for promotion in the following three areas (the “three legs of the stool”):

- (a) Scholarship/creative work and professional growth
- (b) Teaching effectiveness
- (c) Service to the department, school, college, CUNY, the public, and professional communities

For explanations of these three areas, see Section 1.1 of the Guidebook.

The faculty member is responsible for three activities in preparing for the reappointment review conducted from year to year by the Department P&B:

- (a) Preparing an updated C.V. using the Lehman College C.V. template.
- (b) Completing an annual evaluation process following the guidance of their Department Chair within the timeline outlined in CUNY policy
- (c) Uploading evidence of scholarship/creative work, teaching, and service to their digital file of evidence (e.g., DM), along with their updated C.V.

2.3 Drafting a Statement on Scholarship/Creative Work, Teaching, and Service

The Statement on Scholarship/Creative Work, Teaching, and Service (hereafter, ‘Statement’) is a 2-7 page statement (approximately 2 pages for each area) written by the faculty member describing their

research interests and their philosophy of teaching. This is an opportunity for the faculty member to talk about their work in their own voice. It is recommended that a draft of the Statement, which can be briefer, be shared with external reviewers when applying for tenure and/or promotion.

It is recommended that the faculty member begin drafting the Statement early in their careers because it helps articulate their research and scholarship goals early. This can inform how faculty plan to use their reassigned time as well as setting goals for teaching and service. The Statement can be revised as time goes on and will serve as a foundation for the final Statement submitted for tenure review in Year 7.

2.4 Timetable for Tenure (Seven-Year Clock)

The timetable below provides an overview of the seven-year tenure clock. It is followed by a description of each year of the process.

The table below includes references to four committees involved in decision making at different stages of the tenure process.

Committees:

- **Department P&B:** Department Personnel & Budget Committee (tenured/tenure-track faculty members & Chair). Only one member can be untenured.
- **FP&B:** Faculty Personnel & Budget Committee (President, Provost, College Counsel, Deans, Chairs. (NB: only chairs can vote).
- **SEC:** School Executive Committee (Chairs & Dean) or **LEC:** or Library Executive Committee (Chairs and Chief Librarian).
- **TPCCE Committee:** FP&B committee on Tenure, Promotion, and Certificate of Continuous Employment (chairs are elected by the FP&B to represent different schools).

Timetable:

Year of Service	Appointment	Fall Semester	Spring Semester	Reappointment Notification Deadline Date
<u>Year 1</u>	Initial Appointment		1st Reappointment Review (P&B to FP&B) for second year of service.	April 1 If negative P&B vote, appeal to School Executive Committee (SEC)
<u>Year 2</u>	First Reappointment	2nd Reappointment Review (P&B FP&B) for third year of service.		Dec. 1 If negative P&B vote, appeal to SEC
<u>Year 3</u>	Second Reappointment	3rd Reappointment Review (P&B FP&B) for fourth year of service.	Pre-Tenure Review by Dean after Annual Evaluation.	Dec. 1 If negative P&B vote, appeal to SEC
<u>Year 4</u>	Third Reappointment	4th Reappointment Review School Executive P&B to School Executive Committee to FP&B for a fifth year of service.		August/September If negative P&B vote and negative SEC vote, the decision goes to the President
<u>Year 5</u>	Fourth Reappointment	5th Reappointment Review (P&B FP&B) to a sixth year of service		Dec. 1 If negative P&B vote, appeal to SEC
<u>Year 6</u>	Fifth Reappointment	6th Reappointment Review (P&B FP&B) to a seventh year of service	Department P&B vote on list of potential external reviewers (4-6 from faculty member, 4-6 from P&B). Prepare dossier for external reviewers (e.g., Dropbox folder), including Lehman	Dec. 1 If negative P&B vote, appeal to Provost.

			C.V., scholarship/creative work, and Statement on Scholarship/Creative Work, Teaching, and Service. Chair (or Dean) sends dossier to external reviewers.	
<u>Year 7</u>	Sixth Reappointment	Before start of fall semester, upload all final materials to digital file of evidence (e.g., DM), including updated Lehman C.V., scholarship/creative work, and Statement on Scholarship/Creative Work, Teaching, and Service. 7th Reappointment Review Tenure Review P&B to TPCCE Committee to FP&B to President to Board of Trustees		Dec. 1 May appeal a negative P&B vote or negative TPCCE Committee vote. Only one appeal with respect to the negative P&B vote or a negative TPCCE vote, prior to final appeal to President.
<u>Year 8</u>	7th Reappointment Tenure Eligibility Date			

2.5. Year 1 and Year 2: First Reappointment Review to Second Year of Service and Second Reappointment Review to Third Year of Service

Once the faculty member is appointed to a tenure-track position (Assistant Professor or Associate Professor) for a full year of service, the seven-year clock starts. Note that a faculty member's seven-year tenure clock may start later than the year in which they are hired, if, for example, they are hired as an Instructor while they are still finishing their terminal degree (e.g., hired while they are still ABD ("All But Dissertation")), or if they are hired to start teaching after the academic year has begun (e.g., they

start teaching in the spring). Their seven-year tenure clock starts in their **first full year of service as a tenure-track Assistant Professor or Associate Professor**.

Faculty are evaluated in the three areas of evaluation described in Section 1 of the Guidebook each consecutive year. The faculty member should be expanding the evidence of scholarship/creative work, teaching, and service, because annual reappointments are progressively rigorous.

The first reappointment review occurs in the early part of the spring semester of the first year of service. The first reappointment is to the second year of service.

Q. What is the approval process for the first reappointment, and who is part of the approval process?

Human Resources, in consultation with the Office of the Provost, sends a notification to the department that the faculty member is ready to be considered for reappointment (to their second year of service). The faculty member, in consultation with the Department Chair, uploads an updated Lehman C.V. and documentation of scholarship/creative work, teaching, and service to the college's digital file of evidence (e.g., DM). The Department Personnel and Budget Committee (Department P&B) will vote to reappoint the faculty member to their second year of service based on the evidence in the areas of teaching, service, and scholarship.

Q. How is a reappointment decision communicated to the faculty member?

If reappointed, the faculty member will receive a reappointment letter from the department and is asked to sign and date it. If a faculty member is hired on September 1st, they will be notified by April 1st. If a faculty member is hired on Feb 1, they will be notified by May 1st.

Q. What happens if the decision by a Department P&B is non-reappointment?

In the case of a non-reappointment vote by a Department P&B, the faculty member can appeal to the School Executive Committee (SEC).

2.6 Year 3: Third Reappointment Review to the Fourth Year of Service

Reviews for subsequent reappointments beginning in Year 3 are progressively rigorous. Faculty continue to be evaluated based on the areas of evaluation outlined in Section 1 of the Guidebook. In the third reappointment to the fourth year of service and beyond, a faculty member should be able to demonstrate that they have realized some of their scholarship/creative work potential. Similarly, standards of teaching performance should be revised upwards to reflect their greater experience. Each consecutive year, the faculty member should be building and expanding on the evidence of scholarship, teaching, and service.

In year 3, the Dean has an advisory role referred to as the **Dean's Pre-Tenure Review**.

In Year 3, it is recommended that the Department Chair complete the annual evaluation early in the spring semester to provide time for the Dean to complete the pre-tenure review. Once the Chair has completed the faculty member's annual evaluation and the faculty member has signed it and it has been

uploaded to the digital file of evidence (e.g., DM) by the Chair, the School Dean reviews the faculty member's cumulative file. No documentation in addition to the three years' worth of documentation is required unless the faculty member desires to add a statement.

The Dean writes a memorandum if they believe the total academic performance of the faculty member is not sufficiently set forth in the Chair's third-year evaluation. That said, according to the 2018 memo from EVC Rabinowitz, "We anticipate that it will almost always be the case that there is some additional guidance that a Dean will want to bring to a faculty member's attention, and that a written memo will be prepared except in exceptional circumstances."

Thus, in most cases, it is common practice for the Dean to prepare a draft memorandum for the Department Chair that specifies the strengths and weaknesses of the faculty member's total academic performance in light of the criteria for tenure consistent with established University policies. After discussing the draft with the chair, the Dean sends the draft memorandum to the faculty member and invites the faculty member to meet and discuss the memorandum. A faculty member can request that both the Dean and Chair be included in the meeting. This meeting should take place before the end of the spring semester. If the meeting cannot take place within this time, the faculty member and/or the Dean should reach out to the College's Labor Designee to discuss scheduling.

Within ten (10) days after the meeting, the Dean shall send a final memorandum to the Department Chair with a copy to the faculty member. The Department Chair has the faculty member initial the Dean's memorandum solely to show receipt of the dean's memorandum and place it in the faculty member's digital file of evidence (e.g., DM).

2.7 Year 4 and 5: Fourth and Fifth Reappointment Reviews to the Fifth and Sixth Years of Service

In year 4, the School's Executive Committee plays a role in the reappointment to the fifth year of service.

At the beginning of the fourth year, each Department P&B will vote on a faculty member's fourth reappointment to their fifth year of service. The School Executive Committee will then meet and examine the Lehman College C.V. of the faculty members recommended and not recommended by their departments for the fourth reappointment to their fifth year of service. The School Executive Committee takes into consideration the vote of the Department P&B and looks for evidence that reappointment to the fifth year of service for a given faculty member is in the best interest of the Department, the School, and the College. As it does its work, the Committee may ask for oral reports from the Department Chair and the School Dean, review the faculty members' files in the online repository, and/or call for additional materials from the faculty members.

For tenure-track library faculty, the Library Executive Committee (LEC) serves to review, evaluate, and make recommendations for the fourth reappointment to their fifth year of service¹⁰

The Chair-members of the School Executive Committee/Library Executive Committee vote on the faculty member's fourth reappointment to a fifth year of service by secret ballot. The School Dean/Chair of Library Executive Committee will inform the members of the School Executive Committee of the results of the voting.

The School Executive Committee/Library Executive Committee may or may not want to offer advice concerning a given faculty member's file. The Committee's advice (if available) shall be forwarded by the School Dean to the faculty member. The School Executive Committee/Library Executive Committee minutes will record only the names of the faculty members discussed and the Committee's final vote.

Q. What if there is a negative vote in Years 4 or 5?

In Year 4, if there is a negative Department P&B vote on reappointment review and a negative vote by the Chair-members of the SEC or members of the LEC, then the decision goes to the President. It is not sent to the FP&B.

In Year 5, if there is a negative Department P&B vote on the reappointment review, the faculty member can appeal to the School Executive Council/Library Executive Committee with the School Dean/Chair of the LEC as a voting member.

2.8 Year 6 and Year 7: Sixth Reappointment to Seventh Year of Service and Preparations for Tenure Review

The recommended timetable to prepare for the tenure review begins in Year 6 and continues into Year 7.

Middle of spring semester of 6th year:

- (a) Faculty member provides the Department P&B with their list of potential reviewers, and the Department provides the P&B with its own list of potential reviewers. It is recommended that 8-12 potential reviewers be provided, 4-6 from the faculty member, and 4-6 from department. The P&B votes to approve the list of 8-12 potential reviewers.
- (b) Faculty member updates their digital file of evidence (e.g., DM).

End of spring semester of 6th year

- (a) The Chair (or Dean)¹¹ contacts 4 reviewers, 2 from each group, and asks if they are willing to write letter; if anyone cannot commit to writing a letter, another potential reviewer on the list is contacted until at least 4 commit.

¹⁰ The Library Executive Committee has five (5) members consisting of one (1) department chair from each of the four (4) schools elected for a term of three (3) years and the Chief Librarian as a voting ex-officio member and chair of the committee.

¹¹ According to the *Guidelines for External Evaluation*, "A dean or provost (or their designee) should solicit the evaluation letters, not the candidate or the candidate's chair." However, the practice at Lehman College is that either the Chair or the Dean solicits letters from external reviewers.

- (b) A separate dossier of scholarship/creative work (only) for external reviewers is prepared by faculty member in consultation with the Chair and Dean.
- (c) The dossier is sent to the external reviewers by the Chair (or Dean) with solicitation letter, providing a deadline of early or mid-August.

Summer, before the fall semester of 7th year

- (a) Faculty member should update their digital file of evidence (e.g., DM) with any new evidence.
- (b) The Chair (or Dean) uploads the external reviewer letters to the digital file (e.g., DM).

Beginning of fall semester of 7th year

- (a) Department P&B votes on tenure. The P&B should have reviewed all outside reviewer letters along with the faculty member's file before voting on tenure.

2.9 Preparing the Dossier of Scholarship/Creative Work for External Reviewers

The faculty member will work with the Department Chair and Dean to prepare a separate dossier of scholarship/creative work, a subset of the complete digital file of evidence, that will be sent to external reviewers, who will be asked to review the faculty member's scholarship/creative work (only). This dossier is often entirely digital (e.g., Dropbox) although hard copies of this dossier may be requested by external reviewers.

The dossier is a subset of the contents of the digital file of evidence and should include:

- (a) Statement on Scholarship/Creative Work, Teaching, and Service (or, alternatively, a Statement on Scholarship/Creative Work only). The Statement is optional for the dossier, but highly recommended, because it gives the reviewer context for the scholarship from the faculty member's perspective. This is an opportunity for the faculty member to talk about their work in their own voice.
- (b) The faculty member's scholarship/creative work **since the last personnel action** (i.e., material not used for an earlier personnel action). This can include copies of books, articles, and book chapters, etc.; electronic portfolios of paintings or photographs (or links to them); films (or links to them); musical compositions (or links to them); etc. The faculty member should meet with the Department Chair and Dean to determine what scholarship/creative work should be sent to reviewers.
- (c) C.V. in Lehman College format.

2.10 External Reviewers

The digital file of evidence (e.g., DM) that goes to the FP&B committee on TPCCE must include at least 4 letters from external reviewers.

In the middle of the spring semester of the sixth year, a list of **8-12** potential external reviewers should be provided to the Department P&B for a vote. **4-6** should be provided by the faculty member. The other **4-6** should come from the department – from the Chair and other members of the department, depending on the area(s) of specialization of the faculty member. Approving 8-12 potential reviewers better ensures a return of at least 4 letters and the chance to avoid delays (e.g., having to go back to the Department P&B to vote on more potential reviewers).

Under no circumstances should the faculty member contact anyone from their own list or the department’s list about a letter. The faculty member will also not be informed as to which external reviewers from their own list or the department’s list have been contacted about writing a letter.

The lists of potential reviewers should not include collaborators, such as co-authors; mentors of the faculty member, such as dissertation advisors; or mentees, such as former students.

Even though the only CUNY requirement is that external reviewers be from outside CUNY, it is recommended the pool of reviewers represent a scope of institutions beyond a local/regional area. Reviewers representing “peer-aspirant” institutions should be a consideration in the selection process. It is recommended that the department and faculty member choose reviewers who will understand Lehman’s institutional context and expectations for scholarship/creative work as they comment about faculty member’s scholarship/creative work contributions to their disciplines. If a reviewer is selected from an institution where expectations for tenure differ significantly from what is expected at Lehman, it will be important to provide the reviewer with contextual information about Lehman’s workload and tenure expectations.

