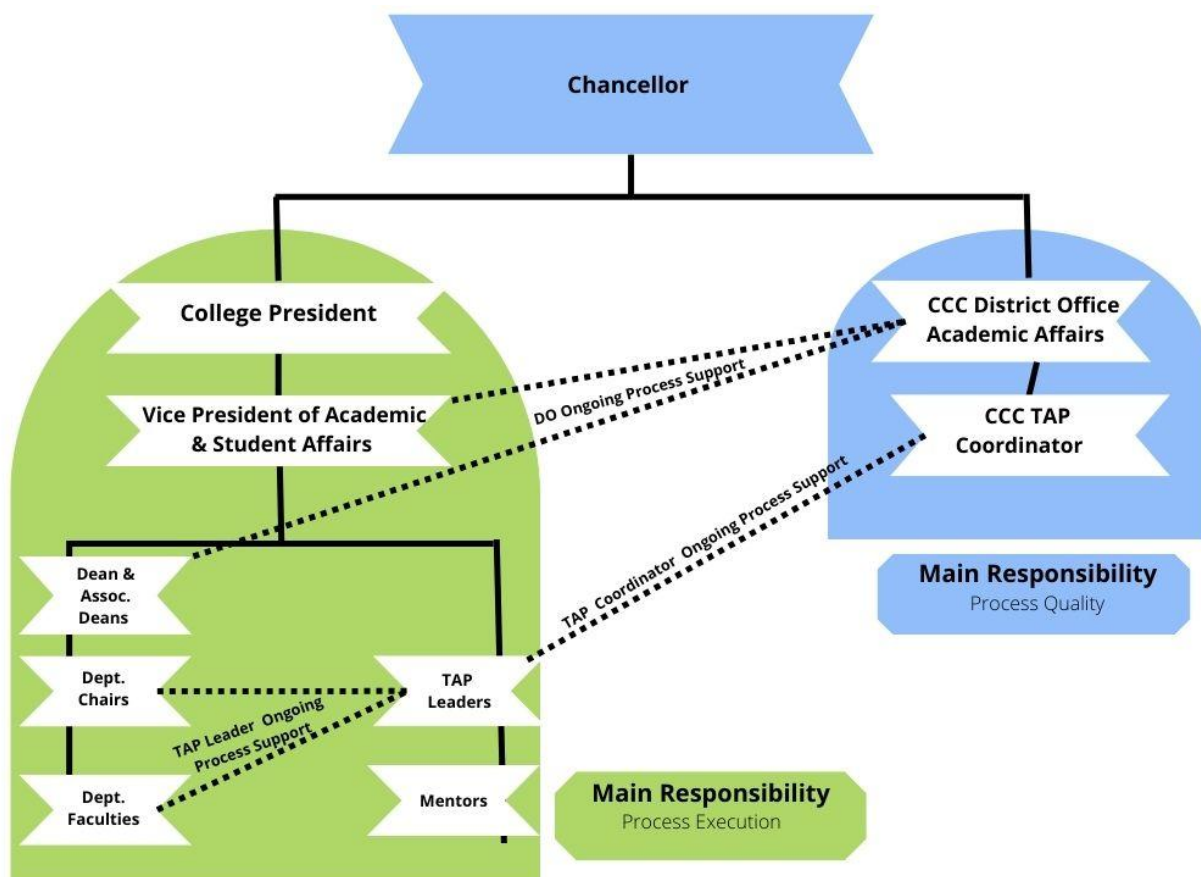


Tenure: Duties and Responsibilities

Overview of Duties and Responsibilities

The tenure process is designed to ensure clarity of duties and responsibilities. Process execution is housed at the college, headed by the college president. Process execution includes both evaluation and support of the tenure track faculty member. The president reports recommendations for contract renewal and tenure directly to the Chancellor. The Provost is responsible for ensuring quality control across the district and ensuring the process continues improving.



Responsibilities of College Administration

The college administration is responsible for evaluation of tenure track faculty members and ensuring that the process is executed effectively at the college. The president will delegate the following duties as appropriate:

Process Execution

- Ensure that the tenure process is carried out in accordance with the standards set out by District Office Academic Affairs
- Evaluate the Tenure Assistance Program (TAP) by observing the TAP Leader, soliciting feedback from the Department Chairs, and considering the quality of the tenure track faculty members' portfolios in aggregate in order to identify opportunities for program improvement
- Complete the Tenure Process Report Self-Study Form in order to identify strengths and areas for growth in the implementation of the tenure process
- Meet with District Office Academic Affairs to review findings of the Tenure Process Report; use the meeting as a time to collaborate to improve the hiring and tenure process (both implementation and design)

New Tenure Track Faculty Hires

- Communicate names of new tenure track faculty to District Director of Accreditation, Assessment and Faculty Development and respective college TAP Leader prior to start of the semester: names of faculty hired after the start of the semester should be communicated to the District Director of Accreditation, Assessment and Faculty Development and any tenure onboarding is handled by each college on a case by case basis
- Ensure that all new tenure track faculty are appropriately on boarded to ensure participation in the Tenure Orientation Seminar and Second Semester Seminar.

