

# The Retention, Tenure and Promotion Process

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DURWARD K. SOBEK II

OFFICE OF ACADEMIC AFFAIRS

29 MARCH 2024



# Welcome and Introductions

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Get to know the people at your table with the following madlib:

Hi. My name is \_\_\_\_\_ and I'm in the  
(department/school/college) of \_\_\_\_\_.

I'm here because \_\_\_\_\_.

Officially, my scholarship centers on \_\_\_\_\_ ,  
which is a fancy way of saying \_\_\_\_\_.



# Learning Objectives

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## **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

# Agenda

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- ➔ **Resources and Guiding Documents**
- Review Process Overview**
- Standards and Definitions**
- Candidate Rights and Responsibilities**
- The Dossier**
- Final Notes**

# Resources

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

Our Office

- Academic Affairs
- LEARN ANYWHERE
- Academic Calendar
- Academic Council
- Academic Policies & Procedures
- Accreditation
- Assessment
- Board of Regents
- Campus Administrators
- Colleges and Departments
- Commencement
- Contacts
- Core
- Curriculum Development
- Faculty & Staff Resources
- Joint Academic Governance Steering Committee
- MSU's Strategic Plan
- Organizational Chart
- Persistence to Degree Committee
- Student Resources

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

### Welcome from Provost Robert Mokwa

#### Greetings Students, Faculty and Friends of MSU;

As Executive Vice President for Academic Affairs and Provost, it is my pleasure to welcome you to Montana State University — a premier land grant research university! I serve as the chief academic officer and work closely with the university president, the deans of our academic colleges and other campus leaders to ensure that we



[Vice Provost, Allen Yarnell Center for Student Success](#)

Carina Beck

[Vice Provost for Curriculum, Assessment and Accreditation](#)

Tracy Dougher

# 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/>

# Retention, Tenure & Promotion



## Related Documents

- [Covid 19 Tenure Extension](#)
- [Faculty Handbook](#)
-  [AY24-25 RTP Workflow/Deadlines](#)
- [AY23-24 RTP Workflow/Deadlines](#)
-  [Sample Dossier Structure](#)
- [Tenure Credit Dates AY21-AY29](#)

## Deadlines AY23-24

- **Retention review dossiers** due to URTPC **December 5**
- **Tenure and/or Tenure and Promotion dossiers** due to URTPC **January 30**
- **Promotion only material** due to URTPC **February 20**

## 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 Reviewer Workshop-September, 2022](#)
- [RTP Candidate Workshop- April 2022 \(Slides\)](#)
- [Best Practices in Assembling a Retention, Tenure and Promotion Dossier](#)

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

# Faculty Handbook

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## [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/](https://www.montana.edu/policy/faculty_handbook/)



# 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>

# Table Discussion

**Of what importance are the Role and Scope documents to the RTP process at Montana State?**

# Agenda

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**Resources and Guiding Documents**

 **Review Process Overview**

**Standards and Definitions**

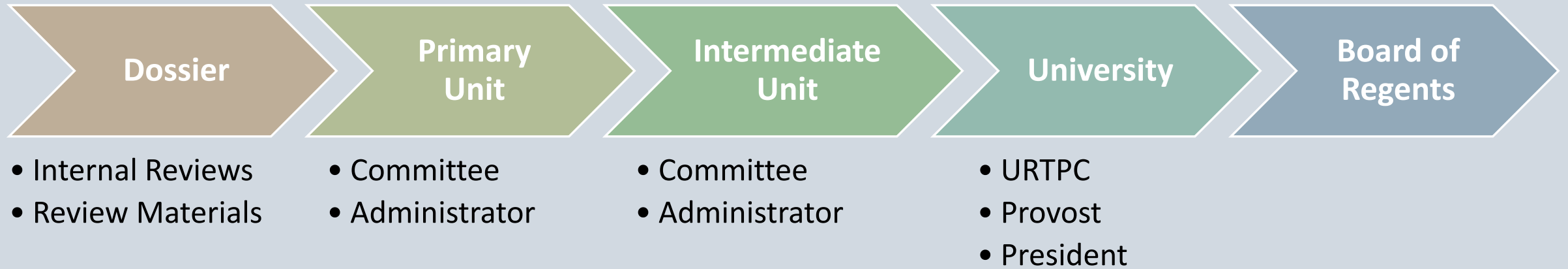
**Candidate Rights and Responsibilities**

**The Dossier**

**Final Notes**

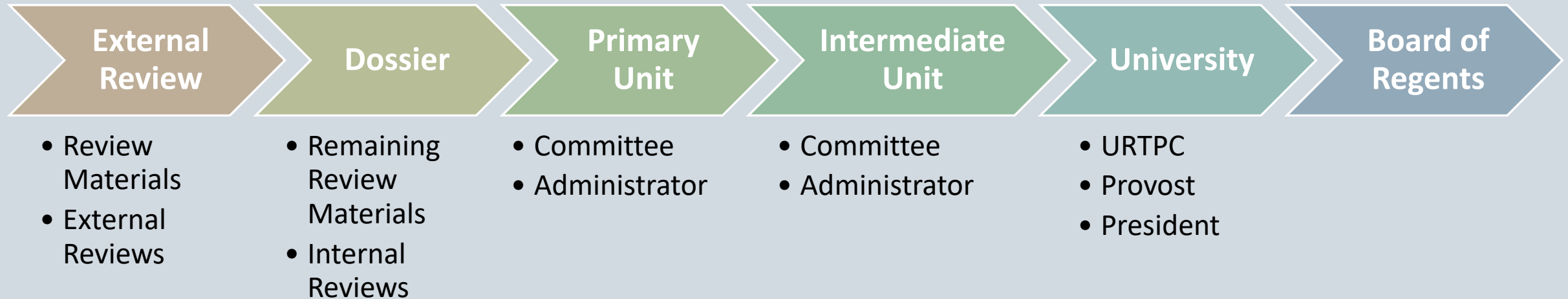
# Retention Review Process

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# Tenure & Promotion Review Processes

