

Retention, Tenure and Promotion Reviewer Training

DURWARD K. SOBEK II
OFFICE OF ACADEMIC AFFAIRS
SEPTEMBER 2021



1

Learning Objectives

In completing this training, participants will be able to:

1. Outline MSU's Retention, Tenure and Promotion (RTP) process
2. Fulfill their responsibilities in the RTP process

2

Agenda

➔ Resources and Guiding Documents

- Review Process Overview
- Standards and Definitions
- Reviewer Responsibilities
- The Dossier
- Final Notes
- Bias Literacy Training



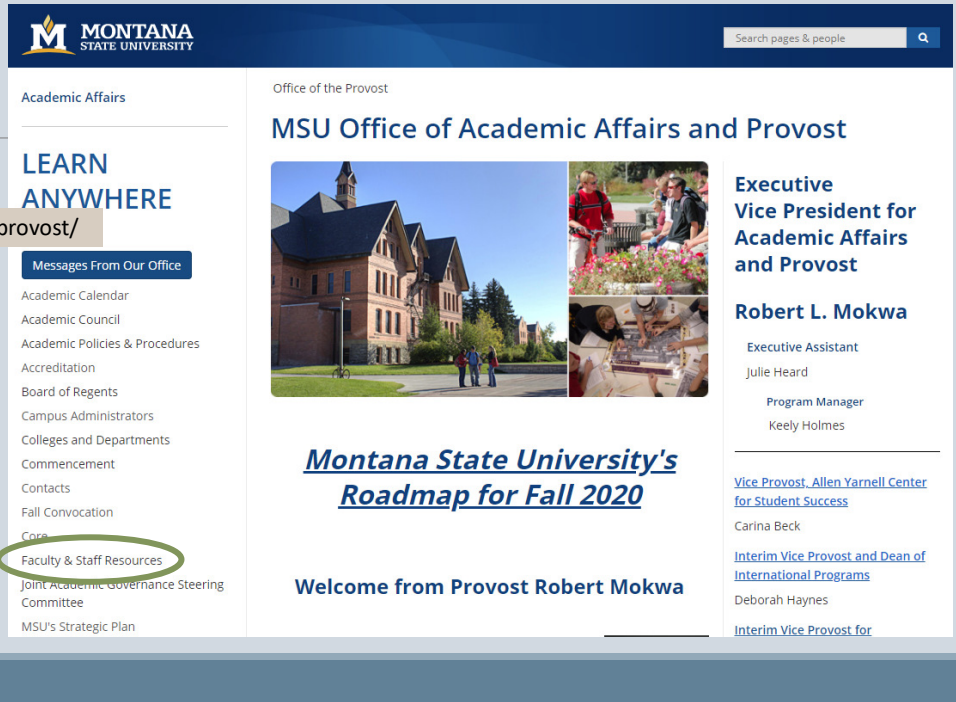
Image source: <https://www.latimes.com/sports/olympics/story/2021-07-28/best-swimming-photos-from-the-tokyo-olympics>



3

Resources

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



MONTANA STATE UNIVERSITY Search pages & people

Academic Affairs




LEARN ANYWHERE

Messages From Our Office

- Academic Calendar
- Academic Council
- Academic Policies & Procedures
- Accreditation
- Board of Regents
- Campus Administrators
- Colleges and Departments
- Commencement
- Contacts
- Fall Convocation
- Core
- Faculty & Staff Resources**
- Joint Academic Governance Steering Committee
- MSU's Strategic Plan

Office of the Provost

MSU Office of Academic Affairs and Provost



Executive Vice President for Academic Affairs and Provost

Robert L. Mokwa

Executive Assistant
Julie Heard

Program Manager
Keely Holmes

Montana State University's Roadmap for Fall 2020

Welcome from Provost Robert Mokwa

Vice Provost, Allen Yarnell Center for Student Success
Carina Beck

Interim Vice Provost and Dean of International Programs
Deborah Haynes

Interim Vice Provost for

4

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/>



5

Retention, Tenure & Promotion

Related Documents

- Reviewer Information Sessions: [September 9: 1-3:00 pm](#); [September 15: 9-11:00 am](#)
- [Covid-19 Tenure Extension](#)
- [Faculty Handbook](#)
- [AY21-22 RTP Candidate Workflow](#)
- [Sample Dossier Structure](#)
- [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](#)
- [College and Department Role and Scope Documents](#)
- [University Retention, Tenure and Promotion Committee](#)
- [Coversheet- Updated](#)
- [Vote Tally Sheet](#)
- [RTP Workshop-April, 2021](#)

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



6

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](#)

[Performance Review Post Tenure](#)

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



7

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](#)) ([2021](#))
- 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 \(2019\)](#)

- ARCHITECTURE ([2007](#)), ([2019](#))
- ART ([2009](#)) ([2019](#))