Contract Renewal and Tenure Decisions

- Make decisions regarding contract renewal and tenure using the rubric-based evaluation
- Present rubrics and comments to the Chancellor and the Board

Review of Tenure Track Faculty Member Progress

- Review portfolios in Semesters 1, 3 and 5 for all tenure track faculty members and complete rubrics with comments
- Organize and chair Second Semester Review meetings, and complete the Second Semester Review Report, including approving and providing feedback on tenure track faculty members' ILSPs
- Ensure the tenure track faculty member receives the Second Semester Review Report and all portfolio rubrics
- Observe tenure track faculty members' classes in their first, third and fifth semester
- Oversee the creation, implementation, and evaluation of tenure track faculty member action plans, if any

Department Responsibilities

The Department Chair and department members are responsible for evaluation of the tenure track faculty member. They also help to support the tenure track faculty member through the tenure process. Their main duties are divided by role in the department.

Department Chair

- Ensure that department evaluation criteria for tenure track faculty members and voting procedures are developed and maintained, made available in writing to the department and college administration, and implemented as outlined
- Work with TAP Leader to select an appropriate mentor for each new tenure track faculty member; collaborate to identify new mentors as needed
- Offer an informal orientation to the department, ensuring tenure track faculty members are aware of departmental evaluation criteria and procedures, and explaining relevant departmental responsibilities (e.g. administration of department-wide assessments, etc.)
- Perform formal observations of tenure track faculty members in their first, third and fifth semesters; complete classroom observation form and return it to the tenure track faculty member within one week of the observation
- Identify the tenured faculty members to observe each tenure track faculty member in the second and fourth semesters
- Complete the student evaluation summary each semester
- Offer informal feedback on portfolio documents
- Help the tenure track faculty member design the ILSP
- Participate in the Second Semester Review and evaluate the tenure track faculty member's ILSP and knowledge of the Talents of Teaching
- Write the Contextualized Data Reports for the Semester 3 and 5 portfolios
- Review each portfolio and complete the Portfolio Checklists
- Organize the annual contract renewal departmental vote for tenure track faculty members
- Write a letter to the president offering one's own recommendation with respect to contract renewal or issuance of tenure along with a statement detailing the outcome of the departmental vote
- Assist in the creation of classroom observation-related tenure track faculty member action plans, if any; provide extra support for tenure track faculty completing action plans

Department Members

- Participate in the development and approval of the departmental criteria and procedures for evaluating tenure track faculty
- Participate in the implementation of these criteria and procedures as outlined in the departmental policy; these procedures will include, but are not limited to, reviewing the tenure track faculty member's portfolio and voting on contract renewal or tenure

- Participate in formal observations of tenure track faculty members as called upon by the Department Chair or the tenure track faculty member in their second and fourth semesters; complete classroom observation form and return it to the tenure track faculty member within one week of the observation

Responsibilities of the TAP Leader

TAP Leaders are tenured faculty members who receive release time to, in conjunction with the college administration, ensure that the tenure process is being executed effectively, consistently, and in keeping with District standards. Each college must have at least one TAP Leader.

- Attend and participate in all scheduled TAP Leader trainings
- Run the Mentor Program, which includes recruiting and training mentors; working with the Department Chair to match mentors with new tenure track faculty members; checking-in informally with tenure track faculty members and mentors to get feedback on the program; and making modifications and program improvements as necessary
- Organize and facilitate at least one module of the Tenure Orientation Seminar for new faculty, and/or a Second Semester Seminar session (in conjunction with other TAP Leaders, and TAP Coordinator)
- Work with TAP Leaders and TAP Coordinator to modify and/or update the Tenure Orientation Seminar and Second Semester Seminar (in conjunction with other TAP Leaders, and TAP Coordinator) so that the seminars remain current and continually improve
- Help tenure track faculty members to design their ILSPs; provide formative feedback on this and other portfolio documents
- Accompany tenure-track tenure track faculty members to their Second Semester Review meetings
- Assist tenure track faculty members in completing any required action plans, as needed
- Communicate the tenure process to faculty, Department Chairs, and administrators at the college; help ensure norming at the college
- Attend respective college norming sessions
- Act as a liaison to faculty council(s), local administration, and District Office
- Meet with administration and other TAP Leaders regularly to assess the program and make program improvements
- Work with District Office and TAP Coordinator to ensure quality control of the tenure process
- Where there are multiple TAP Leaders for one college, communicate TAP Leader division of responsibilities to District Office

Responsibilities of the TAP Mentor

The TAP Mentoring Program gives tenure track faculty members an additional, non-evaluative point of contact to support them through TAP and their journey as a tenure-track faculty member.