Ideally, external reviewers should be individuals who are (full) Professors, but they should at least be tenured and at the Associate Professor level.

It is recommended that the faculty member let the Chair and the Department P&B know if there is any pertinent information related to the faculty member’s discipline/area of scholarship that would be helpful for them to know as they generate a list of outside reviewers.

Q. How and when are letters from external reviewers solicited?

After the Department P&B has voted on the list of external reviewers and determined the order in which each reviewer should be contacted (until a sufficient number have agreed), the Chair (or Dean) will contact them by e-mail.

The Chair initially contacts at least four (4) potential reviewers by e-mail, two (2) from the faculty member’s list, and two (2) from the department’s list, inquiring whether they will agree to write letters. Normally, a C.V. is sent with these e-mail requests. The recommendation for having 8-12 potential reviewers approved by the P&B guarantees that the Chair will be able to identify 4 reviewers even if many on the initial list decline. However, the decision on the total number of potential reviewers is determined by the department P&B.

Should any reviewers contacted by the Chair decline the e-mail invitation, the Chair moves down the respective list in the manner discussed and agreed to by the P&B. Even with reviewers declining to write

letters, the Chair should try to ensure that there are agreements from at least two reviewers from the faculty member's list, and two reviewers from the department's list. Once a reviewer has agreed over email, they should be sent a solicitation letter, normally attached to an email, along with a dossier of scholarship/creative work, and provided with a deadline of early or mid-August.

All external reviewer letters are confidential. For purposes of confidentiality, an external reviewer is not to contact the faculty member, and the faculty member is not to contact a reviewer, after the reviewer has agreed to the Chair's request for a letter.

Q. What information should the solicitation letter to reviewers contain?

External reviewer letters are for the sole purpose of soliciting expert advice on the quality of the faculty member's scholarship/creative work and their professional trajectory. The letter should clearly state the action(s) under consideration, e.g., tenure and promotion, or tenure (only) if a person has been promoted before tenure and is only applying for tenure.

Letter content may vary by department, but it is highly recommended that the solicitation letter reference the CUNY standard for tenure and/or promotion and should ask the reviewers to describe their relationship to the faculty member—if and how they know them. A solicitation letter may also provide other context, like teaching load, if the Chair believes this is appropriate.

At CUNY, solicitation letters are supposed to include a request that the reviewers state explicitly whether they recommend tenure and/or promotion. However, in practice, this may be up to the discretion of the Chair as not all departments wish to include this request. That said, all reviewers should be asked to include examples of the quality and quantity of the faculty member's scholarship/creative work and how it compares to scholarship in the discipline. It is recommended the solicitation letter ask the reviewer to comment on:

- (a) The significance and originality of the faculty member's scholarship/creative work, and the impact or potential for impact on the discipline; and
- (b) The appropriateness of the methodology used to create the work and the quality and appropriateness of the outlets used to disseminate it.

It is recommended that in addition to contact information and institutional affiliation, information is gathered regarding the reviewers' areas of expertise. A Chair can ask for a reviewer's C.V. along with their letter, or might provide some information using other sources, e.g., the reviewer's institutional webpage, so that TPPCE committee have some information on the reviewer's background and expertise in completing the review.

Q. When should the letters from the external reviewers arrive?

It is vital that the external reviewers' letters arrive on time for the vote of the Department P&B. The letters are also important for the Chair's Report, since the Chair's Report includes content from the letters regarding the faculty member's scholarship and creative work. The Department P&B vote and the Chair's Report will not be completed on time if the letters do not arrive on time.

Letters from external reviewers should arrive before the beginning of the fall of the seventh year of service, in time for the first Department P&B meeting, which is typically in late August. ***To that end, external reviewers should be given a deadline of no later than early August for their letters.***

All letters received, whether positive or negative, must be uploaded by the Chair (or Dean) to the faculty member's digital file of evidence (e.g., DM).

2.11 Preparing the Digital File of Evidence for the Department P&B and TPCCE Committee

Q. Who uploads evidence to the faculty member's digital file of evidence (e.g., DM)?

The faculty member's digital file of evidence is prepared by the faculty member (non-confidential items) and Chair or Dean (confidential items as well as annual evaluations) in order to present the file to the Department's P&B committee and the TPCCE committee.

Non-confidential documents uploaded by the faculty member to the digital file of evidence:

- Lehman College format C.V.
- Statement on Scholarship/Creative Work, Teaching, and Service
- Copies of scholarship/creative work (since last personnel action)
- Co-authorship statement (if necessary)
- Teaching evaluations (e.g., Student Evaluations of Teaching and Learning (SETLs) (all years since last personnel action))
- Teaching observations
- Teaching materials (syllabi, study guides, etc.)

Confidential documents uploaded by the Dean or designee and Chair to the digital file of evidence:

- Annual evaluations (signed)
- Dean's pre-tenure review
- Letters from external reviewers along with their C.V.'s
- List of external reviewers indicating which are from the faculty member and which are from department
- Chair's Report (or report of senior colleague), with the record of the vote of the Department P&B

Q. What scholarship/creative work can be included in the digital file of evidence?

All work completed between the time a faculty member is hired (last personnel action) to the time that the file is due to be reviewed for tenure is included in the digital file. Work completed prior to being hired is not considered in the tenure review process, because it was work considered for the hiring.

Work completed prior to being hired is listed in the Lehman College format C.V. in the section on items "prior to last personnel action."

Q. Can letters of support in addition to external reviewer letters be included in the digital file of evidence? For example, letters of support from colleagues?

There cannot be letters of support included in the digital file of evidence for individuals seeking tenure. The external reviewer letters are the only letters that should be uploaded by the chair to the digital file of evidence, in the confidential section of the file.

2.12 Role of the Provost's Office in Preparing the Digital File of Evidence

The complete digital file of evidence, including the external reviewer letters, is reviewed by a member of the Provost's Office for completeness in advance of being shared with the Department P&B committee for a vote.

2.13 Tenure Review by the Department P&B in Year 7

Once the external reviewer letters have been received, the Department P&B will review the faculty member's entire file of evidence, including scholarship/creative work since the last personnel action, the letters from the external reviewers, annual evaluations, the pre-tenure review, SETLs, teaching observations, etc., and vote by secret ballot on whether to grant tenure.

Each eligible voting Department P&B member has one vote. Members of the Department P&B committee who are not eligible to vote are those who are recused from voting. Each eligible voting Department P&B member has three options: vote 'Yes', vote 'No', or abstain from voting. A positive vote for reappointment is a majority of 'Yes' votes of the eligible voting members of the Department P&B (i.e., excluding those who are recused from voting). A negative vote is anything below a majority of 'Yes' votes of the eligible voting members, i.e., (i) a majority of 'No' votes, or (ii) an equal number of 'Yes' votes and 'No' votes, or (iii) an equal number of 'Yes' votes and 'No' votes and abstentions, or (iv) a majority of 'No' votes and abstentions. See Section 1.11 of this Guidebook.

Q. What happens in the case of a positive vote from the Department P&B?

If the vote is positive, the file of evidence is forwarded to the committee on Tenure, Promotion, and Certificate of Continuous Employment (TPCCE) along with the chair's report. The faculty member is not notified.

Q. What happens in the case of a negative vote from the Department P&B?

All faculty have the right to appeal a negative vote for tenure from the Department P&B. The Department Chair should notify the individual of the negative vote within 48 hours, in writing (e.g., by e-mail). All that is required, to appeal a negative Department P&B vote, is to write a letter to the chair of the TPCCE committee appealing the negative decision within 10 days of being notified of the

decision. If a faculty member chooses to appeal the negative vote, then the TPCCE committee reviews the file and votes, the same as in the case of a positive vote.

2.14 The Chair's Report

After the Department P&B vote, in the case of a positive vote, or an appeal by the faculty member after a negative vote, the Chair summarizes the faculty member's scholarship/creative work, teaching, and service in the Chair's Report. The Report should include relevant comments from the external reviewers about the faculty member's scholarship/creative work, as well as summaries of teaching and service from the Chair. The report should capture the thinking of the Department P&B as a whole, as well as that of the Chair. The report also includes the vote of the P&B committee members, and the date of the vote, along with any necessary comments to explain the vote. It is recommended these reports be 5-7 pages long.

The Chair's Report is uploaded to the faculty member's digital file of evidence (e.g., DM). Both the letters and the Chair's Report are confidential and **cannot** be viewed by the faculty member.

2.15 Tenure Review by the Committee on Tenure, Promotion and CCE (TPCCE) in Year 7

After a positive vote by the Department P&B, or after an appeal of a negative vote of the Department P&B by the faculty member, the digital file of evidence goes to the Committee on Tenure, Promotion, and CCE (TPCCE).

The TPCCE committee meets with the Provost at the beginning of the academic year to be charged with their task and to elect a chair. The committee then begins deliberations.

[Don't forget that in cases in which a faculty member got a negative vote from the department P&B and is appealing, the TPCCE Committee has to vote to accept the appeal. The Committee has always agreed to accept the appeal (so far as anyone can remember), but there still has to be a vote to do so.]

The committee members review and evaluate the digital file. In addition to reviewing the file, the TPCCE committee meets with each faculty member's Chair (or senior faculty member) and Dean. The TPCCE committee drafts questions in advance of the meeting for the Chair and the Dean. The Chair and the Dean present on the faculty member and answer the committee's questions.

Once all presentations and meetings are completed, the TPCCE committee members vote by secret ballot on each faculty member's promotion.

Each eligible voting TPCCE committee member has one vote. Members of the TPCCE committee who are not eligible to vote are those who are recused from voting. Each eligible voting TPCCE member has three options: vote 'Yes', vote 'No', or abstain from voting. A positive vote is a majority of 'Yes' votes of the eligible voting members of the TPCCE (i.e., excluding those who are recused from voting). A

negative vote is anything below a majority of ‘Yes’ votes of the eligible voting members, i.e., (i) a majority of ‘No’ votes, or (ii) an equal number of ‘Yes’ votes and ‘No’ votes, or (iii) an equal number of ‘Yes’ votes and ‘No’ votes and abstentions, or (iv) a majority of ‘No’ votes and abstentions. See Section 1.11 of this Guidebook.

The TPCCE committee vote is recorded, and the chair of the committee prepares a summary of the faculty member’s file, as well as the results of the votes of the Department P&B and the TPCCE committee, to be presented to the full Faculty P&B.

The TPCCE committee vote is recorded, and the chair of the committee prepares a summary of the faculty member’s file, as well as the results of the votes of the Department P&B and the TPCCE committee, to be presented to the full Faculty P&B.

Q. What happens in the case of a positive vote from the TPCCE committee after a positive vote from the Department P&B?

If the vote is positive, the file of evidence is forwarded to the FP&B committee for a vote. The faculty member is **not** notified.

Q. What happens in the case of a negative vote from the TPCCE, or a mixed vote of the Department P&B and the TPCCE committee?

- If there is a negative Department P&B vote **but** a **positive** vote from the TPCCE Committee the file of evidence is forwarded to the FP&B committee for a vote, as there was only one negative vote.
- If there is a **positive** department P&B vote **but** a **negative** vote from the TPCCE Committee, the file of evidence is forwarded to the FP&B committee for a vote, as there was only one negative vote.

Q. What happens in the case of a negative vote from the TPCCE after a negative vote of the Department P&B (followed by an appeal to the TPCCE committee)?

- In general, if there are two negative votes (by department P&B and by TPCCE), a file does not advance. As a result, if there is a negative Department P&B vote **and** a negative vote from the TPCCE committee, the file of evidence is **not** forwarded to the FP&B committee for a vote, as there were two negative votes. The file is automatically forwarded to the President, without the need for an appeal by the faculty member. There is no Faculty P&B vote. See Appendix 7 for the Tenure and Promotion Flowchart.

2.16 Tenure Review by the Faculty P&B in Year 7

After two positive votes by the Department P&B and by the TPCCE Committee, or after one positive vote by the Department P&B and a negative vote by the TPCCE Committee, or after a negative vote by the Department P&B followed by an appeal by the faculty member and a positive vote by the TPCCE Committee, the faculty member’s file is shared with the Faculty P&B committee. The chair of the

TPCCE committee presents a summary of the faculty member's promotion file to the entire members of the FP&B, which also includes the President, and the Provost, for consideration, discussion, and a vote. Only the chairs are eligible to vote, however.

Each eligible voting Faculty P&B member (from the chairs) has one vote. Members of the Faculty P&B committee who are not eligible to vote are those who are recused from voting. Each eligible voting Faculty P&B member has three options: vote 'Yes', vote 'No', or abstain from voting. A positive vote is a majority of 'Yes' votes of the eligible voting members of the Faculty P&B (i.e., excluding those who are recused from voting). A negative vote is anything below a majority of 'Yes' votes of the eligible voting members, i.e., (i) a majority of 'No' votes, or (ii) an equal number of 'Yes' votes and 'No' votes, or (iii) an equal number of 'Yes' votes and 'No' votes and abstentions, or (iv) a majority of 'No' votes and abstentions. See Section 1.11 of the Guidebook.

Q. What happens in the case of a positive vote from the Faculty P&B?

If the vote is positive, the file of evidence is forwarded to the President. The faculty member **is notified** by the Provost.

Q. What happens in the case of a negative vote for tenure from the Faculty P&B?

All faculty have the right to appeal a negative vote for tenure from the Faculty P&B to the President. The Provost notifies the faculty member of the negative vote within 48 hours, in writing (e.g., by e-mail). The faculty member has the option to appeal in writing to the President. In order to appeal a negative Faculty P&B vote to the President, the faculty member must submit a signed appeal within 10 calendar days of being notified of the vote. If a faculty member chooses to appeal the negative vote, then the President reviews the complete file. See Appendix 8 for the Tenure and Promotion Flowchart.

2.17 Tenure Review by the President in Year 7

A faculty member's digital file comes to the President in the case of a positive vote of the TPCCE committee, or in the case of an appeal by the faculty member of a negative vote by the TPCCE committee, or in the case of a negative vote of the Department P&B followed by an appeal by the faculty member and a negative vote by the TPCCE committee.

In the case of a positive FP&B vote, the President reviews the file and decides whether to recommend, or not recommend, promotion to the Board of Trustees.

In the case of a negative vote by the TPCCE committee and an appeal by the faculty member, the President reviews the file and decides whether to uphold the denial of promotion or reverse the denial of promotion and recommend promotion to the Board of Trustees.

In the case of a negative vote of the Department P&B followed by an appeal by the faculty member and a negative vote by the TPCCE committee, the President reviews the file and decides whether to uphold

the denial of promotion or reverse the denial of promotion and recommend promotion to the Board of Trustees.

2.18 Year 8: Tenure Eligibility Date

A faculty member's Tenure Eligibility Date, the date tenure becomes effective, occurs in the beginning of the eighth (8th) year of service. This date is seven years after the initial appointment if there are no breaks in service.

If the initial appointment to the tenure-track title occurs after September 30 of the first academic year (for example, in the spring semester), then the tenure clock starts in the following academic year.

Please contact Human Resources to confirm the CCE eligibility upon your initial appointment or upon a break in service.

