

The Retention, Tenure and Promotion Process

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Learning Objectives

In completing this workshop, participants will be able to:

1. Outline MSU's Retention, Tenure and Promotion (RTP) process
2. Fulfill their responsibilities in the RTP process
3. Assemble a well-organized dossier that maximizes their likelihood of a successful outcome



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Agenda

➔ **Resources and Guiding Documents**

- Review Process Overview**
- Standards and Definitions**
- Candidate Rights and Responsibilities**
- The Dossier**
- Final Notes**



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Resources

<https://www.montana.edu/provost/>



The screenshot shows the MSU Office of Academic Affairs and Provost website. On the left is a navigation menu with 'Faculty & Staff Resources' circled in green. The main content area features a 'Montana State University's Roadmap for Fall 2020' banner and a profile for Executive Vice President for Academic Affairs and Provost Robert L. Mokwa, listing his Executive Assistant Julie Heard and Program Manager Keely Holmes. A search bar is visible in the top right corner of the website.



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Faculty & Staff Resources

Info: Please contact us if you have questions that are not addressed on this website.

Resources

- [Academic Assessment](#)
- [Academic Program Review](#)
- [Activity Insight](#)
- [Advisor Resources](#)
- [Awards](#)
- [Curriculum Development](#)
- [Department Head Sessions](#)
- [Diversity & Inclusion at MSU](#)
- [Faculty Annual Reviews](#)
- [Faculty Handbook](#)
- [Family Advocates](#)
- [Hiring Faculty](#)
- [Incentive Program for Researchers \(IRP\)](#)
- [Modified Duties Request Form](#)
- [Non-Tenure Track Collective Bargaining Agreement](#)
- [Retention, Tenure and Promotion](#)
- [Sabbaticals and Professional Development](#)
- [Student Academic Misconduct](#)

<https://www.montana.edu/provost/faculty/>



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Retention, Tenure & Promotion

Related Documents

- [Covid 19 Tenure Extension](#)
- [Faculty Handbook](#)
- [AY21-22 RTP Candidate Workflow](#)
- [AY20-21 RTP Candidate Workflow- UPDATE](#)
- [Tenure Credit Dates AY12-AY20](#)
- [Tenure Credit Dates AY21-AY29](#)


Deadlines AY21-22

- **Retention review dossiers** due to URTPC **December 6**
- **Tenure and/or Tenure and Promotion dossiers** due to URTPC **February 7**
- **Promotion only material** due to URTPC **February 22**

Additional Resources

- [Model Guidelines for In-depth Assessment of Teaching](#)
- [Role and Scope Choice Agreement Language](#)
- [College and Department Role and Scope Documents](#)
- [University Retention, Tenure and Promotion Committee](#)
- [Sample Dossier Naming](#)
- [Vote Tally Sheet](#)
- [Candidate Coversheet- Word](#)
- [RTP Workshop-September, 2020](#)

<https://www.montana.edu/provost/faculty/promotion.html>



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Faculty Handbook

Annual Review, Retention, Tenure & Promotion

Annual Review

Statement on Tenure

RTP - Definitions

RTP - Role and Scope Documents

RTP - Standards and Timelines

RTP - Rights and Responsibilities

Post Tenure Review

https://www.montana.edu/policy/faculty_handbook/



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Role & Scope Documents

College of Agriculture

College of Agriculture (2019)

- AGRICULTURAL ECONOMICS/ECONOMICS (2019)
- AGRICULTURAL AND TECHNOLOGY EDUCATION (2010), (2019)
- ANIMAL & RANGE SCIENCES (2019)
- MICROBIOLOGY AND IMMUNOLOGY (2019)
- LAND RESOURCES & ENVIRONMENTAL SCIENCES (2010 | 2011 | 2014) (2019)
- PLANT SCIENCES & PLANT PATHOLOGY (2004) (2019)
- RESEARCH CENTERS (2010) (2019)

This is where performance indicators and expectations are defined.

Can be quantitative and qualitative.