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



8

Agenda

Resources and Guiding Documents

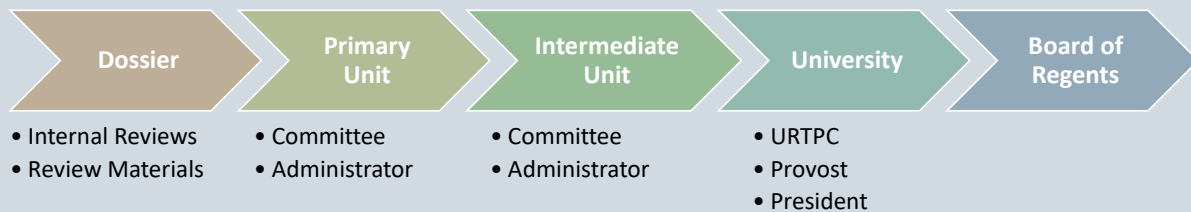
- ➔ Review Process Overview
- Standards and Definitions
- Reviewer Responsibilities
- The Dossier
- Final Notes
- Bias Literacy Training



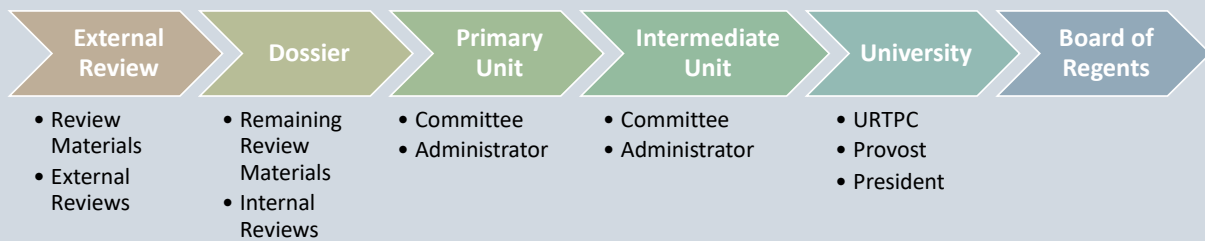
Image source: <https://www.latimes.com/sports/olympics/story/2021-07-28/best-swimming-photos-from-the-tokyo-olympics>



Retention Review Process



Tenure & Promotion Review Processes



11

Review Timeline, AY21-22

	Retention	Tenure	Promotion only
Dossier Deadline	September 13	October 4	October 18
Primary Review Committee	October 18	November 1	November 15
Primary Administrator	November 1	November 15	December 6
Intermediate Committee	November 15	December 6	February 7
Intermediate Administrator	December 6	February 7	February 22
URTPC	February 7	February 22	March 7
Provost	April 4	April 4	April 4
President	April 18	April 18	April 18



12

Agenda

Resources and Guiding Documents

Review Process Overview

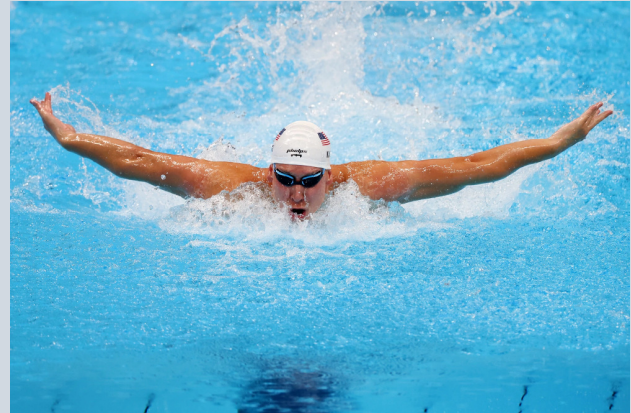
➔ Standards and Definitions

Reviewer Responsibilities

The Dossier

Final Notes

Bias Literacy Training



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

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



University Standards for Promotion to Rank of Associate Professor

Same as the standards for the award of tenure.

See Faculty Handbook



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



17

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”



Photo by [ThisisEngineering RAEng](#) on [Unsplash](#)



18

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.



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)



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



Photo by [Brett Jordan](#) on [Unsplash](#)



21

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



22

Agenda

Resources and Guiding Documents

Review Process Overview

Standards and Definitions

➔ Reviewer Responsibilities

The Dossier

Final Notes

Bias Literacy Training

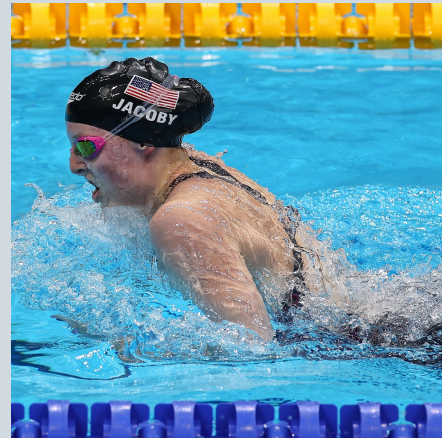


Image source: <https://www.si.com/olympics/2021/07/27/lydia-jacoby-tokyo-olympics-gold-medal-lilly-king>

23

Review Committee Membership

Only tenured faculty members

- Ideally, at least half full professors. No emeritus faculty members.