2.19 Other questions about tenure

Q. Can a faculty member apply for tenure before the seventh year of service (i.e., early tenure)?

The Statement on Academic Personnel Practice says the following about applying for tenure before the seventh year, i.e., early tenure: “only in exceptional cases may tenure be granted before that time: when appointment to the faculty at the University requires the continuation of tenure previously awarded by another institution of higher learning; when a prestigious fellowship valuable to the college concerned interrupts continuous service during the probationary period; or when some extraordinary reason indicates that the college would be well served by the early grant of tenure.”¹²

Given the high expectations related to early tenure, conversations regarding early tenure should take place between the faculty member and their Chair and Dean, as well as the Provost.

Q. In those cases where early tenure is sought, but denied, can the faculty member be reappointed and go up for tenure in the seventh year of service?

Applying for early tenure and being denied early tenure does not affect the regular tenure process for the faculty member.

Q. Where can a faculty member go for more information about the tenure process?

An excellent source of additional information is the Office of Academic Personnel webpage at <https://www.lehman.edu/academic-personnel/tenure-promotion.php>

¹² <https://www.lehman.edu/academic-personnel/tenure-promotion.php>

Section 3. Procedures for Faculty Pursuing Certificate of Continuous Employment (CCE) (5-Year Track)

3.1 Overview

There are three lines that require a Certificate of Continuous Employment (CCE):

- (a) Lecturers
- (b) Lecturers (Doctoral Schedule)
- (c) Instructors

The CCE process for Lecturers and Instructors¹³ follows a 5-year timetable. It begins with the appointment to a CCE track position, which is the first year of service. This is followed by four (4) annual reappointments. In Year 5, if the CCE decision is successful, the faculty member is reappointed to their 6th year of service as a faculty member with a Certificate of Continuous Employment (CCE) and becomes a permanent member of the college.

This section includes a timetable for CCE, the areas for evaluation, and the steps of the CCE process that include recommendations for what the faculty, chairs, and relevant committees need to do for each step of the process.

3.2 Preparing for Reappointments

Faculty pursuing a CCE are evaluated in the areas of teaching and service. Scholarship/creative work is not a required for a CCE; however, it can be included where appropriate.

The areas of teaching and service are the same as those described in Section 1 of the Guidebook. A faculty member pursuing a CCE will also use the Lehman College C.V. and document evidence of teaching and service (and scholarship/creative work if applicable) in a digital file of evidence (e.g., DM) as described in Part 1 of this Guidebook. A faculty member pursuing a CCE will participate in the annual evaluation process described in Part 2 of this Guidebook.

A faculty member in a CCE line is responsible for three activities in preparing for the reappointment review conducted from year to year by the Department P&B:

- (a) Preparing an updated C.V. using the Lehman College C.V. template

¹³ By 'Instructors' is meant those who are intended to be Instructors and Instructors Nursing Science. Faculty who are hired as Instructors because they have not completed their doctorate, and who will become tenure-track Assistant Professors as soon as they have completed their doctorate, are tenure-track faculty.

- (b) Uploading evidence of teaching and service (and scholarship/creative work, if applicable) to their digital file of evidence (DM)
- (c) Completing an annual evaluation process following the guidance of their Department Chair within the timeline outlined in CUNY policy (see Section 1.11 regarding the Annual Evaluation)

3.3 Timetable for the Certificate of Continuous Employment (CCE) (Five-Year Clock)

The timetable below provides an overview of the five-year CCE-clock.

The table below includes references to four committees involved in decision making at different stages of the tenure process.

- **Department P&B:** Department Personnel & Budget Committee (tenured/tenure-track faculty members & Chair). Only one member can be untenured.
- **FP&B:** Faculty Personnel & Budget Committee (President, Provost, College Counsel, Deans, Chairs. (NB: only chairs can vote).
- **SEC:** School Executive Committee (Chairs & Dean) or **LEC:** or Library Executive Committee (Chairs and Chief Librarian).
- **TPCCE Committee:** FP&B committee on Tenure, Promotion, and Certificate of Continuous Employment (chairs are elected by the FP&B to represent different schools).

Timetable:

Year of Service	Appointment	Fall Semester	Spring Semester	Reappointment Notification Deadline Date
Year 1	Initial Appointment		1st Reappointment Review (P&B to FP&B) for second year of service	April 1 If negative P&B vote, appeal to School Executive Committee (SEC)
Year 2	1st Reappointment		2nd Reappointment Review P&B to FP&B for third year of service. Pre-CCE Review by Dean after Annual Evaluation	April 1 If negative P&B vote, appeal to SEC
Year 3	2nd Reappointment	3rd Reappointment Review by School Executive Committee P&B to SEC to FP&B for fourth year of service		August/September If negative P&B vote and negative SEC vote, the decision goes to the President
Year 4	Third Reappointment	4th Reappointment Review P&B to FP&B to a fifth year of service		Dec. 1 If negative P&B vote, appeal to SEC
Year 5	Fourth Reappointment	Before the start of fall semester, upload all final materials to digital file of evidence (e.g., DM), including updated Lehman C.V, and Statement on Teaching and Service. CCE Review P&B to TPCCE Committee to FP&B to President to		Dec. 1 May appeal a negative P&B vote or negative TPCCE Committee vote. Only one appeal with respect to the negative P&B vote or a negative TPCCE vote, prior to final appeal to President.

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		Board of Trustees		
Year 6	5th Reappointment CCE Eligibility Date			

The processes for initial appointment and annual reappointments for Years 1-5 on the CCE-clock are similar to those described in the Section 2 of the Guidebook for tenure; however, because of the shorter clock, the pre-CCE review by the Dean takes place at the end of Year 2 and the presentation and vote by the School Executive Committee takes place at the beginning of Year 3.

3.4 Year 2 and Year 3: Second and Third Year Reappointment Reviews to the Third and Fourth Years of Service

Annual evaluation of Lecturer and Instructor titles and Pre-CCE Review as well as SEC review follow the same procedure as Pre-Tenure Review of Professorial titles but do so one year earlier in the process (in Years 2 and 3, not Years 3 and 4).

3.5 Dean's Pre-CCE Review and School Executive Committee Review

In the spring of Year 2, the Dean's pre-CCE review follows the same procedures described in Section 2.6 of this Guidebook for the Dean's pre-tenure review.

In Year 2, it is recommended that the Department Chair complete the annual evaluation early in the spring semester to provide time for the Dean to complete the pre-tenure review.

At the beginning of Year 3, the Department P&B votes on the faculty member's third reappointment to their fourth year of service. The School Executive Committee (SEC) will then meet and review the Lehman College C.V. of the faculty member in order to vote on faculty member's third reappointment to their fourth year of service. The SEC takes into consideration the vote of the Department P&B and looks for evidence that reappointment to the fourth year of service is in the best interest of the Department, the School, and the College. As it does its work, the Committee may ask for oral reports from the

Department Chair and the School Dean, review the faculty member's digital file of evidence (e.g., DM), and/or call for additional materials from the faculty member.

The Chair-members of the School Executive Committee shall vote on faculty member for their third reappointment to their fourth year of service by secret ballot. The Dean will inform the members of the SEC of the results of the voting. The SEC may or may not want to offer advice concerning a given faculty member's record. The Committee's advice (if available) shall be forwarded by the School Dean to the faculty member. The School Executive Committee minutes will record only the names of the faculty members discussed and the Committee's final vote.

3.6 Preparing for CCE Review in Year 5

One difference between the tenure process and the CCE process is that letters from external reviewers are not required for the CCE review.

Letters of support from colleagues are not required for the CCE evaluation process. However, individuals seeking a CCE, in consultation with their Chairs, may solicit individuals who can write letters of support, which the Chair can upload to their digital file of evidence.

Faculty members should prepare a Statement on Teaching and Service and upload it to their digital file of evidence (e.g., DM).

3.7 CCE Review by the Department P&B in Year 5

The faculty member's complete digital file of evidence is reviewed by a member of the Provost's Office for completeness in advance of being shared with the Department P&B committee for a vote.

The Department P&B will review the faculty member's entire file of evidence, including Statement on Teaching and Service and any letters of support, annual evaluations, SETLs, teaching observations, etc., as well as any scholarship/creative work, and vote by secret ballot on whether to award a CCE.

Voting on CCE by the Department P&B is the same as voting on tenure by the Department P&B (see Section 2.12 of this Guidebook). A positive vote is a majority of 'Yes' votes of the eligible voting members of the Department P&B (i.e., excluding those who are recused from voting). A negative vote is anything below a majority of 'Yes' votes of the eligible voting members, i.e., (i) a majority of 'No' votes, or (ii) an equal number of 'Yes' votes and 'No' votes, or (iii) an equal number of 'Yes' votes and 'No' votes and abstentions, or (iv) a majority of 'No' votes and abstentions. See Section 1.11 of the Guidebook.

After the Department P&B vote, in the case of a positive vote, the Chair summarizes the faculty member's teaching and service in the Chair's Report. The report may include comments from letters of

support about the faculty member's teaching and service. The report also includes the vote of the P&B committee members, along with any necessary comments to explain the vote. It is recommended that these reports be 2-5 pages.

The Chair's Report is uploaded to the faculty member's digital file of evidence (e.g., DM). The Chair's Report is confidential and **cannot** be viewed by the faculty member.

Q. What happens in the case of a positive vote from the Department P&B?

If the vote is positive, the file of evidence is forwarded to the committee on Tenure, Promotion, and Certificate of Continuous Employment (TPCCE) along with the chair's report. The faculty member is **not** notified.

Q. What happens in the case of a negative vote from the Department P&B?

All faculty have the right to appeal a negative vote for tenure from the Department P&B. The Department Chair should notify the individual of the negative vote within 48 hours, in writing (e.g., by e-mail). All that is required, in order to appeal a negative Department P&B vote, is to write a letter to the chair of the TPCCE committee appealing the negative decision within 10 days of being notified of the decision. If a faculty member chooses to appeal the negative vote, then the TPCCE committee can reviews the file and votes, the same as in the case of a positive vote.

After a positive vote by the Department P&B, or after an appeal of a negative vote of the Department P&B by the faculty member, the digital file of evidence goes to the College's Faculty P&B committee on Tenure, Promotion, and CCE (TPCCE).

3.8 CCE Review by the Committee on Tenure, Promotion, and CCE (TPCCE) in Year 5

After a positive vote by the Department P&B, or after an appeal of a negative vote of the Department P&B by the faculty member, the digital file of evidence goes to the Committee on Tenure, Promotion, and CCE (TPCCE).

The TPCCE committee meets with the Provost at the beginning of the academic year to be charged with their task and to elect a chair. The committee then begins deliberations.

The file of the faculty member is discussed at the committee meetings, and the committee drafts questions for the Chair and the Dean, who will meet with the committee prior to their vote on tenure. Once all presentations and meetings are completed, the committee members vote by secret ballot.

Voting on CCE by the TPCCE committee is the same as voting on CCE by the Department P&B. A positive vote is a majority of 'Yes' votes of the eligible voting members of the TPCCE committee (i.e., excluding those who are recused from voting). A positive vote is a majority of 'Yes' votes of the eligible voting members of the TPCCE (i.e., excluding those who are recused from voting). A negative vote is

anything below a majority of ‘Yes’ votes of the eligible voting members, i.e., (i) a majority of ‘No’ votes, or (ii) an equal number of ‘Yes’ votes and ‘No’ votes, or (iii) an equal number of ‘Yes’ votes and ‘No’ votes and abstentions, or (iv) a majority of ‘No’ votes and abstentions. See Section 1.11 of the Guidebook.

The TPCCE committee vote is recorded, and the chair of the committee prepares a summary of the faculty member’s file, as well as the results of the votes of the Department P&B and the TPCCE committee, to be presented to the full Faculty P&B.

Q. What happens in the case of a positive vote from the TPCCE committee after a positive vote from the Department P&B?

If the vote is positive, the file of evidence is forwarded to the FP&B committee for a vote. The faculty member is **not** notified.

Q. What happens in the case of a negative vote from the TPCCE, or a mixed vote of the Department P&B and the TPCCE committee?

- If there is a negative Department P&B vote **but** a **positive** vote from the TPCCE Committee the file of evidence is forwarded to the FP&B committee for a vote, as there was only one negative vote.
- If there is a **positive** department P&B vote **but** a **negative** vote from the TPCCE Committee, the file of evidence is forwarded to the FP&B committee for a vote, as there was only one negative vote.

Q. What happens in the case of a negative vote from the TPCCE after a negative vote of the Department P&B (followed by an appeal to the TPCCE committee)?

- If there is a negative Department P&B vote **and** a negative vote from the TPCCE committee, the file of evidence is **not** forwarded to the FP&B committee for a vote, as there were two negative votes. The file is automatically forwarded to the President, without the need for an appeal by the faculty member. There is no Faculty P&B vote. See Appendix 8 for the Tenure and Promotion Flowchart.

3.9 CCE Review by the Faculty P&B in Year 5

After two positive votes by the Department P&B and by the TPCCE Committee, or after one positive vote by the Department P&B and a negative vote by the TPCCE Committee, or after a negative vote by the Department P&B followed by an appeal by the faculty member and a positive vote by the TPCCE Committee, the faculty member’s file is shared with the Faculty P&B committee. The chair of the TPCCE committee presents a summary of the faculty member’s file of evidence to the entire members of the FP&B, which also includes the President, and the Provost, for consideration, discussion, and a vote. Only the chairs are eligible to vote, however.

Once all faculty members for promotion have been presented and discussed, the voting members of the Faculty P&B (the chairs) vote by secret ballot on each faculty member. Members of the FP&B will vote on the faculty member's eligibility for a CCE after their independent review of the file of evidence and after hearing the presentation of the faculty member's case by the Chair of the TPCCE to the members of the FP&B.

Q. What happens in the case of a positive vote from the Faculty P&B?

If the vote is positive, the file of evidence is forwarded to the President. The faculty member **is notified** by the Provost.

Q. What happens in the case of a negative vote from the Faculty P&B?

All faculty have the right to appeal a negative vote for CCE from the Faculty P&B to the President. The Provost notifies the faculty member of the negative vote within 48 hours, in writing (e.g., by e-mail). In order to appeal a negative Faculty P&B vote to the President, the faculty member should to the President appealing the negative decision within 10 days of being notified of the decision. If a faculty member chooses to appeal the negative vote, then the President reviews the complete file. See Appendix 8 for the Tenure and Promotion Flowchart.

3.10 CCE Review by President in Year 5

A faculty member's digital file comes to the President in the case of a positive vote of the TPCCE committee, or in the case of an appeal by the faculty member of a negative vote by the TPCCE committee, or in the case of a negative vote of the Department P&B followed by an appeal by the faculty member and a negative vote by the TPCCE committee.

In the case of a positive FP&B vote, the President reviews the file and decides whether to recommend, or not recommend, promotion to the Board of Trustees.

In the case of a negative vote by the TPCCE committee and an appeal by the faculty member, the President reviews the file and decides whether to uphold the denial of promotion or reverse the denial of promotion and recommend promotion to the Board of Trustees.

