


The Retention, Tenure and Promotion Process

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OFFICE OF ACADEMIC AFFAIRS
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Welcome and Introductions

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 _____.





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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

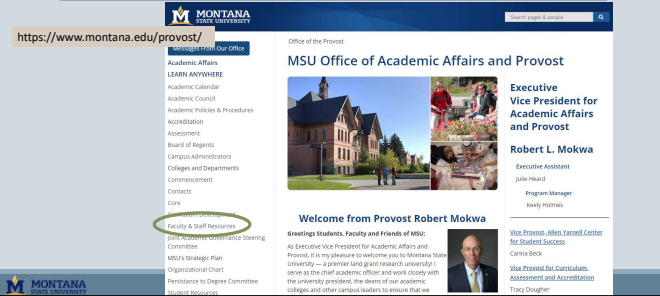
- ➔ Resources and Guiding Documents
- Review Process Overview
- Standards and Definitions
- Candidate Rights and Responsibilities
- The Dossier
- Final Notes



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Resources

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



The screenshot shows the website's navigation menu with 'Faculty & Staff Resources' circled in green. The main content area features a welcome message from Provost Robert Mokwa and a list of staff members including the Executive Vice President for Academic Affairs and Provost, and the Executive Assistant.

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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
- Advisor Resources
- Awards
- Computer Fee Allocation Committee (CFAC)
- Curriculum Development
- Distance Education Trained Faculty
- Diversity & Inclusion at MSU
- Equipment Fee Allocation Committee (EFAC)
- Faculty Annual Process
- Faculty Handbook
- Faculty Professional Activity Inquiries
- Governance Policy Timeline
- Hire Faculty
- Incentive Program for Researchers (IPR)
- Modified Salary Review Form
- Non-Tenure Track Collective Bargaining Agreement
 - NTT Guidelines to apply for hire advancement
 - NTT hire advancement application
- Retention, Tenure and Promotion
- Student Academic Misconduct

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



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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](#)
- [Performance Review Post Tenure](#)

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

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Retention, Tenure & Promotion

Related Documents

- Covid-19 Tenure Extension
- Faculty Handbook
- AY24-25 RTP Workflow/Deadlines
- AY25-26 RTP Workflow/Deadlines
- Sample Dossier Structure
- Tenure Credit Dates AY21-AY29

Deadlines AY24-25

- Retention review dossiers due to URTPC: December 6
- Tenure and/or Tenure and Promotion dossiers due to URTPC: January 24
- Promotion only material due to URTPC: February 14

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
- Best Practices in Assembling a Retention, Tenure and Promotion Dossier, March 2024 (File)

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

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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 | 2016) (2019)
- PLANT SCIENCES & PLANT PATHOLOGY (2006) (2019)
- RESEARCH CENTERS (2010) (2019)

College of Arts & Architecture

College of Arts and Architecture (2019)

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

This is where performance indicators and expectations are defined.
Can be quantitative and qualitative.

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Table Discussion

What is the relationship between the Faculty Handbook and Role and Scope documents?

How are they different as they relate to the RTP process at Montana State?

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Agenda

- Resources and Guiding Documents
- ➔ Review Process Overview
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- The Dossier
- Final Notes

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Retention Review Process

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    graph LR
      A[Dossier] --> B[Primary Unit]
      B --> C[Intermediate Unit]
      C --> D[University]
      D --> E[Board of Regents]
  
```

Dossier

- Internal Reviews
- Review Materials

Primary Unit

- Committee
- Administrator

Intermediate Unit

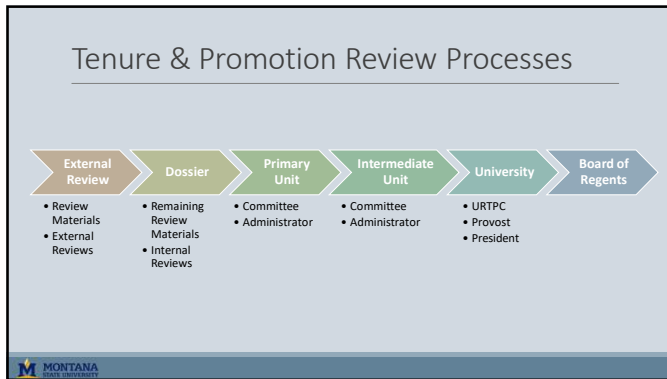
- Committee
- Administrator

University

- URTPC
- Provost
- President

Board of Regents

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Timeline

See published RTP Workflow:

- May 2 External review materials (Tenure/Promotion only)
- Aug 29 Retention dossier deadline
- Sept 19 Tenure dossier deadline
- Oct 10 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;
- **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

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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,
- **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)

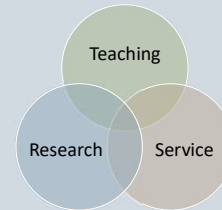
See Faculty Handbook



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Table Discussion

What are some examples of integration?



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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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Yes, more definitions

Sustained effectiveness in integration

- Consistent successful performance over time and across a range of duties appropriate to the faculty member's appointment

Sustained effectiveness in service

- Consistent successful performance over time and across a range of duties appropriate to the faculty member's appointment

Sustained effectiveness in teaching

- Consistent successful performance over time and across course offerings and student populations as appropriate to the faculty member's appointment

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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: time as associate professor + tenure review year → dossier deadline

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Table Discussion

What questions do you have about standards and definitions?



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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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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	07 Integration Narrative	Primary Review Unit
	02 External Review Letters	08 Teaching Narrative an...	
	03 Internal Reviews Lette...	09 Scholarship Narrative ...	
	04 Assignment Performa...	10 Service Narrative and ...	
	05 Curriculum Vitae	11 Professional Develop...	
	06 Personal Statement	12 Appendix	
		Candidate Cover Sheet.d...	
		COARS2019.pdf	
		ConfidentialityNotice.pdf	
		DAEERS07012019.pdf	
		totallysheet.docx	



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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 reviewers to say, "Yes!"**



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Table Discussion

Together brainstorm content for and organization of the scholarship section of your dossier.



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Table Discussion

Tips on writing your personal statement

What to include in your:

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



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!