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## 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



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# Agenda

## ➔ Resources and Guiding Documents

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



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# Resources

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

Messages From Our Office

- Academic Affairs
- LEARN ANYWHERE
- Academic Council
- Academic Policies & Procedures
- Accreditation
- Assessment
- Board of Regents
- Campus Administrators
- Colleges and Departments
- Commencement
- Contacts
- Core
- Curriculum Development
- Faculty & Staff Resources**
- Joint 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

[View Provost for Curriculum, Assessment and Accreditation](#)  
Tracy Dougher

Assistant Provost- Deborah Blanchard

Faculty Fellow- Katey Plymesser

**Vice Provost**  
Durward Sobek

**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 provide students a top-notch, world class education to meet their career goals and learning aspirations. My office manages academic programs, procedures and policies for the academic life at Montana State University including faculty development and shared governance, academic program and curriculum

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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](#)
- [Access and Success at MSU](#)
- [Advisor Resources](#)
- [Awards](#)
- [Computer Fee Allocation Committee \(CFAC\)](#)
- [Curriculum Development](#)
- [Distance Education Trained Faculty](#)
- [Equipment Fee Allocation Committee \(EFAC\)](#)
- [Faculty Annual Reviews](#)
- [Faculty Handbook](#)
- [Faculty Success \(formerly Activity Insight\)](#)
- [Grievance Policy Timeline](#)
- [Hiring Faculty](#)
- [Incentive Program for Researchers \(IRP\)](#)
- [Modified Duties Request Form](#)
- [Non-Tenure Track Collective Bargaining Agreement](#)
  - [NTT Guidelines to apply for title advancement](#)
  - [NTT title advancement application](#)
- [Performance Improvement Plan \(Tenure/Tenure Track\)](#)
- [Retention, Tenure and Promotion](#)
- [Scholarship and Educational Development](#)
- [Student Academic Misconduct](#)

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



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## Retention, Tenure & Promotion

### Related Documents

- [Faculty Handbook](#)
- [AY25-26 RTP Workflow/Deadlines](#)
- [Sample Dossier Structure](#)
- [Tenure Credit Dates AY21-AY29](#)

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

### Deadlines AY25-26


- Retention review dossiers due to URTPC **December 12**
- Tenure and/or Tenure and Promotion dossiers due to URTPC **January 30**
- Promotion only material due to URTPC **February 20**

Reviewer session:

- August 29, 2025: 9:00-11:00 am, Sub Ballroom B
- September 2, 2025: 1:00-3:00 pm: Sub Ballroom B

### 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 2025 \(Slides\)](#)



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# Faculty Handbook

## Annual Review, Retention, Tenure & Promotion

[Annual Review](#)

[https://www.montana.edu/policy/faculty\\_handbook/](https://www.montana.edu/policy/faculty_handbook/)

[Statement on Tenure](#)

[RTP - Definitions](#)

[RTP - Role and Scope Documents](#)

[RTP - Standards and Timelines](#)

[RTP - Rights and Responsibilities](#)

[Performance Review Post Tenure](#)



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## Role & Scope Documents

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

### College of Agriculture

[College of Agriculture \(2019\)](#)

- AGRICULTURAL ECONOMICS/ECONOMICS ([2019](#))
- AGRICULTURAL AND TECHNOLOGY EDUCATION ([2010](#)), ([2019](#))
- ANIMAL & RANGE SCIENCES ([2019](#)) | ([2022](#))
- 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 \(2019\)](#)



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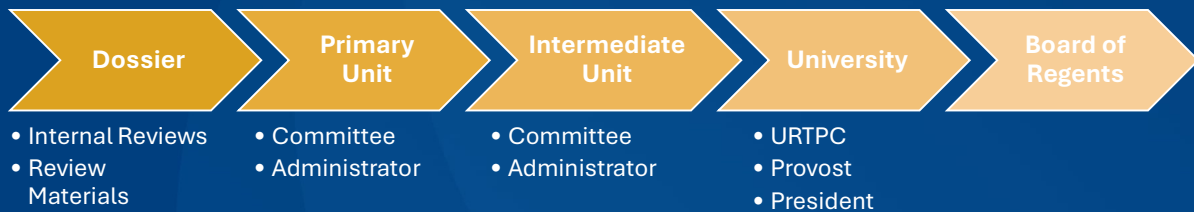
## Agenda