In the case of a negative vote of the Department P&B followed by an appeal by the faculty member and a negative vote by the TPCCE committee, the President reviews the file and decides whether to uphold the denial of promotion or reverse the denial of promotion and recommend promotion to the Board of Trustees.

3.11 Year 6: CCE Eligibility Date

A faculty member's CCE Eligibility Date, the date a CCE becomes effective, occurs in the beginning of the sixth (6th) year of service. This date is five years after the initial appointment if there are no breaks in service.

If the initial appointment to the CCE-track title occurs after September 30 of the first academic year (for example, in the spring semester), then the CCE clock starts in the following academic year.

Please contact Human Resources to confirm the CCE eligibility upon your initial appointment or upon a break in service.

3.12 Other questions about faculty members with a CCE

Q. Can a faculty member with a CCE be promoted?

If a Lecturer completes a doctorate, there is a change of salary schedule to a Lecturer Doctoral Schedule (Doctoral Lecturer). This is referred to as a "change of salary schedule" rather than a "promotion," but it does have implications for their salary.

Q. What happens if a faculty member with a CCE is hired as a tenure-track Assistant Professor?

If an Instructor or a Lecturer with a CCE is hired as a tenure-track Assistant Professor, they go on leave from their Lecturer position for the seven-year tenure cycle. If they are tenured, they remain in the professorial line. If they do not get tenure, they revert to being a faculty member with a CCE.

Q. Is a faculty member with a CCE eligible to go on sabbatical leave?

An Instructor or a Lecturer with a CCE is eligible to go on sabbatical leave. For forms and information, please go to <https://www.lehman.edu/academic-personnel/faculty-forms.php>

Section 4. Procedures for Faculty Pursuing Promotion from Assistant Professor to Associate Professor, Associate Professor to Professor, and Professor to Distinguished Professor

4.1 Overview

Unlike tenure, there is no cycle for promotion. Hence, there is no such thing as ‘early’ or ‘late’ promotion. Promotion and tenure are separate and distinct. Votes on promotion and tenure are separate and distinct acts.

There are two kinds of promotion for faculty members:

- Assistant Professor to Associate Professor
- Associate Professor to Professor¹⁴

The decision about which year to apply for promotion rests with the faculty member. Nevertheless, at least since the introduction of the seven-year tenure cycle, an Assistant Professor normally applies for promotion to Associate Professor in the same year of service that they go up for tenure, which is to say, in their seventh year of service. If they apply for promotion in the same year as tenure, then they go up in the **fall** of that year, in which case tenure and promotion to Associate Professor are considered concurrently.

There is also no cycle of promotion from Associate Professor to Professor. The decision about which year to apply for promotion to Professor rests with the faculty member. The faculty member should make the decision to apply for promotion to full Professor in consultation with their Department Chair and School Dean. Promotion to Professor is possible for those who excel in their discipline are recognized as outstanding teachers, who contribute substantial service to their profession and the life of the College, and whose reputation brings credit to the College and the University.

When an Associate Professor applies for promotion to Professor, then they go through the promotion process in the **spring** of that year. They must notify their Department Chair and the School Dean by **September 1st** of that year. However, it is recommended that they notify their Chair and Dean in the spring of the previous year of their intention to apply for promotion the following year.

This section includes a timetable for promotion, the areas of evaluation, the criteria for evaluation, and the procedures of the promotion process as well as recommendations for what the faculty, chairs, and relevant committees should do for each step of the process.

4.2 Preparing for Promotion

Once the faculty member is appointed to the position of Assistant Professor or appointed to the position of Associate Professor (with or without tenure), this counts as the first year of service in that position.

¹⁴ The staff title of ‘Professor’ is sometimes referred to as ‘full Professor’ to disambiguate it from Assistant and Associate Professor.

An Assistant Professor must complete at least one year of service before applying for promotion to Associate Professor. An Associate Professor must complete at least one year of service before applying for promotion to Professor.

In each year of service as an Assistant Professor or Associate Professor, a faculty member receives an annual evaluation. For more on annual evaluations, see Section 1.11 of this Guidebook.

A faculty member is responsible for three activities in preparing for the annual evaluation:

1. Preparing an updated C.V. using the Lehman C.V. template.
2. Uploading evidence of teaching, service, and scholarship/creative work to their digital promotion file (e.g., Digital Measures).
3. Completing an annual evaluation process following the guidance of their Department Chair within the timeline outlined in CUNY policy.

4.3 Criteria of Evaluation for Promotion from Assistant Professor to Associate Professor

The three areas (the “three legs of the stool”) for evaluation for promotion from Assistant Professor to Associate Professor are the following (for explanations of these three areas, see Sections 1.2-1.4 of the Guidebook):

- (a) Scholarship/Creative Work and Potential for Future Scholarship/Creative Work. Faculty members are expected to offer evidence of scholarly/creative contributions to their disciplines. Achievements should be evaluated on the basis of publications of scholarly work in professional journals, or reports of scientific experimentation, scholarly books and monographs, creative work, performance or show or exhibition credits, and evidence of works in progress. See Section 1.2 of the Guidebook.
- (b) Teaching Effectiveness. Evaluation of teaching effectiveness shall include peer teaching observations, assessment of the faculty member's effort, success in developing new methods and materials suited to the needs of students, assessment of student evaluations, and non-classroom efforts, such as academic advisement. See Section 1.3 of the Guidebook. The Lehman C.V. includes a section where the faculty member documents their average and median scores received on course evaluations (5.1 and 5.2 on SETLs, respectively). It is also recommended that comments made by students in the course evaluations be included in annual evaluations, by the Chair, to help illustrate the instructor's effectiveness. See Section 1.9 of the Guidebook.
- (c) Service to the Department, School, College, University, and Profession. As all full-time faculty members share broad responsibilities to the institution, work in departmental and college committees should be considered in overall evaluations. Although it is understood that not all junior faculty members will have an opportunity to serve on Department P&B committees, or on college-wide committees, their evaluation should consider evidence of any contribution to committees, and their participation in other regular administrative activities such as governance, registration, advisement, library, and cultural activities. A faculty member may also offer

evidence of pertinent and significant community and public service in support of reappointment. See Section 1.4 of this Guidebook.

For promotion from Assistant Professor to Associate Professor, the CUNY Code of Practice Regarding Instructional Staff Titles says the following:

For promotion or appointment to the rank of associate professor, the candidate must possess the qualifications for an assistant professor, must have obtained the Ph.D. or an equivalent degree from an accredited university, and in addition he/she must possess a record of significant achievement in his/her discipline or profession...¹⁵ There shall be evidence that his/her alertness and intellectual energy are respected outside his/her own immediate academic community. There shall be evidence of his/her continued growth and of continued effectiveness in teaching. Longevity and seniority alone shall not be sufficient for promotion.¹⁶

It is recommended that when documenting service, the faculty member provide information on their roles and responsibilities to illustrate the kind of work and their level of leadership. Documentation that may be included as evidence of service in a promotion file could include: an email from a committee chair or an official letter indicating the faculty member's involvement and contribution; a certificate of recognition; or conference program materials with their name and role (e.g., proposal reviewers, program/conference organizers, board members).

Institutions of higher education are expected to contribute their services to the welfare of the community. Although such activities are a matter of individual discretion and opportunity, evaluation of a faculty member for promotion should recognize pertinent and significant professional activities on behalf of the public. However, the absence of this contribution should not act to the disadvantage of any faculty member for promotion.

4.4 Criteria of Evaluation for Promotion from Associate Professor to Professor

For promotion from Associate Professor to Professor, the three areas of evaluation are the same as the three areas of evaluation for promotion to Associate Professor: scholarship/creative work, teaching, and service (the “three legs of the stool”).

For promotion from Associate Professor to Professor, the CUNY Code of Practice Regarding Instructional Staff Titles says the following:

For promotion or appointment to the rank of professor, the candidate must possess the qualifications for an associate professor, and in addition a record of exceptional intellectual, educational, or artistic achievement and an established reputation for excellence in teaching and

¹⁵ “... or as a college or university administrator.” While very rare, this statement allows for the possibility of a (tenured or untenured) Assistant Professor being assigned to a college or university administrator role, e.g., an interim Associate Dean, but does not generally refer to being assigned to roles such as department chair, program coordinator or program director, or committee chair, which would be included under service.

¹⁶ CUNY Code of Practice Regarding Instructional Staff Titles, Section 1.2.3. Code of Practice Title Descriptions and Qualifications.

scholarship in his/her discipline. There shall be evidence of his/her continued growth and the judgment on promotion shall consider primarily evidence of achievement in teaching and scholarship following the most recent promotion. Longevity and seniority alone shall not be sufficient for promotion.¹⁷

As stated above, the three areas of evaluation are the same for promotion to Associate Professor to Professor. However, it is recommended, for promotion to full professor, that:

- Rather than merely having good teaching evaluations, faculty applying for promotion to Professor should provide evidence of having engaged in the creation of courses for the program/major, should have helped or led efforts to redesign curricula, to create new degree programs, certificates, etc.
- Service be viewed as leadership within the discipline, college, and university. In addition, leadership positions in the department be adopted.
- There is evidence of a national and international reputation in the discipline.

Q. Are annual evaluations required for promotion from Associate Professor to Professor?

Associate Professors are required to have annual evaluations, even after tenure. See Section 1.11 of the Guidebook.

4.5 Statement on Scholarship/Creative Work, Teaching, and Service

It is recommended that the faculty member begin drafting a Statement on Scholarship/Creative Work, Teaching, and Service (hereafter, ‘Statement’) for their promotion. The Statement helps the faculty member to articulate their goals early on, which can inform how they plan to use their (pre-tenure or post-tenure) reassigned time, as well as their teaching and service. It can be revised as time goes on and serves as a foundation for the Statement submitted for promotion from Assistant Professor to Associate Professor or from Associate Professor to full Professor. For more on the Statement, see Section 2.3 of the Guidebook.

As with tenure, the faculty member is responsible for uploading non-confidential documents annually to their digital promotion file (e.g., Digital Measures), in particular their scholarship/creative work, their teaching evaluations (e.g., SETLs), and an updated C.V. When applying for promotion, they are also responsible for uploading their Statement (about scholarship/creative work, teaching, and service).

¹⁷ Ibid.

4.6 Timetable for Assistant Professor applying for Promotion to Associate Professor in the same year as going up for Tenure

Faculty members normally apply for promotion from Assistant Professor to Associate Professor at the same time as they go up for tenure, that is, in the **fall semester of their 7th year of service**. If a faculty member is doing this, then the timeline and the steps to take are the same steps as those for tenure. See the timeline chart for tenure in Section 2.4 of the Guidebook.

4.7 Applying for Promotion to Associate Professor Before Tenure

If an Assistant Professor decides to apply for promotion to Associate Professor *before* tenure, then they must notify their Department Chair and Dean by **September 1st** of the year they intend to apply for promotion.

However, it is recommended that they notify their Chair and Dean in the spring of the previous year of their intention to apply for promotion the following year. **The faculty member should make the decision to apply for promotion before tenure in consultation with their Department Chair and Dean.**

In such a case, the suggested timetable for promotion is the same as that of promotion from Associate Professor to full Professor.

4.8 Timetable for Associate Professor applying for Promotion to Professor

A recommended timeframe to consider for promotion from Associate Professor to Professor is 4-10 years after promotion (or appointment) to Associate Professor, with the understanding that this is suggested and not binding (Associate Professors might apply earlier than this, for example). This timeframe should allow for new/additional project(s) after the first promotion or appointment, as well as paid sabbatical leaves and sufficient teaching evaluations. Under the PSC-CUNY contract, faculty members hired after 2019 also receive 6 hours of reassigned time after promotion to Associate Professor, to be used in the first two years after tenure.

Associate Professors are required to receive annual evaluations. Chairs and Deans should engage Associate Professors to plan activities that support promotion to Professor. This should include discussions of the steps to promotion at the annual evaluation with the Chair (or designee). Sabbatical leaves, including Fellowship and Scholar Incentive Awards, for tenured Associate Professors are another

way of supporting faculty. It is, however, understood that these are awarded as part of a competitive process, based on merit.

Faculty should be encouraged to look upon the rank of Associate Professor as a step on the way to the rank of Professor – to see promotion to Associate Professor as the first promotion, and to see promotion to Professor as the second promotion, and for the second promotion to be expected in the normal course of a faculty member’s career.

If an Associate Professor decides to apply for promotion to Professor, they must notify their Department Chair and Dean by **September 1st** of the year they intend to apply for promotion. However, it is recommended that they notify their Chair and Dean in the spring of the previous year of their intention to apply for promotion the following year. The faculty member should make the decision to apply for promotion before tenure in consultation with their Department Chair and Dean.

The following timetable for promotion from Associate Professor to Professor is suggested. In the spring semester of the year *before* applying for promotion:

- Faculty member provides the Department P&B with their list of potential reviewers, and the Department provides the P&B with its own list of potential reviewers. It is recommended that 8-12 potential reviewers be provided, 4-6 from the faculty member, and 4-6 from the department. The P&B votes to approve the list of 8-12 potential reviewers.
- A Dossier of Scholarship/Creative Work is prepared by the faculty member in consultation with the Chair and the Dean. The dossier can be digital (e.g., Dropbox folder).
- The Chair (or Dean)¹⁸ contacts 4 reviewers (2 from the faculty member list and 2 from the Department list) and asks them if they are willing to write letter; if someone cannot commit to writing a letter, another potential reviewer on the list is contacted.
- The Dossier of Scholarship/Creative Work is sent to external reviewers by the Chair (or Dean), along with a Lehman College C.V. and Statement on Scholarship/Creative Work, Teaching, and Service (or, alternatively, a Statement on Scholarship/Creative Work only), and a solicitation letter.

Fall semester of the year applying for promotion:

- Faculty member updates their digital file of evidence (e.g., DM) with all final non-confidential materials for promotion, including updated Lehman College C.V., scholarship/creative work, Statement on Scholarship/Creative Work, Teaching, and Service, and materials about Teaching and Service
- Chair collects letters from external reviewers

January of the year the faculty member is applying for promotion:

- Digital file of evidence (e.g., DM) is updated by Chair with confidential external reviewer letters

Beginning of spring semester:

¹⁸ See Note 10 above.

