

Overview of the Tenure Process

Tenure track faculty members at CCC undergo a five-semester tenure process before a final decision regarding their tenure is made. Each semester has its own objectives and outcomes. Each semester is outlined in detail in this manual. Here we provide a brief overview of the entire process.

Semester 1: Orientation and Initial Development

Faculty members begin the tenure process with the Tenure Orientation Seminar (TOS) before and during their first semester as tenure-track faculty. The goal of TOS is to familiarize the tenure-track faculty member with TAP, introduce the Talents of Teaching, and assist with the development of their first semester portfolio. This portfolio is the first of three, the second in semester 3, and the third in semester 5. The contents and descriptions of each portfolio are described in detail in this manual.

The first semester also includes classroom observations and tenure-track faculty participation in the Mentor program:

Classroom Observations

Respective department chairs and administrators will formally evaluate a class session for each tenure track faculty member in semesters 1, 3, and 5. In Semesters 2 and 4, two tenured faculty members will formally evaluate class sessions for each tenure-track faculty member. After each classroom observation, the tenure track faculty member must complete a post-observation reflection, meant to provide a context for the class session and a space for the tenure track faculty member to practice critical reflection and consider how observer feedback will be integrated in the future.

Mentor Program

Tenure track faculty members are required to participate in the Mentor Program for the first two years of the tenure process. Mentors are tenured faculty, ideally from outside of the tenure-track faculty member's department. Mentor and mentee visit each other's classes and engage in reflective discussions about teaching and learning. The mentor/mentee relationship is completely confidential and non-evaluative (see page 48).

Semester 2: Deepening Reflection and Planning

During their second semester, tenure-track faculty members are required to actively participate in the Second Semester Seminar (SSS). This seminar engages the tenure track faculty members in thoughtful conversations regarding the Talents of Teaching and theories of learning. The work done in SSS helps tenure-track faculty members deepen their reflective

practice, frame their Teaching and Service Philosophy, prepare for the Second Semester Review (SSR), and create the Individualized Learning and Service Plan (ILSP).

Individualized Learning and Service Plan (ILSP)

The ILSP documents the tenure track faculty member's strengths and areas for growth, based on the Talents of Teaching and feedback received through classroom observations, student evaluations, and other appropriate data sources. The faculty member lays out a systematic plan to address the identified areas for growth in the Talents. The ILSP is reviewed and approved through the Second Semester Review, a meeting between the tenure track faculty member, the Department Chair, an administrator, and the TAP Leader. The ILSP is considered a *living document* that can be flexible and change such that it remains relevant and meaningful. The tenure-track faculty member, in discussion with the Department Chair and administration, is allowed to deviate from the original plan as long as the areas for growth are still being adequately addressed, and the tenure-track faculty member can justify changes in their final Argument for Tenure document.

Semesters 3-5: Implementation and Continued Evaluation

The tenure track faculty member spends semesters 3, 4, and 5 of the tenure process enacting the ILSP and developing a strong argument for tenure. The Argument for Tenure is the culminating document of the tenure process. In this document, the tenure-track faculty member discusses how identified areas for growth were addressed, offers evidence of competence in the Talents of Teaching, and projects future plans for growth.