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

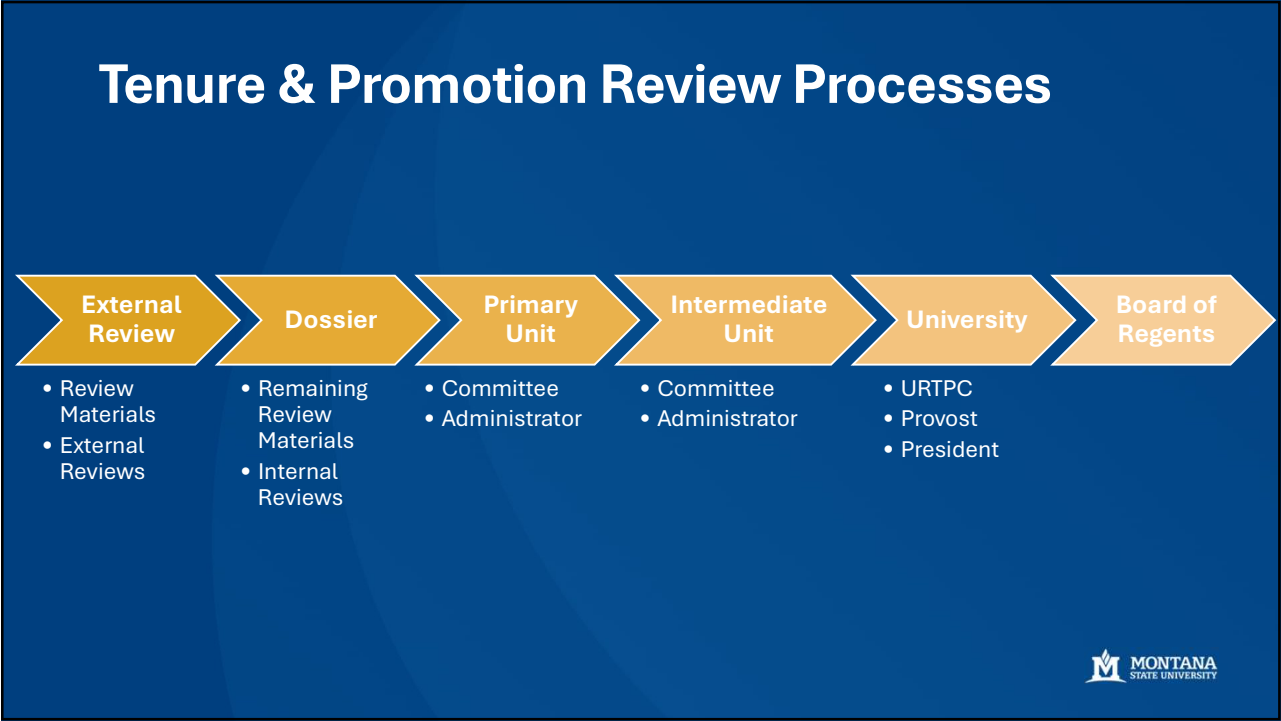


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## Retention Review Process



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# Review Timeline for AY25-26

	Retention	Tenure	Promotion only
Dossier Deadline	August 29	September 19	October 10
Primary Review Committee	September 26	October 17	November 7
Primary Administrator	October 17	November 7	December 5
Intermediate Committee	November 14	December 5	January 30
Intermediate Administrator	December 12	January 30	February 20
URTPC	February 6	February 20	March 13
Provost	April 3	April 3	April 3
President	April 17	April 17	April 17

MONTANA STATE UNIVERSITY

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## Agenda

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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;
  - **sustained 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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## 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](#)

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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)



Photo from:  
<https://ksenam.com/msu-extension-ag-research-centers-will-host-field-days-in-june-july/>

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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



Photo by Brett Jordan on Unsplash

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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.

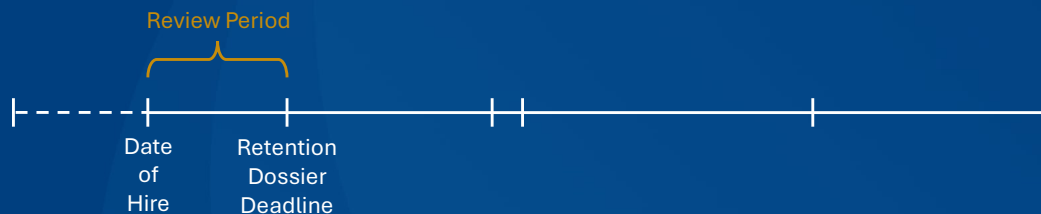


### • Review Period

- The period of performance to be considered for review
- Retention and tenure: first day of employment → dossier deadline
- Includes credit for years of prior service as stated in letter of hire
- Promotion: period of employment at MSU at Assoc. Professor + time that candidate's MSU tenure dossier was under review → dossier deadline

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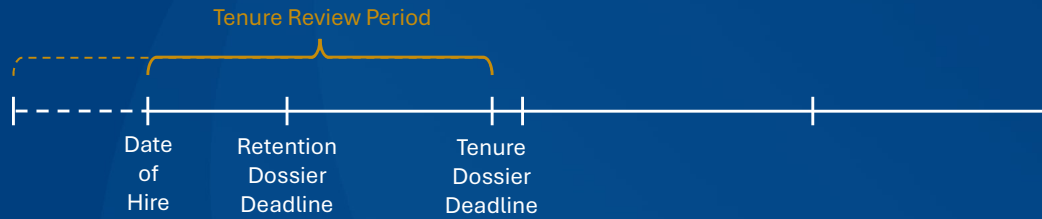
## Review Period Illustrated: Retention



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## Review Period Illustrated: Tenure



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## Review Period Illustrated: Promotion



★ Tenure and Promotion to Associate Professor Awarded



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## Agenda

- Resources and Guiding Document
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## 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

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## 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 the **Role and Scope**?
  - Take into account candidate's assigned percentages of effort
  - Use the same standards for tenure clock extensions
- 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.



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## 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")



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## 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



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## 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



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## 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

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## 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.

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## Agenda

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## 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

**Primary Review Unit**

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

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## 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!



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## 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



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## 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)



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## 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!*



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## MSU General PowerPoint Template

This file is a blank template to help you create a university-related presentation. A few starter slides have been included for your convenience.

There are five sets of slide layouts available for you to use from the “Layout” menu:

1. Standard blue background with logo.
2. Blue background without logo.
3. White backgrounds.
4. Blue bottom/blue background
5. Blue bottom/white background

(The last two are legacy layouts that were previously available from University Communications.)

Updated: 9/3/2025




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This slide contains ready-made utility elements you can copy onto other slides if needed to help with visibility.

DELETE THIS SLIDE WHEN YOU'RE DONE.

*Semi-transparent box to go behind other text on busy backgrounds.*

*Background gradient. Expand its size to fit needed area. Adjust shading using the "Format Shape" tools.*

The slide features a dark blue background with a subtle gradient and a semi-transparent dark blue rectangular box. The text is white and includes instructions for using the slide's utility elements. The Montana State University logo is located in the bottom right corner.

MONTANA  
STATE UNIVERSITY