- Department P&B reviews digital file of evidence and votes on promotion
- Department Chair uploads Chair's Report with record of vote to digital file of evidence

Timetable:

Year of Service	Appointment	Fall Semester	Spring Semester	Notification Deadline Date
Year 1	Initial Appointment Associate Professor			
Year before promotion			<p>Recommended:</p> <p>Department P&B vote on list of potential external reviewers (4-6 from faculty member, 4-6 from P&B).</p> <p>Prepare dossier for external reviewers (e.g., Dropbox folder), including Lehman C.V., scholarship/creative work, and Statement on Scholarship/Creative Work, Teaching, and Service.</p> <p>Chair (or Dean) sends dossier to external reviewers.</p>	
Year of promotion		<p>(If not already done) Declare intention to apply for promotion by September 1).</p> <p>(If not already done) P&B vote, dossier preparation (e.g., Dropbox); Chair (or Dean) sends dossier to external reviewers (see Spring semester, above).</p> <p>By the end of the fall semester, upload all final materials to digital file of evidence (e.g., DM), including updated Lehman C.V., scholarship/creative work, and Statement on Scholarship/Creative Work, Teaching, and Service.</p>	<p>Promotion Review:</p> <p>Department P&B vote (recorded in Chair's Report)</p> <p>followed by TPCCE Committee vote</p> <p>followed by FP&B committee vote</p> <p>followed by President's recommendation</p> <p>Followed by Board of Trustees vote.</p>	<p>Negative Department P&B committee vote? May appeal to TPCCE Committee.</p> <p>Combined negative Department P&B committee vote and TPCCE committee vote? May appeal to the President.</p> <p>At least one positive vote (Department P&B or TPCCE), goes to FP&B committee for vote.</p> <p>Decision from President by April.</p>

Year after promotion	Professor			
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4.9 Preparing the Dossier of Scholarship/Creative Work for External Reviewers

When applying for promotion the faculty member will work with the Department Chair to prepare a separate Dossier of Scholarship/Creative Work that will be sent to external reviewers, which is a subset of the contents of the complete promotion file. This dossier is often entirely digital (e.g., Dropbox) although hard copies of this dossier may be requested by external reviewers.

Q. Who prepares the separate Dossier of Scholarship/Creative Work for external reviewers?

The faculty member will work with the Chair to prepare a separate dossier of their Scholarship/Creative Work that will be sent to external reviewers, who will be asked to review the faculty member's scholarship/creative work (only).

Q. What is included by the faculty member in the separate Dossier of Scholarship/Creative work sent to external reviewers?

The dossier is a subset of the contents of the larger promotion file and should include:

- (a) Statement on Scholarship/Creative Work, Teaching, and Service (or, alternatively, a Statement on Scholarship/Creative Work only). The Statement is optional but highly recommended because it gives the reviewer a context of the Scholarship/Creative work from the faculty member's perspective. This is an opportunity for the faculty member to talk about their work in their own voice.
- (b) The faculty member's scholarship/creative work **since the last personnel action (i.e., not used for an earlier personnel action)**. This can include copies of books, articles, and book chapters, portfolios of paintings or photographs (or links to them), films (or links to them), musical compositions (or links to them), etc. See Section 1.2 of the Guidebook. The faculty member should meet with the department chair to determine what scholarship/creative work should be sent to the reviewers.
- (c) Complete C.V. in Lehman College format.

Q. What is the responsibility of the faculty member and what is the role of the department P&B in selecting a pool of potential external reviewers?

The digital file of evidence (e.g., DM) that goes to the FP&B committee on TPCCE must include at least 4 letters from external reviewers.

Before applying for promotion, a list of **8-12** potential external reviewers should be provided to the Department P&B for a vote. **4-6** should be provided by the faculty member. The other **4-6** should come from the department – from the Chair and other members of the department, depending on the area(s) of specialization of the faculty member. Approving 8-12 potential reviewers better ensures a return of at least 4 letters and the chance to avoid delays (e.g., having to go back to the Department P&B to vote on more potential reviewers).

Under no circumstances should the faculty member contact anyone from their own list or the department’s list about a letter. The faculty member will also not be informed as to which external reviewers from their own list or the department’s list have been contacted about writing a letter.

The lists of potential reviewers should not include collaborators, such as co-authors; mentors of the faculty member, such as dissertation advisors; or mentees, such as former students. For more information, see Appendix 7. Tenure and Promotion Flowchart.

Even though the only CUNY requirement is that external reviewers be from outside CUNY, it is recommended the pool of reviewers represent a scope of institutions beyond a local/regional area. Reviewers representing “peer-aspirant” institutions should be a consideration in the selection process. It is recommended that departments and faculty members choose reviewers who will understand Lehman’s institutional context and expectations as they comment about faculty members’ scholarly contributions to their disciplines. If a reviewer is selected from an institution where scholarship/creative work expectations differ significantly from what is expected by the department at Lehman, it will be important to provide the reviewer with contextual information about Lehman’s workload and expectations.

For promotion from Assistant Professor to Associate Professor, external reviewers should be individuals who are full Professors, but they at least need to be *tenured and at the Associate Professor level*. For promotion from Associate Professor to Professor, external reviewers need to be *tenured and at the (full) Professor level*.

It is recommended that the faculty member let the Department Chair and the Department P&B know if there is any pertinent information related to the faculty member’s discipline/area of scholarship/creative work that would be helpful for them to know as they generate a list of external reviewers.

Q. How and when are letters from external reviewers solicited?

After the Department P&B has voted on the list of external reviewers and recommended the priority of external reviewers to be contacted, the Chair (or Dean) will contact them by e-mail.

The Chair initially contacts at least four (4) potential reviewers by e-mail, two (2) from the faculty member’s list, and two (2) from the department’s list, inquiring whether they will agree to write a letter. Normally, a C.V. is sent with the e-mail. The recommendation for having 8-12 potential reviewers approved by the P&B guarantees that the Chair will be able to identify 4 reviewers even if many on the initial list decline. However, the decision on the total number of potential reviewers is determined by the department.

Should any reviewers contacted by the Chair decline the e-mail invitation, the Chair moves down the respective list. Even with reviewers declining to write letters, the Chair should try to ensure that there are agreements from at least two reviewers from the faculty member’s list, and two reviewers from the department’s list. Once a reviewer has agreed over email, they should be sent a solicitation letter,

normally attached to an email, along with a dossier of scholarship/creative work, and provided with a deadline of early or mid-August.

Reviewers receive the dossier of the faculty's member's scholarship/creative work, which is often a digital dossier (e.g., Dropbox) with copies of articles and book chapters, portfolios of paintings or photographs (or links to them), films (or links to them), musical compositions (or links to them), etc., as well the faculty member's CV and Statement on Scholarship/Creative work, Teaching, and Service (if the Statement is included in the dossier).

All external reviewer letters are confidential. For purposes of confidentiality, an external reviewer is not to contact the faculty member, and the faculty member is not to contact reviewers.

Q. What information should the solicitation letter to reviewers contain?

The purpose of soliciting an external reviewer letter is to have an external reviewer provide expert advice on the quality of the faculty member's scholarship/creative work and their trajectory. The external reviewer letter should clearly state the action(s) under consideration, i.e., promotion. External reviewer letters are for the sole purpose of soliciting expert advice on the quality of the faculty member's scholarship/creative work and their professional trajectory. The letter should clearly state the action under consideration, i.e., promotion.

Letter content may vary by department, but it is highly recommended that the solicitation letter reference the CUNY standard for promotion and should ask the reviewers to describe their relationship to the faculty member—if and how they know them. A solicitation letter may also provide other context, like teaching load, if the Chair believes this is appropriate.

In CUNY, chairs are advised to include in the letters a request that the reviewers state explicitly whether they recommend tenure and/or promotion. However, in practice, this will be up to the discretion of the Chair as not all departments wish to include this request. That said, all reviewers should be asked to include evidence of the quality and quantity of the faculty member's scholarship/creative work and how it compares to scholarship in the discipline. It is recommended the solicitation letter ask the reviewer to comment on:

- (a) The significance and originality of the faculty member's scholarship/creative work, and the impact or potential for impact on the discipline; and
- (b) The appropriateness of the methodology used to create the work and the quality and appropriateness of the outlets used to disseminate it.

It is recommended that in addition to contact information and institutional affiliation, information is gathered regarding the reviewers' areas of expertise. A Chair can ask for a reviewer's C.V. along with their letter, so that TPPCE committee have some information on the reviewer's background and expertise in completing the review.

Q. If a faculty member has scholarship/creative work from before they were hired, or from before their last promotion (i.e., prior to the last personnel action of being hired), is this excluded from consideration for promotion?

Scholarship/creative work published prior to the last personnel action is excluded from consideration for promotion and not included in the Dossier of Scholarship/Creative Work. As it says in the CUNY Statement on Academic Personnel Practice: “The candidate shall present evidence of scholarly achievement following the most recent promotion.”¹⁹ However, if the faculty member has already been promoted before tenure, and is going up for tenure only, the scholarship/creative work included in the file of evidence for promotion before tenure can also be included in the file of evidence for tenure and can be included in the dossier of scholarship/creative work sent to external reviewers.

Q. When should the letters from the external reviewers arrive?

In the case of an Assistant Professor applying for promotion to Associate Professor at the same time as tenure, letters from external reviewers should arrive by **the end of the summer**. To that end, external reviewers should be given at least two months to complete their letter, and a deadline for their letter of no later than early August.

In the case of an Associate Professor applying for promotion to full Professor, letters from external reviewers should arrive by **the end of the fall semester**. To that end, external reviewers should be given at least two months to complete their letter, and a deadline for their letter of no later than early December.

It is vital that the external reviewers’ letters to arrive on time for the vote of the Department P&B and for the Chair’s Report, since an important part of the Chair’s Report includes content from the letters regarding the faculty member’s scholarship/creative work. The Chair’s report will not be completed on time for the TPCCE committee if the letters do not arrive on time.

All letters received, whether positive or negative, must be uploaded by the Dean to the faculty member’s digital file of evidence.

Q. Can individuals who served as external reviewers for a candidate for an earlier personnel action be invited to review the candidate’s scholarship/creative works for a new personnel action, e.g., application for promotion to professor?

Yes, there may be compelling reasons to have an external reviewer for an earlier personnel action to be invited to review for a new personnel action.

Q. Can letters of support other than external reviewer letters be included in the promotion file? For example, letters from colleagues or students?

There cannot be other letters of support included in the promotion file.

¹⁹https://www.csi.cuny.edu/sites/default/files/pdf/facultystaff/handbook/Appendix_E_BOHE_Academic_Personnel_Practice_CUNY.pdf

4.10 Preparing the Digital File of Evidence for the Department P&B and TPCCE Committee

Q. Who uploads evidence to the faculty member's digital file of evidence (e.g., DM)?

The faculty member's digital file of evidence is prepared by the faculty member (non-confidential items) and Chair or Dean (confidential items as well as annual evaluations and pre-tenure review) in order to present the file to the Department's P&B committee and the TPCCE committee.

Non-confidential documents uploaded by the faculty member to the digital file of evidence:

- Lehman College format C.V.
- Statement on Scholarship/Creative Work, Teaching, and Service
- Copies of scholarship/creative work (since last personnel action)
- Co-authorship statement (if necessary)
- Teaching evaluations (e.g., Student Evaluations of Teaching and Learning (SETLs) (all years since last personnel action))
- Teaching observations
- Teaching materials (syllabi, study guides, etc.)

Confidential documents uploaded by the Dean or designee and Chair to the digital file of evidence:

- Annual evaluations (signed)
- Dean's pre-tenure letter (signed)
- Letters from external reviewers along with their C.V.'s
- List of external reviewers indicating which are from the faculty member and which are from department
- Chair's Report (or report of senior colleague), with the record of the vote of the Department P&B

Q. What scholarship/creative work can be included in the digital file of evidence?

All work completed since the faculty member was hired (last personnel action), for promotion from Assistant Professor to Associate Professor, and all work completed since the faculty member was previously promoted (last personnel action), for promotion to Professor, is included in the digital file. Work completed prior to being hired or the previous promotion is not considered in the promotion review process, because it was work considered for the hiring or previous promotion process.

Work completed prior to being hired or promoted is listed in the Lehman College format C.V. in the section on items "prior to last personnel action."

4.11 Role of the Provost's Office in Preparing the Digital File of Evidence

The complete digital file, including confidential documents, is reviewed by a member of the Provost's Office for completeness in advance of being shared with the Department P&B committee for a vote.

4.12 Promotion Review by the Department P&B

Once the digital file of evidence is complete, the Department P&B will review the faculty member's entire file, including scholarship/creative work, the letters from the external reviewers, the annual evaluations, SETLs, teaching observations, etc., and vote by secret ballot on whether to grant promotion and forward the faculty member's file to the TPCCE committee for consideration. The secret ballot vote is a vote by all of the members of the Department P&B who are eligible to vote on the promotion.

Each eligible Department P&B member has one vote. Members of the Department P&B committee who are not eligible to vote are those who are recused from voting. Each eligible Department P&B member has three options: vote 'Yes,' vote 'No,' or abstain from voting. A positive vote is a majority of 'Yes' votes of the eligible voting members of the Department P&B (i.e., excluding those who are recused from voting). A negative vote is anything below a majority of 'Yes' votes of the eligible voting members, i.e., (i) a majority of 'No' votes, or (ii) an equal number of 'Yes' votes and 'No' votes, or (iii) an equal number of 'Yes' votes and 'No' votes and abstentions, or (iv) a majority of 'No' votes and abstentions. See Section 1.11 of this Guidebook.

Q. What happens in the case of a positive vote from the Department P&B?

If the Department P&B vote on promotion is positive, the file is forwarded to the Tenure, Promotion, and Certificate of Continuous Employment (TPCCE) committee along with the Chair's Report. The faculty member is not notified.

Q. What happens in the case of a negative vote from the Department P&B?

All faculty have the right to appeal a negative vote from the Department P&B for promotion. The Department Chair should notify the individual of the negative vote within 48 hours, in writing (e.g., by e-mail). All that is required, in order to appeal a negative Department P&B vote, is to write a letter to the chair of the TPCCE committee appealing the negative decision within 10 days of being notified of the decision by the Department Chair. If a faculty member chooses to appeal, then the TPCCE committee reviews the file and votes, the same as in the case of a positive vote.

4.13 The Chair's Report

After the Department P&B vote, in the case of a positive vote, or an appeal by the faculty member after a negative vote, the Chair summarizes the faculty member's scholarship/creative work, teaching, and service in the Chair's Report. The Report will include comments from the external reviewers about the faculty member's scholarship/creative work, as well as summaries of teaching and service from the Chair. The report also includes the vote of the P&B committee members, along with any necessary comments to explain the vote. It is recommended that these reports be 2-7 pages.

The Chair's Report is uploaded to the faculty member's digital file of evidence (e.g., DM). Both the letters and the Chair's Report are confidential and **cannot** be viewed by the faculty member.

Q. Can the chair show the Chair's Report to the rest of the Department P&B?

The Chair's Report can be shared with the rest of the Department P&B, although this is not required.

4.14 Promotion Review by the Committee on Tenure, Promotion, and CCE (TPCCE)

After a positive vote by the Department P&B, or after an appeal of a negative vote of the Department P&B by the faculty member, the digital file of evidence goes to the Committee on Tenure, Promotion, and CCE (TPCCE).

The TPCCE committee meets with the Provost at the beginning of the academic year to be charged with their task and to elect a chair. The committee then begins deliberations.

The committee members review and evaluate the digital file. In addition to reviewing the file, the TPCCE committee meets with each faculty member's Chair (or senior faculty member) and Dean. The TPCCE committee drafts questions in advance of the meeting for the Chair and the Dean. The Chair and the Dean present on the faculty member and answer the committee's questions.

Once all presentations and meetings are completed, the TPCCE committee members vote by secret ballot on each faculty member's promotion.

