**Normal Promotion and Tenure Timeline at Columbia Business School**

* The University’s [Faculty Handbook](http://www.columbia.edu/cu/vpaa/handbook/index.html) outlines limits on non-tenured service and the policies about how leaves impact tenure clocks.[[1]](#footnote-1)
* Initial appointment as an instructor, as well as qualified leaves can extend the clock by many years.
* If faculty have questions about their own tenure clock, they should consult the office of the Senior Vice Dean of Faculty Affairs.
* As communicated by the Interim Provost in April 2020, the Provost’s Office has granted an optional one-year Covid-19 extension for all members of the tenure-track faculty. In March 2021, the Interim Provost also announced the [Untenured Faculty Pandemic Mitigation Policy](https://www8.gsb.columbia.edu/faculty-staff/system/files/Untenured%20Faculty%20Pandemic%20Mitigation%20Policy%20March%202021.pdf), which provided an option for a second year of extension
* For current junior faculty this means that each of these steps may now occur in the following one or two years after initially planned if one elects and is granted one or two of the Covid 19 extensions.

**Promotion to Untenured Associate**

* At Columbia Business School, faculty members who started working at Columbia directly after completing their doctorate, are normally considered for promotion to untenured associate professor between their 3rd and 5th year of counted service. With the COVID extensions, this could be extended to the 7th year.
* Consideration for promotion may take place earlier or later at the discretion of the division.
  + See: [Untenured Assistant to Untenured Associate (2020)](https://www8.gsb.columbia.edu/faculty-staff/system/files/CBS%20Promotion%20to%20Untenured%20Associate%20Procedure%20%282-11-2020%20FINAL.2%29.pdf) for a detailed explanation of this process.

**Promotion to Tenured Associate**

* At Columbia Business School, faculty members who started working at Columbia directly after completing their doctorate, and have been promoted to untenured associate, are normally considered by their division for promotion to tenured associate professor in the spring of their 6th year of counted service. Again, this date may be extended to the 8th year if both COVID extensions are granted.
  + See: [Internal Appointments to Tenure (2020)](https://www8.gsb.columbia.edu/faculty-staff/system/files/CBS%20Tenure%20Procedure%20for%20Internal%20Cases%20%282-11-2020%20FINAL%29.pdf) for a detailed explanation of this process.
* In order to insure that the candidate has time to prepare, in the fall of the sixth year on the tenure clock the Senior Vice Dean of Faculty Affairs or a designee from the dean’s office will meet with tenure candidates to outline the tenure review process, deliverables, and normal timeline as copied below.
* Formally, it is up to the candidate to decide whether they wish to go forward with a tenure review. Assuming they wish to put their case forward for review, the candidate will be asked to submit the following documents for review at the division, school, external, and university levels.
* A CV (prepared to include all information specified in the University process)
* 3-5 of their most important papers.  Historically, most candidates have submitted 5, but fewer papers may make sense, if they provide a clear indication of your contributions. Candidates should discuss the paper selections with senior faculty in their division .  Unpublished working papers may be included if appropriate.
* A personal statement (prepared as specified in the University process)

**DEADLINES**

*(Note: The years specified below reference the normal tenure clock. add one or two years if the COVID extensions are used.)*

* The deadline for a complete first draft of the personal statement to be submitted to the division will be **January of the 6th year**.  The division will provide feedback and suggestions for revision shortly thereafter.
* The deadline for a “semi-final” draft of the personal statement, a CV and 5 papers to be submitted to the Division and the Dean’s Office will be **February of the 6th year.**
  + These are the versions of these documents that the division’s tenured faculty will consider when voting on whether to put the case forward for tenure and to solicit external referee letters.
* The deadline for a final draft of the personal statement to be submitted to the dean’s office is **July of the 7th year.**
  + This is the version of the personal statement that will be considered by all tenured faculty across the School including the Promotion and Tenure Committee, by the external letter writers, and by the University’s Tenure Review Advisory Committee (TRAC)
* Again, the COVID extensions may change the year in which these deadlines occur,

**OVERVIEW of PROCESS**

All tenure deliberations are strictly confidential, but we want the process itself to be fully transparent.  The steps of the tenure process are outlined in more detail at the following link [Internal Appointments to Tenure (2020)](https://www8.gsb.columbia.edu/faculty-staff/system/files/CBS%20Tenure%20Procedure%20for%20Internal%20Cases%20%282-11-2020%20FINAL%29.pdf) and in the [University guidelines](https://provost.columbia.edu/sites/default/files/content/Faculty%20Affairs/Tenure%20Guidelines/Tenure_Guidelines_2021-22.pdf), but the basic steps are as follows:

School Level

* The division’s tenured faculty review the case and vote on whether to solicit external review letters.
* P & T reviews the case, canvasses the candidate and the division’s tenured faculty, and votes on whether to solicit external review letters.
* The candidate is advised about whether the case is moving forward to a full-faculty vote.
* The School’s tenured faculty review the case and vote on whether to solicit external review letters.
* The dean considers these votes and decides whether to solicit external review letters.
* Letters are solicited.
* The division’s tenured faculty review the case and letters and vote on whether to send the case to University’s Tenure Review Advisory Committee (TRAC).
* P & T reviews the case and letters and votes on whether to send the case to TRAC.
* The candidate is advised about whether the case is moving forward to a full-faculty vote.
* The School’s tenured faculty review the case and letters and vote on whether to send case to TRAC.
* The dean considers these votes and decides whether to send case to TRAC and informs the tenured faculty and the candidate.

University Level

* TRAC reviews the case and makes a recommendation to the Provost.
* The Provost reviews the case and makes a recommendation to the President.
* The President reviews the case and makes a recommendation to the Trustees, and informs the provost who informs the dean who communicates the decision to the candidate.
* The Trustees review the case and confer tenure.

At any point during the process, the candidate may elect to pull their case.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Year | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Normal Review | Regular | | Consider associate promotion | | | Division Considers Tenure Review | School Considers Tenure Review | Promoted to Tenure or termination |  |  |
| Covid 19 Extension |  |  | Consider associate promotion | | | | Division Considers Tenure Review | School Considers Tenure Review | Promoted to Tenure or termination |  |
| Covid 19 2nd Extension Granted |  |  | Consider associate promotion | | | | | Division Considers Tenure Review | School Considers Tenure Review | Promoted to Tenure or termination |

1. The School may make untenured appointments annually, subject to the limits outlined in the Faculty Handbook. The School is not obligated to continue appointing a faculty member until they have reached the statutory limit on non-tenured service. The School is obligated to provide 13 months of notice if a contract will not be renewed. [↑](#footnote-ref-1)