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# Timeline

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## See published RTP Workflow:

- May 3 External review materials (Tenure/Promotion only)
- Sept 6 Retention dossier deadline
- Sept 27 Tenure dossier deadline
- Oct 18 Promotion dossier deadline

# Agenda

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# University Standards for Retention

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## 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

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## The University standards for the award of tenure are:

- **sustained effectiveness** in teaching and service;
- **integration** of no less than two of teaching, scholarship, and service; and
- **accomplishment** in scholarship

As demonstrated by the candidate's performance during the review period

**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

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**Same as the standards for the award of tenure.**

See Faculty Handbook

# University Standards for Promotion to Rank of Professor

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

- **sustained effectiveness** in teaching and service,
- **sustained integration** of no less than two of teaching, scholarship, and service; and
- **excellence** in scholarship

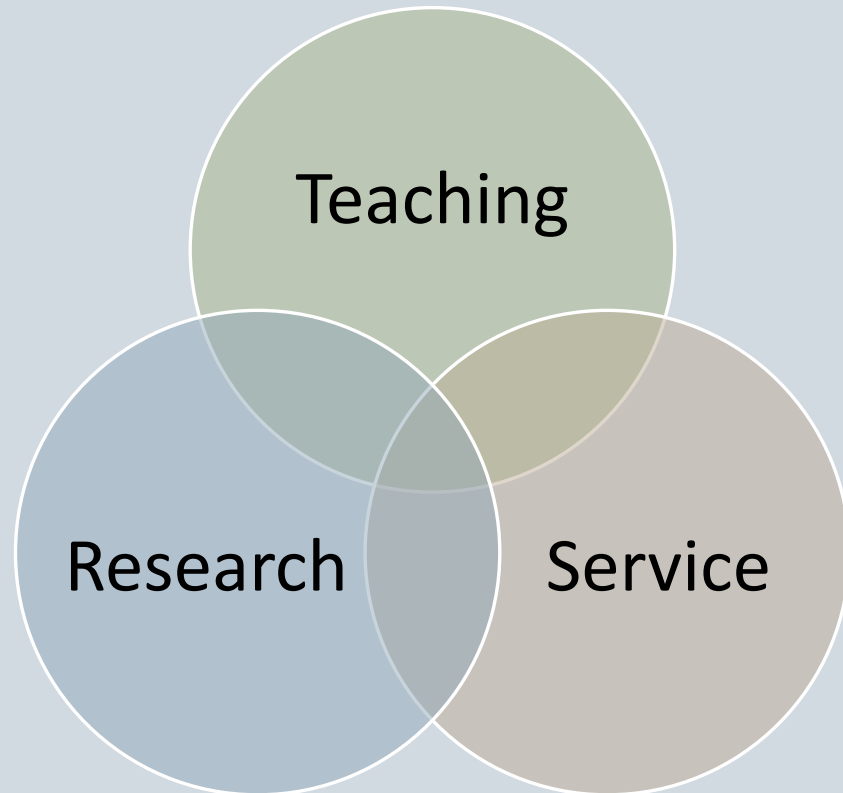
As demonstrated by the candidate's performance during the review period

**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

# Table Discussion

**What are some examples of integration?**



# Definitions

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## 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”

# Definitions, cont.

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## 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.

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## 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...

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## **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



# And more definitions!

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## 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

# Table Discussion

**What questions do you have about standards and definitions?**



# Agenda

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# Candidates' Responsibilities

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**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

# Candidates' Responsibilities, cont.

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## **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

# Candidates' Responsibilities, cont.

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**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

# Candidates' Rights

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## **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

My files > RTP > !Dossier Template

Name	
06 Personal Statement	
01 Review Documents	07 Integration Narrative
02 External Review	08 Teaching Narrative and M
03 Internal Reviews	09 Scholarship Narrative and
04 Assignment Performa	10 Service Narrative and Ma
05 Curriculum Vitae	11 Professional Developer
	12 Appendix

Files:

- Candidate Cover Sheet AY21-22 (2).docx
- COA\_RoleAndScope\_2019.pdf
- ConfidentialityNotice.pdf
- DAEE\_RoleAndScope\_07012019.pdf
- votetallysheet (6).docx

Primary Review Unit

Primary Review Unit

# Table Discussion

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## Tips on writing your personal statement

### What to include in your:

- Teaching section
- Scholarship section
- Service section
- Integration section



# Dossier Tips

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## **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 reviewers to say, “Yes!”**

# Final Thoughts

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**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!