Each eligible voting TPCCE committee P&B member has one vote. Members of the TPCCE committee who are not eligible to vote are those who are recused from voting. Each eligible voting TPCCE member has three options: vote 'Yes,' vote 'No,' or abstain from voting. A positive vote is a majority of 'Yes' votes of the eligible voting members of the TPCCE (i.e., excluding those who are recused from voting). A negative vote is anything below a majority of 'Yes' votes of the eligible voting members, i.e., (i) a majority of 'No' votes, or (ii) an equal number of 'Yes' votes and 'No' votes, or (iii) an equal number of 'Yes' votes and 'No' votes and abstentions, or (iv) a majority of 'No' votes and abstentions. See Section 1.11 of this Guidebook.

The TPCCE committee vote is recorded, and the chair of the committee prepares a summary of the faculty member's file, as well as the results of the votes of the Department P&B and the TPCCE committee, to be presented to the full Faculty P&B.

Q. What happens in the case of a positive vote from the TPCCE committee after a positive vote from the Department P&B?

If the vote is positive, the file of evidence is forwarded to the FP&B committee for a vote. The faculty member is **not** notified.

Q. What happens in the case of a negative vote from the TPCCE, or a mixed vote of the Department P&B and the TPCCE committee?

- If there is a negative Department P&B vote **but** a **positive** vote from the TPCCE Committee the file of evidence is forwarded to the FP&B committee for a vote, as there was only one negative vote.
- If there is a **positive** department P&B vote **but** a **negative** vote from the TPCCE Committee, the file of evidence is forwarded to the FP&B committee for a vote, as there was only one negative vote.

Q. What happens in the case of a negative vote from the TPCCE after a negative vote of the Department P&B (followed by an appeal to the TPCCE committee)?

- If there is a negative Department P&B vote **and** a negative vote from the TPCCE committee, the file of evidence is **not** forwarded to the FP&B committee for a vote, as there were two negative votes. The file is automatically forwarded to the President, without the need for an appeal by the faculty member. There is no Faculty P&B vote. See Appendix 8 for the Tenure and Promotion Flowchart.

4.15 Promotion Review by the Faculty P&B

After two positive votes by the Department P&B and by the TPCCE Committee, or after one positive vote by the Department P&B and a negative vote by the TPCCE Committee, or after a negative vote by the Department P&B followed by an appeal by the faculty member and a positive vote by the TPCCE Committee, the faculty member's file is shared with the College's Faculty P&B committee (FP&B). The chair of the TPCCE committee presents a summary of the faculty member's promotion file to the entire members of the FP&B, which also includes the President, and the Provost, for consideration, discussion, and a vote. Only the chairs are eligible to vote, however.

Once all faculty members for promotion have been presented and discussed, the voting members of the Faculty P&B (the chairs) vote on each faculty member by secret ballot. Members of the FP&B will vote on the faculty member's eligibility for promotion after their independent review of the file of evidence and after hearing the presentation of the faculty member's case by the Chair of the TPCCE to the members of the FP&B.

In the case of a positive FP&B vote, the faculty member is notified about the vote of the FP&B by the Provost.

In the case of a negative FP&B vote, the faculty member is notified about the vote of the FP&B by the Provost. The faculty member has the right to appeal this decision to the President. The President will then review the complete file.

4.16 Promotion Review by the President

A faculty member's digital file comes to the President in the case of a positive vote of the TPCCE committee, or in the case of an appeal by the faculty member of a negative vote by the TPCCE committee, or in the case of a negative vote of the Department P&B followed by an appeal by the faculty member and a negative vote by the TPCCE committee.

In the case of a positive FP&B vote, the President reviews the file and decides whether to recommend, or not recommend, promotion to the Board of Trustees.

In the case of a negative vote by the TPCCE committee and an appeal by the faculty member, the President reviews the file and decides whether to uphold the denial of promotion or reverse the denial of promotion and recommend promotion to the Board of Trustees.

In the case of a negative vote of the Department P&B followed by an appeal by the faculty member and a negative vote by the TPCCE committee, the President reviews the file and decides whether to uphold the denial of promotion or reverse the denial of promotion and recommend promotion to the Board of Trustees.

4.17 Other questions about promotion

Q. Is it possible for an Assistant Professor to go up for tenure but not apply for promotion to Associate Professor?

While it is possible for an Assistant Professor to go up for tenure but not apply for promotion to Associate Professor, this is strongly discouraged. Tenured Assistant Professors, like tenured Associate Professors, should receive annual evaluations, and should discuss applying for promotion to Associate Professor with their Chairs in their annual evaluation conference.

Q. Where can the faculty member go for more information about promotion?

- The website of the Office of Academic Affairs–Tenure, Promotion and CCE contains more information about promotion: <https://www.lehman.edu/academic-personnel/tenure-promotion.php>
- *Manual of General Policy–Article V: Policy 5.01 Academic Personnel Practice.*
- *Article IX: Organization and Duties of Faculty Departments (note: Section 9.6 Promotions)*
- *PSC-CUNY Contract* <https://psc-cuny.org/cuny-contract>

4.18 Promotion to Distinguished Professor

Q. What is the position of Distinguished Professor?

The position of Distinguished Professor is the highest academic honor that CUNY can offer its faculty. According to the [Bylaws of the CUNY Board of Trustees](#), a Distinguished Professor “must be a person of outstanding merit and accomplishment in his/her field.” Additional criteria were specified by the CUNY Vice Chancellor for Academic Affairs in a 1985 memorandum to the CUNY presidents as follows: “Whether from CUNY or elsewhere, each candidate should have a national reputation as a scholar, an acknowledged status as one of the leaders in his or her field of specialization, and a record of innovative, sustained, and influential research; or, in the case of the creative and performing arts, major contributions of works to the visual arts, music, theater, film, dance, or literature.” According to the [Revised Guidelines for the Selection and Review of Distinguished Professors](#) (2017), the title of Distinguished Professor is conferred on an individual by the University Board of Trustees in recognition of exceptional scholarly achievement. The purpose of these appointments is “to recruit new faculty or retain existing faculty whose appointments enrich the University, especially when candidates require special incentives to influence their decision to accept an offer or to remain within the University. These appointments are expected to contribute to CUNY’s commitment to recruit and retain an excellent faculty representing a rich diversity of gender and ethnicity.”

Distinguished Professors have a reduced teaching load and have a supplemental salary amount to their salary as Professor.²⁰

The number of Distinguished Professors at CUNY is limited to 300 under the terms of the collective bargaining agreement. Although Distinguished Professors are expected to teach and provide service to their departments and the College, the honor of being a Distinguished Professor is granted solely on the basis of scholarship/creative work. To quote from the *Revised Guidelines*: “The primary purpose of the awards is to recruit or retain outstanding faculty. Distinguished Professorships are reserved for faculty with records of exceptional performance by national and international standards of excellence in their profession. There must be substantial evidence of this exceptional performance, including significant quantities of high-quality work in areas of importance in their disciplines. In addition to superb scholarship, Distinguished Professors are expected to participate in appropriate teaching and service roles in their colleges. However, this honor is granted solely in recognition of the quality and impact of a nominee’s scholarship.”

Distinguished Professors are voted on for reappointment every year. In addition, every five years Distinguished Professors are reviewed by the Distinguished Professor Committee. This committee is an annually elected committee consisting of department chairs who hold the position of Professor.

Q. Who is eligible to be nominated for the position of Distinguished Professor?

²⁰ See footnote to the salary schedule for Professors in the PSC CUNY salary schedule: <https://psc-cuny.org/content/salary-schedules-full-time-faculty-and-research-series/>.

Faculty who already hold the position of Professor, either at CUNY or elsewhere, may be nominated for Distinguished Professor.

Q. What is the process for nominating someone to be a Distinguished Professor?

There is both a College process and a University process for nominating someone to be a Distinguished Professor.

The College process is as follows. First, the faculty member consults with their Department Chair and Dean about being nominated for Distinguished Professor. With their support, the faculty member provides their Department Chair with an up-to-date Lehman College CV and “representative samples of the candidate’s scholarly and/or creative work, as appropriate, and any additional evidence of exceptional performance by national and international standards of excellence” (*Revised Guidelines*), which may be in the form of a digital dossier (e.g., Dropbox). This dossier can include pdfs of books, articles, manuscripts in press, award letters, etc., as well as musical compositions, works of art, etc. The faculty member also provides the Chair with the names of potential external reviewers (8-10 is recommended). These potential external reviewers must be “full professors or people of comparable standing outside the academy who are widely recognized authorities in the nominee’s field and can provide objective analyses of the nominee’s qualifications” (*Revised Guidelines*).

The Chair consults with the department and comes up with more names of potential external reviewers (8-10 is recommended). The Department P&B votes on the complete list of potential external reviewers (16-20) and recommends the priority of external reviewers to be contacted. The Chair (or designee) contacts the potential evaluators and secures agreement for at least ten (10) letters of evaluation from external reviewers. The Chair (or designee) then sends the faculty member’s dossier to the external reviewers (this can be done electronically), along with a letter soliciting an evaluation. This letter of solicitation “should be neutral in tone and should not suggest that referees extol the nominee and his/her work.”²¹

When all of the letters from the external reviewers have arrived, the Chair uploads them to the faculty member’s file of evidence (e.g., Digital Measures). The faculty member by then will have uploaded their dossier to their file of evidence (e.g., Digital Measures), along with their C.V. If they wish, they may add a Statement about Scholarship/Creative Work.

The Department P&B reviews the faculty member’s file of evidence, including the letters from the external reviewers, and votes by secret ballot on nominating the faculty member to be a Distinguished Professor. The P&B members’ eligibility to vote for nominating the faculty member is the same as that for promotion to Professor. After the P&B vote, the Chair writes a Chair’s Report about the faculty member’s file, including the vote of the P&B, and uploads the report to the faculty member’s file of evidence.

The file of evidence is forwarded to the College’s Distinguished Professor Committee. The Distinguished Professor Committee reviews the file and votes by secret ballot on nominating the faculty member to be a Distinguished Professor. The file is then forwarded to the Faculty P&B. The Faculty P&B reviews the file and then votes by secret ballot on nominating the faculty member to be a Distinguished Professor. If the vote for Distinguished Professor is positive, then the President writes a letter of nomination, and the Provost (Chief Academic Officer) writes a letter in support of the President’s nomination.

²¹ See Checklist for Distinguished Professor Nominations (2022): https://www.cuny.edu/wp-content/uploads/sites/4/page-assets/alumni-students-faculty/faculty/distinguished-professors/include/checklist/DP_Submission-Checklist-FINAL-2022-11.pdf

The Chair creates a digital file, e.g., a Dropbox folder, and uploads the solicitation letter, the letters from external reviewers, the list of all external reviewers and a copy of a C.V. for each external reviewer, the Chair's Report, "documentation of votes by all committees including dates, committee names, and vote totals and processes used up to the point of submission of the case from the college", as well as the letters from the President and the Provost, and a draft resolution for the Board of Trustees to appoint the faculty member as a Distinguished Professor. This file of evidence will be reviewed by the Provost's Office to make sure that it is complete.

The University process is as follows:

After the College-level process is completed and the materials are forwarded to the Executive Vice Chancellor and University Provost's Office, the Executive Vice Chancellor and University Provost will request additional supporting materials if the external evaluations are deemed insufficient. The Executive Vice Chancellor and University Provost forwards each nomination to a Distinguished Professor Selection Committee. The Selection Committee will then meet and evaluate the candidates' portfolios, making recommendations to the Executive Vice Chancellor and University Provost, who will send the final recommendations to the Chancellor for review and submission to the Board Committee on Faculty, Staff, and Administration, including the Executive Vice Chancellor and University Provost, with eventual approval required by the University Board of Trustees. Because every effort will be made to avoid conflicts of interest in the composition and conduct of each Selection Committee, members of a Selection Committee should disclose any ties to the nominee under discussion at the beginning of deliberations. The Executive Vice Chancellor and University Provost may ask members to recuse themselves if there is a reasonable concern that a member's ties with a nominee would compromise the Committee's deliberations.²²

Q. What is the timetable for nominating someone to be a Distinguished Professor?

The deadline for a College completing the process of nominating someone to be a Distinguished Professor in order to get a vote by the Board of Trustees in the same academic year is **November 1**. All committee votes must be completed before that date. If the College process is not completed by that date, the vote of the Board of Trustees will be taken in the following academic year.

Q. Where can I go if I have more questions about the position of Distinguished Professor?

For answers to more questions about nominations to be Distinguished Professor, see these FAQ's on the CUNY webpage about Distinguished Professors:

<https://www.cuny.edu/alumni-students-faculty/faculty/distinguished-professors/faqs/>

²² Manual of General Policy:

https://policy.cuny.edu/policyimport/manual_of_general_policy/article_v/policy_5.062/text/index.html#Navigation_Location

Section 5: Procedures for College Laboratory Technicians (CLTs) Pursuing Tenure and Promotion from CLT to Senior CLT, and from Senior CLT to Chief CLT

5.1 Overview

According to the PSC-CUNY Handbook for College Laboratory Technicians (CLTs), full-time CLT positions are tenure-bearing, non-teaching Instructional Staff positions, providing technical support in CUNY laboratories, studios, theaters and other technical and technological areas.

There is a distinction between the administrative title of College Laboratory Technician (CLT) and the functional title.

“One’s *administrative title* (CLT title series title) is the contractual payroll title in which you are employed or hired. One’s *functional title* is more informal and more accurately reflects day-to-day activities. Job descriptions for CLTs holding the same title often vary because their functional responsibilities are different. A CLT job description is specific to the department and college where the person is employed.”²³

The CUNY Code of Practice provides general information regarding the CLT title series, general title definitions, and qualifications.²⁴

The tenure process for CLT’s follows a 5-year timetable. It begins with the appointment to a tenure-track position, which is the first year of service. This is followed by four (4) annual reappointments. In Year 5.1, if the CLT is awarded tenure, they are reappointed to their 6th year of service as a tenured CLT.

This section includes a timetable for tenure and the steps of the tenure process, including what the faculty, chairs, and relevant committees need to do at each step of the process.

5.2 Annual Evaluation

CLTs pursuing tenure are evaluated annually by their Department Chair on how well they have performed their CLT duties. The Lehman College Annual CLT Conference Report can be found in Faculty Forms on the Office of Academic Personnel webpage at <https://www.lehman.edu/academic-personnel/faculty-forms.php> (see Appendix 4 of the Guidebook for Annual CLT Evaluation Conference Report).

²³ <https://2022.psc-cuny.org/sites/default/files/CLT%20handbook%20Final%204th%20edition%202017.pdf>

²⁴ http://www1.cuny.edu/sites/onboard/wp-content/uploads/sites/4/Code-of-Practice-Title-Descriptions-and-Qualifications-UPDATED1-16-15_01212015.pdf

An evaluation conference with the CLT should be scheduled before the end of the spring semester. At the evaluation conference, the Chair discusses the CLT's performance of their CLT duties for that year and cumulatively to date, as well as any action plan for the upcoming year. Following the conference, the Chair writes a "summary of the conference with the staff member" and writes an "Evaluation of department job responsibilities," as well as "Goals agreed upon for the upcoming year." This evaluation "should provide an action plan for any evaluation areas that need improvement."²⁵ In addition, the chair chooses a rating of "Satisfactory / Needs Improvement / Unsatisfactory."²⁶

The summary of the conference, the evaluation, and the statement of goals by the Chair must be completed within 10 days of the conference and is signed and sent to the CLT for their signature (required) and comments (optional). The signed evaluation is uploaded to the CLT's digital file of evidence (e.g., DM) by the Chair with a copy to the CLT.