College of Arts & Architecture

College of Arts and Architecture (2019)

<https://www.montana.edu/provost/faculty/role-scope.html>



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Resources and Guiding Documents



Review Process Overview

Standards and Definitions

Candidate Rights and Responsibilities

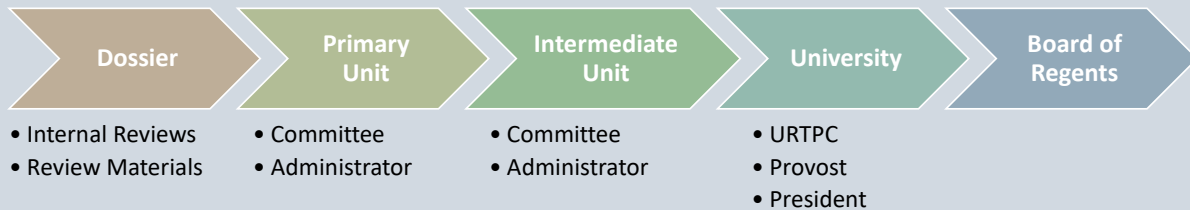
The Dossier

Final Notes



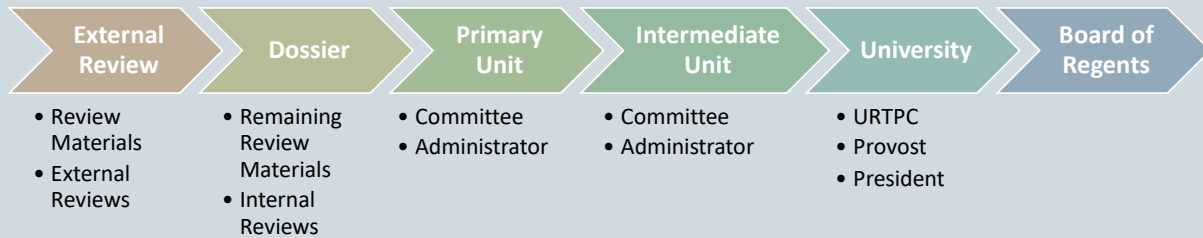
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Retention Review Process



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Tenure & Promotion Review Processes



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Timeline

See published RTP Workflow:

- April 26 External review materials (Tenure/Promotion only)
- Sept 13 Retention dossier deadline
- Oct 4 Tenure dossier deadline
- Oct 18 Promotion dossier deadline



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University Standards for Retention

The University standards for the retention of probationary faculty members are:

- **effectiveness** in teaching, scholarship, and service during the review period, and
- **integration** of no less than two of the following during the review period: teaching, scholarship, and service, and
- satisfactory **progress** towards meeting the standards for tenure by the candidate's tenure review year.

Reviewed under the Role and Scope documents in effect on the first day of employment (or more recent)

See Faculty Handbook



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University Standards for Tenure

The University standards for the award of tenure are:

- **sustained effectiveness** in teaching and service during the review period, and
- **integration** of no less than two of the following during the review period: teaching, scholarship, and service, and
- **accomplishment** in scholarship.

Reviewed under the Role and Scope documents in effect on the first day of employment (or more recent)

See Faculty Handbook



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University Standards for Promotion to Rank of Associate Professor

Same as the standards for the award of tenure.

See Faculty Handbook



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University Standards for Promotion to Rank of Professor

The University standards for promotion to the rank of Professor are:

- **sustained effectiveness** in teaching and service during the review period, and
- **sustained integration** of no less than two of the following areas during the review period: teaching, scholarship, and service, and
- **excellence** in scholarship.

Reviewed under the Role and Scope documents in effect two years prior to deadline of notification of intent to apply for promotion (or more recent)

See Faculty Handbook



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Definitions

Areas of Responsibility

- Teaching, scholarship, service

Teaching

- Course design, development and delivery
- Improvements to courses
- Incorporating best practices, new technology
- Curriculum design and development
- Graduate student mentoring
- Academic advising
- Graduate student committees
- “Contributions to the...instructional enterprise”



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Definitions, cont.

Scholarship

- Discovery, application or assimilation of new knowledge + dissemination
 - Grant writing; writing research-based articles, book and other works; conference presentations, etc.
- Generation of new knowledge in pedagogy + dissemination
 - Developing, studying pedagogical innovations; curricular/pedagogical studies; innovation in community engagement
- Generation of new creative products and experiences
 - Composition, production, direction, performance, exhibition of creative works of art, film, theater, music, architecture
- Creation of partnerships, programs and plans through Extension
 - Leverage knowledge and resources of the university and the public/private sector to enhance learning, discovery, and engagement
 - Educate and engage citizens, and strengthen communities
 - Address locally identified issues and problems
 - Apply and disseminate knowledge, and contribute to the public good.