- Meet regularly with the mentee
- For a first-year mentee: perform four non-evaluative, formative classroom observations, and be observed in a non-evaluative manner by the mentee once
- For a second-year mentee: assist the mentee with progression towards tenure by providing formative feedback as needed
- Facilitate the mentee's development of critical reflection through ongoing non-evaluative dialogue

Responsibilities of District Office Academic Affairs

District Office is responsible for ensuring that the tenure process is carried out effectively and consistently across the colleges, and in accordance with the Academic Policy Manual. The main duties of District Office Academic Affairs are as follows:

Provost and Deputy Provost

- Ensure college presidents submit Portfolio Rubrics to the Chancellor via the District Office Academic Affairs prior to Board approval in a timely manner
- Review and approve Tenure Process Reports and submit findings to the Chancellor Review, approve, and oversee the implementation of action plans for any college found out of compliance.

Executive Director of Academic Affairs

Provide strategic oversight of the tenure process across colleges, ensuring consistency, compliance, and continuous improvement through collaboration and reflection.

- Support colleges in maintaining a healthy tenure process
- Set and enforce timelines for key tenure activities:
 - Portfolio rubric submissions
 - Digital archival of materials
 - TAP reports and college action plans (as needed)
- Lead annual TAP reflection cycles
- Review tenure portfolios and rubrics to inform process improvements
- Meet with college administration to discuss findings and develop action plans
- Collaborate with TAP Leaders and college administration to implement improvements

- Participate in TAP Leader/Coordinator selection committees as needed
- In coordination with the TAP coordinator, oversees the process for training and norming of all administrators involved in the tenure process
- Organize communication cycles and modalities where TAP Leaders and administrative designees from each college can find relevant information or come together to discuss how the process is working at their college, to address any confusion or challenges as they arise, and to continually improve the process; work in tandem with the TAP Coordinator to set the communication agenda and co-lead these meetings as applicable
- Ensure compliance with timelines for critical tenure process activities including portfolio rubric submissions, digital archival of portfolios and rubrics, TAP reflective process, and college action plans, as needed
- Oversee the coordination logistics (e.g., identifying space, procurement and preparation of materials, hiring faculty coordinators, if applicable) for the Tenure Orientation Seminar, Second Semester Seminar, and other parts of the TAP curriculum, as needed
- Collaborate with TAP Coordinator to maintain and update the Tenure Manual and all tenure documents housed online
- Oversee the maintenance and updates to the Tenure website
- Collaborate with Academic Systems to ensure periodic updating of the Academic Policy Manual to reflect any changes to the tenure process
- Identify and share selected portfolio documents to inform future training, norming, and TAP curriculum improvements
- Work with the TAP Coordinator and TAP Leaders to communicate process, and any process changes, to college faculty and administration

Tenure Assistance Program Coordinator

The TAP Coordinator is a tenured faculty member who receives release time to perform the following duties:

- Act as a liaison between Faculty Council of the City Colleges of Chicago, TAP Leaders, District Office, and the Union to ensure transparency and involvement of appropriate stakeholders
- Co-organize communication cycles and modalities where TAP Leaders and administrative designees from each college can find relevant information or come together to discuss how the process is working at their college, to address any confusion or challenges as they arise, and to continually improve the process; work in tandem with the Executive Director of Academic Affairs to set the communication agenda and co-lead these meetings as applicable
- Train TAP Leaders on the overall process and their role within the process
- Support and assist TAP Leaders at each college, as needed
- Assist with the implementation of college compliance action plans, as appropriate
- Assist the Sr. Project Manager of Faculty Development with training and norming of all administrators involved in the tenure process

- Work to continually improve the tenure process and TAP curriculum
- Organize and co-lead the programming for the Tenure Orientation Seminar and Second Semester Seminar with the assistance of the Executive Director of Academic Affairs and TAP Leaders
- Participate on TAP Leader selection committees, as needed