5.3 Preparing for Reappointments

A CLT is responsible for two activities in preparing for the reappointment review conducted from year to year by the Department P&B:

- (a) Preparing an updated C.V. using the Lehman College C.V. template and uploading their updated C.V. to their digital file of evidence (e.g., Digital Measures)
- (b) Completing an annual evaluation process following the guidance of their Department Chair within the timeline outlined in CUNY policy (see Section 1.11 regarding the Annual Evaluation).

5.4 Timetable for Tenure CLT (Five-Year Clock)

The timetable below provides an overview of the five-year tenure clock for CLTs.

The table below includes references to four committees involved in decision making at different stages of the tenure process.

²⁵ <https://www.lehman.edu/academic-personnel/faculty-forms.php>

²⁶ Ibid.

- **Department P&B:** Department Personnel & Budget Committee (tenured/tenure-track faculty members & Chair). Only one member can be untenured.
- **FP&B:** Faculty Personnel & Budget Committee (President, Provost, College Counsel, Deans, Chairs. (NB: only chairs can vote).
- **SEC:** School Executive Committee (Chairs & Dean) or **LEC:** or Library Executive Committee (Chairs and Chief Librarian).
- **TPCCE Committee:** FP&B committee on Tenure, Promotion, and Certificate of Continuous Employment (chairs are elected by the FP&B to represent different schools).

Timetable:

Year of Service	Appointment	Fall Semester	Spring Semester	Reappointment Notification Deadline Date
Year 1	Initial Appointment		1st Reappointment Review P&B to FP&B for second year of service	April 1 If negative P&B vote, appeal to School Executive Committee (SEC)
Year 2	First Reappointment	2nd Reappointment Review P&B to FP&B for third year of service.	Pre-Tenure Review by Dean after Annual Evaluation	April 1 If negative P&B vote, appeal to SEC
Year 3	Second Reappointment	3rd Reappointment Review by School Executive Committee P&B to SEC to FP&B for fourth year of service		April 1 If negative P&B vote and negative SEC vote, appeal to President.

Year 4	Third Reappointment	4th Reappointment Review P&B to FP&B to a fifth year of service		April 1 If negative P&B vote, appeal to SEC
Year 5	Fourth Reappointment	Before start of fall semester, upload all final materials to digital file of evidence (e.g., DM), including updated Lehman C.V, and Personal Statement. 5th Reappointment Review Tenure Review P&B to TPCCE Committee to FP&B to President to Board of Trustees		Dec. 1 May appeal a negative P&B vote or negative TPCCE Committee vote. Only one appeal with respect to the negative P&B vote or a negative TPCCE vote, prior to final appeal to President.
Year 6	5th Reappointment Tenure Eligibility Date			

The processes for initial appointment and annual reappointments for Years 1-5 on the five-year tenure clock are similar to those described in the **Section 3 of the Guidebook** for the five-year CCE clock; however, for CLTs there is no pre-tenure review by the Dean and there is no review by the School Executive Committee.

It is recommended that CLTs going up for tenure prepare a Personal Statement and upload it to their digital file of evidence (e.g., DM).

Since letters from external reviewers are not required for tenure for CLTs, as with the CCE process, CLTs seeking a tenure, in consultation with their Chairs, may solicit individuals who can write letters of support, which the Chair can upload to their digital file of evidence (e.g., DM).

5.5 Year 6: Tenure Eligibility Date

A CLT's Tenure Eligibility Date, the date tenure becomes effective, occurs in the beginning of the sixth (6th) year of service. This date is five years after the initial appointment if there are no breaks in service.

If the initial appointment to the tenure-track CLT title occurs after September 30 of the first academic year (for example, in the spring semester), then the tenure clock starts in the following academic year.

Please contact Human Resources to confirm the CCE eligibility upon your initial appointment or upon a break in service.

5.6 Promotion

CLTs go up for tenure contractually. They are not automatically promoted to Senior CLT in conjunction with their tenure action. A CLT may, however, apply for promotion to Senior CLT at the same time that they go up for tenure. According to the PSC-CUNY Handbook for College Laboratory Technicians:

A CLT seeking promotion to Senior or Chief CLT must submit a written notification of intent to apply for promotion to their Chair... A promotion to a higher title is based on the needs of the department and is not granted simply for excellent performance. The College must approve a newly developed or greatly expanded job description before a position at the higher rank can be established; then a candidate can be considered for promotion into the position. The new position must meet CUNY's standard for the title sought. The Code of Practice does not deem longevity and seniority as sufficient reasons for promotion or appointment to a higher title.²⁷

There are two kinds of promotion for CLTs:

- CLT to Senior CLT
- Senior CLT to Chief CLT

In the case of promotion for CLTs, in addition to the campus-level approval of a promotion, the approval by CUNY Office of Human Resources is needed. Without the approval of the promotion/change in title from CUNY OHRM, only tenure can be awarded to a CLT.

To promote a CLT to a Senior CLT requires a reclassification e-PRF with supporting documents. The requisite College and OHRM approvals are needed. For this, Old and New Job Description, and Lehman IRC approvals are required.

These steps towards reclassification can take place concurrently with the P&B, TPCCE & F P&B review and approval process.

After all Lehman approvals are completed, documents need to be sent to the CUNY OHRM for the final CUNY approval. The documents to go to CUNY include:

²⁷ <https://2022.psc-cuny.org/sites/default/files/CLT%20handbook%20Final%204th%20edition%202017.pdf>

- Current organizational chart and Proposed organizational chart
- Updated Lehman College C.V.
- Justification for promotion
- Non-Teaching Instructional Staff Action form
(Form <https://www.lehman.cuny.edu/human-resources/documents/2018/non-teaching-instructional-staff-action-form-updated.pdf>)

Q. Can a CLT go up for tenure and not apply for promotion to Senior CLT?

A CLT may go up for tenure and not apply for promotion to Senior CLT. However, the decision should be made in consultation with their Chair. Tenured CLTs should receive annual evaluations and should discuss applying for promotion to Senior CLT with their Chairs in their annual evaluation conference.

5.7 Promotion from CLT to Senior CLT

The CUNY Code of Practice provides the following definition of a College Laboratory Technician:

“7.1 Title Definition: A college laboratory technician shall perform laboratory functions and other technical duties of a highly skilled nature which are reasonably related to such functions, but which are nevertheless non-teaching. A college laboratory technician, for example, shall provide lecture support in the form of set-ups of equipment displays and demonstrations and laboratory support for experiments and for research. Each department shall develop a specific job description which will be related to the laboratory or technical requirements of the department. Where appropriate, the technician shall exercise some supervision.”

“7.2 Qualifications: For appointment as a college laboratory technician, a person, in addition to possessing knowledge and skills related to the discipline, shall be a high school graduate possessing one of the following sets of minimum additional qualifications: (a) four (4) years of work or experience appropriate to the requirements of the department at a level of competence comparable to that indicated by apprenticeship in the skilled trades, or (b) an associate degree from an accredited institution and a minimum of two (2) years of experience of the type described above, or (c) a bachelor's degree from an accredited institution in an area appropriate to the duties to be performed, or (d) an appropriate combination of at least four (4) years of education and work experience beyond high school. The candidate shall have the personal characteristics needed to work effectively with students and staff.”

The CUNY Code of Practice provides the following definition of a Senior College Laboratory Technician:

“8.1 Title Definition: A senior college laboratory technician shall, through technical or administrative skills, assume, under faculty or executive direction, clearly defined supervisory functions or perform complex technical functions in laboratories or technical areas. These functions shall be clearly defined, in a job description, as requiring substantially greater skills, ability, and experience or responsibility than those of a college laboratory technician. Duties may include maintenance, fabrication, modification, and repair of laboratory equipment, writing of purchase specifications, and coordination of the physical

preparation of laboratories. A senior college laboratory technician shall be able to use professional judgment regarding the use of materials related to specific classes and shall have organizational and logistical skills to enable a variety of needs to be met simultaneously.”

“8.2 Qualifications: For appointment as senior college laboratory technician, a person shall have the qualifications, skills, and abilities of a college laboratory technician and a minimum of four additional years of experience and/or education at a level of competence at least equal to that of a college laboratory technician; appropriate technical skills, and the ability to direct, train, and supervise subordinate laboratory personnel. Longevity and seniority shall not be sufficient for promotion or appointment to this title.”

It is recommended that a CLT applying for promotion to Senior CLT prepare a Personal Statement and upload it to their digital file of evidence (e.g., DM).

Since letters from external reviewers are not required for promotion for CLTs, CLTs seeking a promotion, in consultation with their Chairs, may solicit individuals who can write letters of support, which the Chair can upload to their digital file of evidence (e.g., DM).

5.8 Promotion from Senior CLT to Chief CLT

The decision about which year to apply for promotion from Senior CLT to Chief CLT rests with the non-teaching CLT.

If a Senior CLT decides to apply for promotion to Chief CLT, they must notify their Department Chair and Dean by **September 1st** of the year they intend to apply for promotion. However, it is recommended that they notify their Chair and Dean in the spring of the previous year of their intention to apply for promotion the following year. The Senior CLT should make the decision to apply for promotion before tenure in consultation with their Department Chair and Dean. Note that in addition to the campus-level approval of a promotion, the approval by CUNY Office of Human Resources of a promotion is needed.

The CUNY Code of Practice provides the following definition of a Chief Laboratory Technician:

“9.1 Title Definition. A chief college laboratory technician shall perform duties in either or both of the following areas: (1) direction or direction and training of other laboratory or technical personnel under general faculty or executive supervision; (2) performance of highly specialized work requiring significant theoretical knowledge, scientific and technical expertise, professional judgment, and insight in one of the fields of laboratory or applied science.

Direction of other laboratory and technical personnel may be exercised by a single person in a large department with managerial responsibility over a significant number of technicians, or the interdepartmental responsibilities of a single person may require equivalent managerial duties. Highly

specialized work performed by a chief college laboratory technician may include development of research designs and fabrication, modification, repair, maintenance and operation of highly complex research or technical equipment. The job description must define clearly the exceptional nature of the duties, including the number and level of personnel supervised and/or the technical tasks assigned.”

“9.2 For appointment as a chief college laboratory technician, a person shall have the qualifications and all of the skills of a senior college laboratory technician and, in addition, a minimum of four (4) additional years of appropriate experience related to the job at a level at least equal to that of a senior college laboratory technician. A master’s degree from an accredited institution in an area appropriate to the duties to be performed may substitute for one year of experience. Unique technical expertise clearly above that expected of senior technicians in a department or division shall be required. Longevity and seniority shall not be a basis for appointment or promotion to this title.”

It is recommended that a Senior CLT applying for promotion to Chief CLT prepare a Personal Statement and upload it to their digital file of evidence (e.g., DM).

Since letters from external reviewers are not required for promotion for CLTs, Senior CLTs seeking a promotion to Chief CLT, in consultation with their Chairs, may solicit individuals who can write letters of support, which the Chair can upload to their digital file of evidence (e.g., DM).

5.9 Timetable for Promotion from Senior CLT and Chief CLT

Timetable:

Year of Service	Appointment	Fall Semester	Spring Semester	Notification Deadline Date
<u>Year 1</u>	Initial Appointment Senior CLT			
Year of promotion		(Declare intention to apply for promotion by September 1.) By the end of the fall semester, upload all final materials to digital file of evidence (e.g., DM), including updated Lehman C.V., and Personal Statement.	Promotion Review: Department P&B vote (recorded in Chair's Report) followed by TPCCE Committee vote followed by FP&B committee vote followed by President's recommendation Followed by Board of Trustees vote.	Negative Department P&B committee vote? May appeal to TPCCE Committee. Combined negative Department P&B committee vote and TPCCE committee vote? May appeal to the President. At least one positive vote (Department P&B or TPCCE), goes to FP&B committee for vote. Decision from President by April.
Year after promotion	Chief CLT			

After Campus level approvals, the extra step in the promotion process, the approval by CUNY OHRM to Senior CLT, will be needed. These steps towards reclassification can take place concurrently with the P&B, TPCCE & F P&B review and approval process.

After all Lehman approvals are completed, documents need to be sent to the CUNY OHRM for the final CUNY approval. The documents to go to CUNY include:

- Current organizational chart and Proposed organizational chart
- Updated Lehman College C.V.
- Justification for promotion

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- Non-Teaching Instructional Staff Action form
(Form <https://www.lehman.cuny.edu/human-resources/documents/2018/non-teaching-instructional-staff-action-form-updated.pdf>)

5.10 Other questions about tenure and promotion

Q. Is a CLT with tenure eligible to go on sabbatical leave?

“Full-time tenured CLTs are entitled to apply for sabbatical leaves (Fellowship Awards) on the same basis as teaching instructional staff. Such leaves are granted for purposes such as study, writing, research, and the carrying out of creative projects or public services of reasonable duration.”²⁸

Q. Is it possible for CLT with tenure to be a substitute on faculty line?

Once a CLT has tenure, it is possible for them to be a substitute on a faculty line (substitute Lecturer or substitute Assistant Professor).

²⁸ PSC-CUNY Handbook for College Laboratory Technicians. <https://2022.psc-cuny.org/sites/default/files/CLT%20handbook%20Final%204th%20edition%202017.pdf>

Appendices

Appendix 1.

Common Forms of Pre-Publication Status & Definitions

Publishers vary in the terminology that they use to describe the status of a manuscript that is not yet published. Supporting documentation uploaded to your file of evidence – such as the correspondence you have received from the editor or press – will give the best determination of the status of a manuscript. There are some common terms that you can consider as you are referencing work that has not yet been published on your C.V., but it is a good idea to reach out to the publisher if you have questions about which terminology to use.

Submitted/Under Review – The manuscript has been submitted to a publisher (book or journal, etc.) and the publisher has notified the author that it is going through the peer review process.

Revise and Resubmit – The publisher has acknowledged that the manuscript has potential but will require the work to go through a further round of the peer review process due to the need for major revisions.

Under Contract – The publisher has issued a contract for a manuscript to be delivered, at which point it will be reviewed.

Accepted for Publication -- The publisher has notified the author that the manuscript will be published, though it may require some revisions, and general publication date has been established.

In Press/Forthcoming – The manuscript has been accepted for publication and galley proofs are either being prepared or have been sent to the author to proofread and copyedit. There is also often an anticipated publication date.

Appendix 2.