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Definitions, cont.

Service

- Contribution of faculty knowledge and expertise to assist and engage individuals and/or organizations to meet goals and solve problems.
- Professional service (e.g., involvement in professional society)
- Public service (e.g., engagement with local community)
- University service (e.g., serving on committees, advising student groups)



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More definitions...

Effectiveness

- Successful performance, appropriate to years of service

Accomplishment

- Sustained and commendable performance reflected in the quantity, quality, and impact of scholarly activities and products

Excellence

- Sustained, commendable, and distinguished performance reflected in the quantity, quality, and impact of scholarly activities and products



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And more definitions!

Indicators

- The categories of scholarly products and activities used to evaluate performance of the faculty
 - E.g., peer-reviewed articles, juried exhibitions, published monographs, teaching evaluations, etc.

Review Period

- The period of performance to be considered for review
- Retention and tenure: first day of employment → dossier deadline
- Promotion: end of previous review period → dossier deadline



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Candidates' Responsibilities

a) Be familiar with RTP requirements

b) Attend training

c) If early review, notify primary review administration by deadline

d) If tenure or promotion, submit external review materials by deadline:

- Your full CV
- Scholarship statement
- Selected works and other evidence that best represents your scholarship during the review period
- Other items as required by Role and Scope documents



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Candidates' Responsibilities, cont.

e) Prepare and submit dossier by deadline. To include (min.):

- Cover sheet (download from Provost website)
- Full CV
- Personal statement
- Separate self-evaluations of teaching, scholarship, service and integration
 - Summary of activities, work products, accomplishments, recognition by year over review period
 - Demonstrate that you meet the standards
 - Scholarly products published or accepted for publication during review period (tenure and promotion)
- Other materials as required by Role and Scope documents

f) Accept negative result caused by incomplete submission

g) Meet deadlines

- Not submitting by deadline = no review and denial of retention/tenure



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Candidates' Responsibilities, cont.

h) May not solicit external or internal letters

i) Promptly report potential conflicts of interest of review committees

j) Respond to requests for more materials or information within 5 days

k) Notify department head of any unavailability while dossier is under review

- Extensions for extenuating circumstances only; submit to chair of URTPC



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Candidates' Rights

l) You may submit a written request to correct factual errors in evaluation letters

- Submit to chair of URTPC; cannot add, alter or remove materials after deadline unless requested

m) If you receive a negative recommendation (or tie vote) at any level of review, you may submit a response addressing it

- Submit to the entity that issued the letter within 5 days of receipt
- Address only issues raised in the letter
- Letter will be added to dossier

n) If you receive a negative recommendation from Provost, you can pursue a formal grievance



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The Dossier

Template Dossier

Name ^

Primary Review Unit

- 01 Review Documents
- 02 External Review Letters
- 03 Internal Reviews Lette...
- 04 Assignment Performa...
- 05 Curriculum Vitae
- 06 Personal Statement
- 07 Integration Narrative
- 08 Teaching Narrative an...
- 09 Scholarship Narrative ...
- 10 Service Narrative and ...
- 11 Professional Develop...
- 12 Appendix

Primary Review Unit

- Candidate Cover Sheet.d...
- COARS2019.pdf
- ConfidentialityNotice.pdf
- DAEERS07012019.pdf
- votetallysheet.docx

Primary Review Unit

MONTANA STATE UNIVERSITY

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Dossier Tips

Full CV:

- When in doubt, include it!
- Use reverse chronological order – makes finding what applies to review period easier

Personal Statement: paint a holistic picture

Self-evaluation Narratives:

- Demonstrate how you have met the standards outlined in the Role and Scope

Provide supporting evidence

Make it easy for reviewer to say, “Yes!”

MONTANA STATE UNIVERSITY

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Final Thoughts

The RTP review provides an opportunity to reflect on your journey:

- what you have been doing
- why you have been doing it
- what you have achieved

*Make the
most of it!*

MSU's multi-layer process ensures fair and substantive assessment

Bear in mind that reviewers will base their assessments on the materials that you provide to make your case

Note also that many of the reviewers will not be familiar with your discipline

- Make a compelling case!