Required to attend orientation and bias literacy training

No one whose dossier is under review in that cycle

Conflicts of Interest:

- Personal, business or professional relationship that could be perceived to preclude objective evaluation
- Could realize personal, financial, professional or other gain or loss
- You must declare potential COI before any deliberation of that candidate
- Candidates may disclose potential COI to Provost



24

Conduct of Review

a) Were preceding reviews conducted in a substantive manner and according to policies and procedures?

- If no, return dossier to the appropriate level of review to remedy
- Once remedied, dossier will be reconsidered by each subsequent review level

b) Conduct independent, substantive review of the dossier

- Assess quantity, quality and significance of the candidate's work.
- Does candidate meet the appropriate standards defined in **Role and Scope**?

c) Write an evaluation letter for each candidate

- Include recommendation, rationale and vote tally
- Evidence that supports recommendation and reasons for any negative votes
- Add letter to dossier (Folder 1) and send copy to candidate.



25

Tips for writing your letters

Address it to the next level of review

Include:

- Statement about how prior reviews were conducted
- Clear recommendation with vote tally
- Rationale with specific data

Address all criteria and avoid extraneous information. Use same terminology as in Role and Scope / Faculty Handbook

Stick to the dossier

Pay attention to the review period

Use gender-neutral language (e.g., "the candidate," "Asst. Prof. Smith")



26

Conduct of Review, cont.

d) Ensure references to external and internal letters are accurate.

- All evaluation letters, including yours

e) If you would like additional clarification or documentation:

- Submit in writing to candidate, prior review committee or review administrator; candidates have 5 days to respond
- Add written request and response to dossier (Folder 1)
- If required, re-evaluation at all levels of review

f) Only committee members may be present during committee deliberation and voting



27

Conduct of Review, cont.

g) Notify the next level of review when review is complete

- If candidate is allowed to respond, next review must wait until after the deadline for response

h) Record vote on Vote Tally Sheet in the dossier

i) If you will not meet published deadline for good cause, notify the candidate along with the reasons why



28

Confidentiality

All reviews of faculty are confidential personnel matters

- Every person participating in the review process will keep all matters in confidence, during and after the review process.

Candidates, reviewers, administrators and faculty may not approach committee members, students, staff or reviewers

No information about the substance of the review may be communicated to those ineligible to participate in the decision

Faculty members recommended for retention, tenure and/or promotion will be announced by the Provost

Suspected Legal/Ethical Violations

If you suspect legal or ethical violations by any candidate or participant in the review process, you are required to report it to the Provost.

Agenda

Resources and Guiding Documents

Review Process Overview

Standards and Definitions

Reviewer Responsibilities

➔ The Dossier

Final Notes

Bias Literacy Training



Image source: <https://www.denverpost.com/2021/07/25/us-men-100m-freestyle-relay-tokyo-olympics-swimming/>

31

The Dossier

Primary Review Unit

Template Dossier

Name ^

- 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

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

Primary Review Unit



32

Dossier Contents

See “Read Me” files for instructions

- Please leave the Read Me files for the next set of reviewers!

Folder 01: Review Documents

- Evaluation letters
- Requests for information from candidate, other reviewers
- Responses to requests for information
- Follow file naming convention, please!



33

Dossier contents, cont.

Folder 02: External Review Letters (tenure and promotion only)

- Reviewer selection process and review solicitation letter
- Review letters from external reviewers (min. 4)
- Bio-sketches of reviewers

Folder 03: Internal Review Letters (only if req'd or allowed by R&S)

- Reviewer selection process
- Review letters
- Teaching observations



34

Dossier contents, cont

Folder 04: Assignment Performance

- Candidate's letter of hire
- Annual reviews from the review period
- Evaluation letters from prior MSU reviews (tenure and promotion only)



35

Final Thoughts

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

Bear in mind that reviews shall be:

- Limited to materials included in the dossier
- Concerned with work conducted during the review period
- Based on the criteria, indicators and standards in the candidate's unit's Role and Scope document

Your careful and conscientious work is vital

Thank you for your service!



36



37

Bias Literacy Training

[RTP BIAS LITERACY 2020 - TECHSMITH KNOWMIA \(TECHSMITHRELAY.COM\)](https://montana.techsmithrelay.com/3tub)

([HTTPS://MONTANA.TECHSMITHRELAY.COM/3TUB](https://montana.techsmithrelay.com/3tub))

38