Key Documents to be Uploaded to the Digital File of Evidence (e.g., Digital Measures)

Below are some types of evidence uploaded by the faculty member (some of which have templates such as the CV and Annual Evaluation—see links in earlier sections of the document):

Required

Statement on Scholarship/Creative Work, Teaching, and Service

Lehman College Curriculum Vitae

Annual Evaluations

Peer Teaching Observations

Student Evaluations of Teaching and Learning (SETLs)

Teaching Materials - Syllabi, Course Outlines, Assignments, etc.

Evidence of scholarship (e.g., PDFs of papers and publications)

Evidence of Service (e.g., letters, certificates)

Recommended

Co-authorship Statement (if necessary)

Reassigned Time Plan

Who uploads what to the file of evidence (e.g., Digital Measures)?

<u>File Uploads</u>	<u>Responsible Person</u>
Chair's Report [please include the date].	Confidential – prepared by Chair.
Dept. P&B Vote on Tenure [please include the date of the vote].	Confidential – recorded in Chair's Report where applicable.
Dept. P&B Vote on Promotion [please include the date of the vote].	Confidential – recorded in Chair's Report where applicable.
Dept. P&B Vote on CCE [please include the date of the vote].	Confidential – recorded in Chair's Report where applicable.

<p>List of External Reviewers divided into those selected by faculty member and those by dept. and approved by vote of P&B</p> <p>C.V.'s of External Reviewers</p> <p>Letters from External Reviewers (Minimum of 4 letters total [2 from dept. list and 2 from faculty member list])</p>	Confidential – uploaded by Dean or designee (e.g., Chair)
<p>Copy of the solicitation letter sent to the External Reviewers [one [1] letter only of the 4 sent].</p>	Confidential – uploaded by Dean or designee (e.g., Chair)
<p>C.V. [Lehman College Format]</p> <p>Collaboration Statement, and, as applicable, Collaboration Attestation letter</p>	<p>Uploaded by Faculty Member and reviewed with Chair.</p> <p>For co-authored pubs, please include a Collaboration Statement. and, as applicable, Collaboration Attestation letter.</p>
<p>Statement on Scholarship/Creative Work, Teaching, and Service</p>	Uploaded by Faculty Member.
<p>Annual Evaluation</p>	Uploaded by Chair.
<p>Dean's pre-tenure letter/Dean's pre-CCE letter</p>	Uploaded by Chair.
<p>Concurrence Letters</p>	Uploaded by Faculty Member.
<p>Observations</p>	Uploaded by Faculty Member and/or Chair.
<p>Evidence of Teaching [Syllabi, etc.]</p>	Uploaded by the Faculty Member. Should align with SETLs and the courses listed as taught in the CV.
<p>SETLs</p>	Uploaded by Faculty Member.

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Appendix 3. Annual Faculty Evaluation Conference Report.



LEHMAN COLLEGE Annual Faculty Evaluation Conference Report

Faculty Name: _____
Faculty Rank: _____

Evaluation Period: July 1, 20_____ to June 30, 20_____

Process:

Summary of conference, formal evaluation and statement of goals – completed within 10 days of the conference by department chair (or designee). Sent to faculty for response (optional) and signature within 10 days. When signed, the completed evaluation is uploaded by the chair to Digital Measures.

Completion checklist:

Upload Chair Evaluation to Digital Measures Date: _____

Copy to faculty Date: _____

Chair Signature: _____ Date: _____

Faculty Signature: _____ Date: _____

Chair's Annual Evaluation

Include (a) Summary of conference with faculty member; (b) Evaluation of teaching, scholarship, and service; and (c) Goals agreed upon for the upcoming year. Evaluation should provide an action plan for any evaluation areas that need improvement.

Rating: Satisfactory Needs Improvement Unsatisfactory

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Faculty comments (optional):

Appendix 4. Annual CLT Evaluation Conference Report.



LEHMAN COLLEGE Annual CLT Evaluation Conference Report

Staff Member's Name: _____

Title: _____

Evaluation Period: July 1, 20_____ to June 30, 20 ____

Process:

Summary of conference, formal evaluation and statement of goals – completed within 10 days of the conference by department chair (or designee). Sent to non-teaching instructional staff for response (optional) and signature within 10 days. When signed, the completed evaluation is uploaded by the chair to Digital Measures.

Completion checklist:

Upload Chair Evaluation to Digital Measures Date: _____

Copy to Staff Member Date: _____

Chair Signature: _____ Date: _____

Staff Member Signature: _____ Date: _____

Chair's Annual Evaluation

Include (a) Summary of conference with staff member; (b) Evaluation of department job responsibilities and (c) Goals agreed upon for the upcoming year. Evaluation should provide an action plan for any evaluation areas that need improvement.

Rating: Satisfactory Needs Improvement Unsatisfactory

Staff Member comments (optional):

Appendix 5. Co-authorship chart.

Co-authored publication	Author contribution	Peer-reviewed / Invited / Non-Peer-Reviewed

Example of co-authorship chart.

Publication (most recent first)	Author contribution	Peer Review status
Espinosa & Ascenzi-Moreno (2021). Rooted in Strength: Using Translanguaging to Grow Multilingual Readers and Writers Scholastic. https://www.amazon.com/Rooted-Strength-Translanguaging-Multilingual-Readers/dp/1338753878	50% [224 pages]	Scholastic Book 2021
Velasco, P. & Espinosa, C. (2021). Introduction to Classroom Practices for Multilingual Learners and the Next Generation English Language Arts Learning Standards http://www.nysed.gov/common/nysed/files/programs/bilingual-ed/01-ngls-instructional-samples-introduction-final-a.pdf New York State Department of Education.	50%	NY State Department of Education Public document
Espinosa, C. and Ascenzi-Moreno, L. (2021). Translanguaging as a transformative force in literacy. <i>Language Magazine</i> . Retrieved from https://www.languagemagazine.com/2021/04/01/translanguaging-as-a-transformative-force-in-literacy/	50%	Invited by Editor
Lehner-Quam, A., West, R. & Espinosa, C. (2020). Developing and Teaching with a Diverse Children’s Literature Collection at an Urban Public College: What Teacher Education Students Know and Ways Their Knowledge Can Grow about Diverse Books, Behavioral & Social Sciences Librarian, 36 (4), pp. 171-208, DOI: 10.1080/01639269.2017.1775762	33%	Peer reviewed

Appendix 6. P&B Elections Rubric.

P&B Elections Rubric, April 15, 2020.

Revised, April 10, 2023

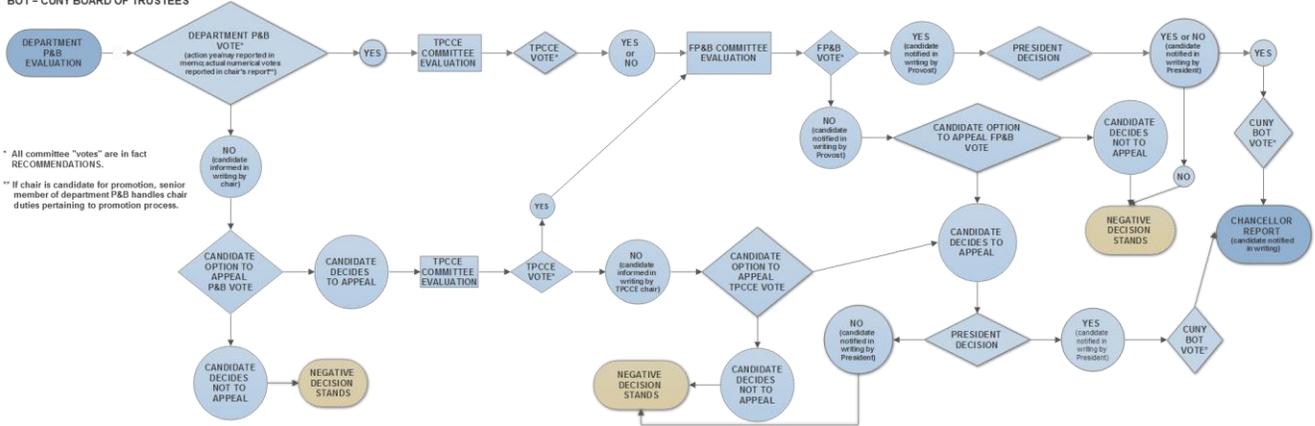
<u>Title/Rank</u>	<u>Has Faculty "Rank" Yes or No</u>	<u>Has Faculty "Status" Yes or No</u>	<u>Eligible to Serve as Chair Yes or No</u>	<u>Eligible to VOTE for Chair Yes or No</u>	<u>Eligible to Serve on P&B Yes or No</u>	<u>Eligible to Vote for P&B Members Yes or No Per Lehman Governance</u>
Professor (tenured)	Yes	Yes	Yes	Yes	Yes	Yes
Associate Professor (tenured)	Yes	Yes	Yes	Yes	Yes	Yes
Assistant Professor (tenured)	Yes	Yes	Yes	Yes	Yes	Yes
Untenured Associate Professor	Yes	Yes	No	Yes	Yes, with # limited.	Yes
Untenured Assistant Professor	Yes	Yes	No	Yes	Yes, with # limited.	Yes
Lecturer (Certificated)	No	Yes	No	Yes Lehman Governance	No	Yes
Lecturer (Not Certificated)	No	Yes	No	Yes Lehman Governance	No	Yes
Instructor	No	Yes	No	Yes Lehman Governance	No	Yes
Distinguished Professor (tenured)	No	Yes	Yes	Yes	Yes	Yes
Distinguished Lecturer	No	Yes	No	Yes Lehman Governance	No	Yes
Clinical Professor	No	Yes	No	Yes Lehman Governance	No	Yes
HEO	No	No	No	No	No	Yes
CLT - Tenured	No	No	No	No	No	Yes
CLT - Untenured	No	No	No	No	No	Yes
Substitutes	No	No	No	No	No	No

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Appendix 7. Tenure and Promotion Flowchart

LEHMAN COLLEGE - TENURE, CERTIFICATE OF CONTINUOUS EMPLOYMENT, AND PROMOTION PROCESS - OVERVIEW:

CCE = CERTIFICATE OF CONTINUOUS EMPLOYMENT (LECTURER/CLE)
 P&B = DEPARTMENT PERSONNEL AND BUDGET COMMITTEE
 TPCCE = TENURE, PROMOTION, AND CERTIFICATE OF CONTINUOUS EMPLOYMENT COMMITTEE
 FP&B = FACULTY PERSONNEL AND BUDGET COMMITTEE
 BOT = CUNY BOARD OF TRUSTEES

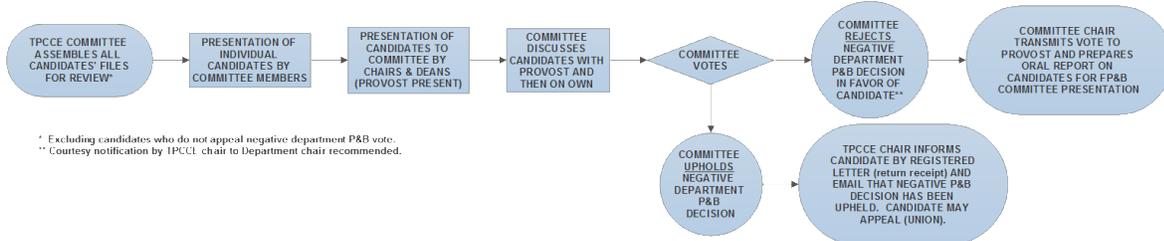


TPCCE COMMITTEE PROCESS WHEN DEPARTMENT P&B SUPPORTS CANDIDATE TENURE AND/OR PROMOTION:



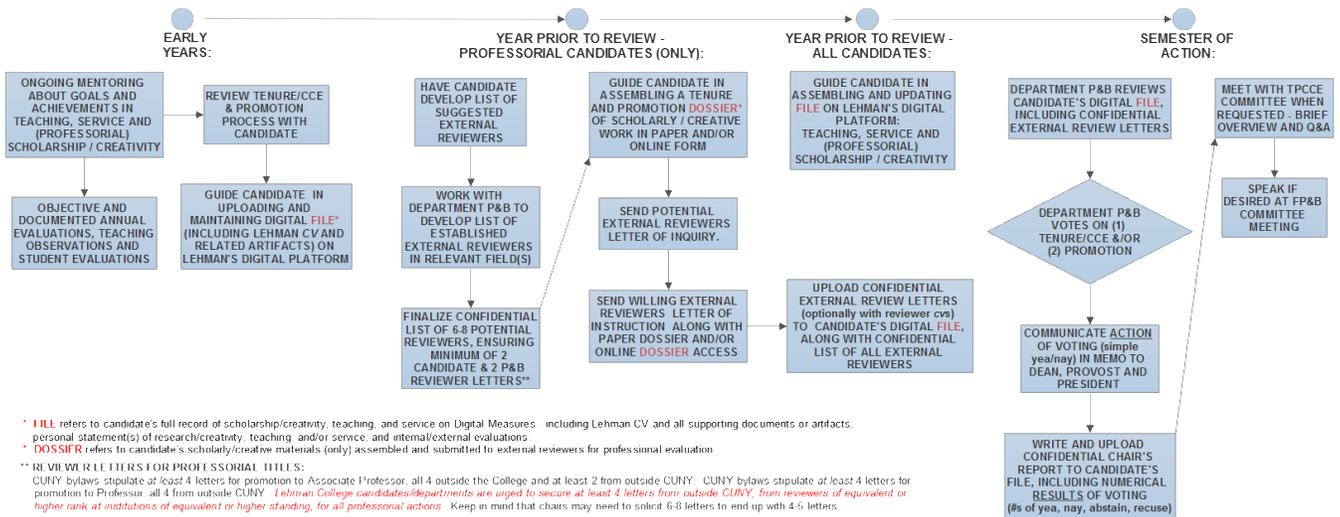
** Courtesy notification by TPCCE chair to Department chair recommended if TPCCE vote is contrary to P&B vote.

TPCCE COMMITTEE PROCESS WHEN DEPARTMENT P&B DOES NOT SUPPORT CANDIDATE TENURE AND/OR PROMOTION:



* Excluding candidates who do not appeal negative department P&B vote.
 ** Courtesy notification by TPCCE chair to Department chair recommended.

TENURE / CCE AND PROMOTION PROCESS - CHAIR ROLE



* **FILE** refers to candidate's full record of scholarship/creativity, teaching, and service on Digital Measures including Lehman CV and all supporting documents or artifacts, personal statement(s) of research/creativity, teaching, and/or service, and internal/external evaluations.

* **DOSSIER** refers to candidate's scholarly/creative materials (only) assembled and submitted to external reviewers for professional evaluation.

** **REVIEW LETTERS FOR PROFESSIONAL TITLE:**

CUNY bylaws stipulate at least 4 letters for promotion to Associate Professor, all 4 outside the College and at least 2 from outside CUNY. CUNY bylaws stipulate at least 4 letters for promotion to Professor, all 4 from outside CUNY. *Lehman College candidates/departments are urged to secure at least 4 letters from outside CUNY, from reviewers of equivalent or higher rank at institutions of equivalent or higher standing, for all professional actions.* Keep in mind that chairs may need to submit 6-8 letters to end up with 4-5 letters.

TENURE / CCE AND PROMOTION PROCESS - CANDIDATE ROLE

