**Steps in a Successful Tenure Review - Initiated in 2023-23 for Tenure Review to Occur in 2024-25**

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| **Step** | **Time Frame** | **Action** | **Contact Person(s)** |
| **1** | By mid-September, 2023 | The Office of Academic Affairs sends list of faculty in their 6th counted year who must be reviewed in 2023-24 for consideration for tenure in 2024-25 as part of the Service Record email to department chair and DAAF. Concurrently, all teaching evaluations for these prospective candidates will be sent to the department. | Michael Susi,  Assistant Vice President of Academic Affairs  Jessie Tong,  Assistant Director |
| **2** | Fall 2023 | Department invites candidate to prepare materials and names review committee. Written invitation asks candidate to gather:   1. An updated curriculum vitae 2. A representative set of written work, published and unpublished 3. A brief statement of 5-10 pages that discusses his or her current research and teaching and plans for future projects. | Department Chair |
| **3** | By February 1, 2024 | Candidate submits materials to department. | Department Chair |
| **4** | By end of February, 2024 | On the basis of the review, department determines by vote whether to proceed to the letter writing stage. | Department Chair & Michael Susi |
| **5** | By March 1, 2024 | Department chair submits to Office of Academic Affairs, for approval by divisional dean, materials for solicitation of referee letters as described in the **A&S TENURE REVIEW List Prep Worksheet.** | Department Chair, DAAF & Michael Susi |
| **6** | By mid-March, 2024 | Divisional Dean vets the lists of referees and comparables, with the help of consultant(s). Works with Department Chair to finalize these lists.  Department orders candidate’s books, for mailing to referees upon notification of referee’s commitment to write. | Divisional Dean  Department Chair  Department Chair’s designee. |
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| **7** | By April 1, 2024 | Office of Academic Affairs solicits letters via email from referees. AVP checks with chair to review the letter draft and approve the deadline before sending. | Michael Susi  Department Chair |
| **8** | From April to mid- August, 2024 | AVP forwards referee letters as they arrive to the chair and DAAF. | Michael Susi |
| Chair designee mails/emails books to those referees who request them. | Department Chair and designee |
| AVP sends follow-up emails after an appropriate period of time to those referees who have not responded to the initial request. |  |
| **9** | September 2024 | Office of Academic Affairs sends all teaching evaluations for those candidates up for tenure to the department. (This is the file shared the previous September with additional courses taught in the subsequent year.)  The department conducts a review and votes, according to its procedures.  Chair forwards the materials used by the department in its deliberations to the chair of the parallel Barnard department. The letter of transmittal should request a written letter of assessment from the Barnard department, including a record of the vote taken. The chair of the Barnard department prepares a statement of its assessment of the candidate's qualifications that transmits the vote of the department. | Jessie Tong  Department Chair |
|  |  | Barnard Department Chai**r** |
| **10** | September to mid-November, 2024 | Department chair prepares the case statement according to the specifications in [the Principles and Customs Governing University-Wide Tenure Reviews.](https://provost.columbia.edu/sites/default/files/content/Faculty%20Affairs/Tenure%20Guidelines/Tenure_Guidelines_2022-23_August.pdf) | Department Chair |
| Department chair forwards the department vote and case statement, in a WORD document via email, to the Associate Vice President for Academic Affairs and the Divisional Dean. | Margaret Edsall, Associate Vice President  Divisional Dean |
| **11** | October to mid-November, 2024 | As the case statement is being vetted by the Divisional Dean, the supporting materials should be submitted electronically to Assistant Vice President (with the exception of published books which should be submitted at the same time but in hard copy.) Each item should be sent in a separate, paginated pdf or WORD document. **Please see** **A&S TENURE REVIEW Dossier Prep Worksheet** | Michael Susi  Department Chair and designee |
| **12** | October 2024 to end of February 2025 | Promotion and Tenure Committee Review – Dossier distributed; PTC review scheduled. Once the PTC has reviewed the candidate, the Divisional Dean conveys outcome to department chair who informs the candidate. | Michael Susi  Divisional Dean  Department Chair |
| **13** | October 2024 to April 2025 | AVP of Academic Affairs forwards recommendation for tenure with complete dossier and PTC subpanel recommendation to Assistant Provost for Academic Affairs. | Michael Susi  Angel Flesher, Assistant Provost, Faculty Affairs |
| **14** |  | Once dossier is deemed ready to distribute, the case is forwarded to the Tenure Review Advisory Committee (TRAC) for consideration. | Eugenia Lean, Vice Provost, Faculty Affairs |
| Angel Flesher |
| **15** |  | TRAC Review | Vice Provost/Provost |
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| **16** |  | Provost confers with President on candidate's tenurability. | Mary Boyce, Provost |
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| **17** |  | Provost notifies Executive Vice President and Divisional Dean. | Provost |
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| **18** |  | Department chair notifies candidate. | Department Chair |
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| **19** | By June Trustees Meeting | Trustees authorize tenure of candidate; communication to department chair and DAAF from Academic Affairs. | Michael Susi |
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