

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

Agenda

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



Resources

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

The screenshot shows the website for the MSU Office of Academic Affairs and Provost. The URL <https://www.montana.edu/provost/> is highlighted. The page includes a navigation menu on the left with categories like 'Academic Affairs', 'LEARN ANYWHERE', 'Academic Calendar', 'Academic Council', 'Academic Policies & Procedures', 'Accreditation', 'Assessment', 'Awards', 'Board of Regents', 'Campus Administrators', 'Colleges and Departments', 'Commencement', 'Contacts', 'Core', 'Continuing Education', 'Faculty & Staff Resources', 'International Society for Academic Quality Assurance Steering Committee', 'MSU's Strategic Plan', 'Organizational Chart', 'Persistence to Degree Committee', and 'Student Resources'. The 'Faculty & Staff Resources' link is circled in green. The main content area features a 'Welcome from Provost Robert Mokwa' section with a photo of the provost and a 'Greetings Students, Faculty and Friends of MSU;' message. The sidebar on the right identifies the 'Executive Vice President for Academic Affairs and Provost' as Robert L. Mokwa, with an Executive Assistant Julie Heard and Program Manager Keely Holmes. It also lists the 'Vice Provost for Curriculum, Assessment and Accreditation' as Tracy Dougher, and the 'Vice Provost' as Durward Sobek.




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](#) [BROKEN LINK]
- [AI 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 Management Plan \(Tenure/Tenure Track\)](#)
- [Retention, Tenure and Promotion](#)
- [Student Academic Misconduct](#)

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




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/



Retention, Tenure & Promotion

Related Documents

- [Faculty Handbook](#)
- [AY25-26 RTP Workflow/Deadlines](#)
- [AY26-27 RTP Workflow/Deadlines](#)
- [Sample Dossier Structure](#)
- [Tenure Credit Dates AY21-AY29](#)

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**

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 \(Slides\)](#)
- [Bias Literacy for reviewers 2025](#)
- [RTP Reviewer Training 2025](#)

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



Role & Scope Documents

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 \(2010\) \(2019\)](#)

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.



Agenda

Resources and Guiding Documents

➔ Review Process Overview

Standards and Definitions

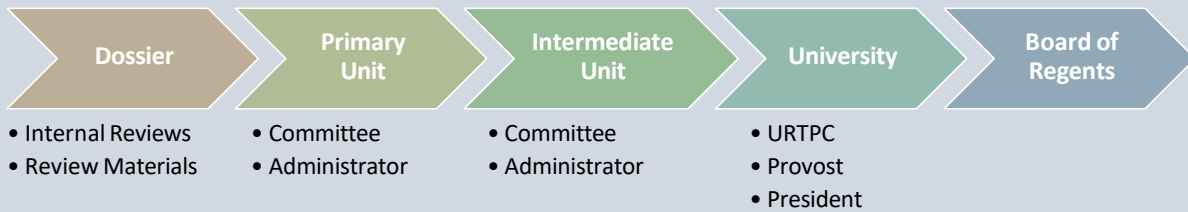
Candidate Rights and Responsibilities

The Dossier

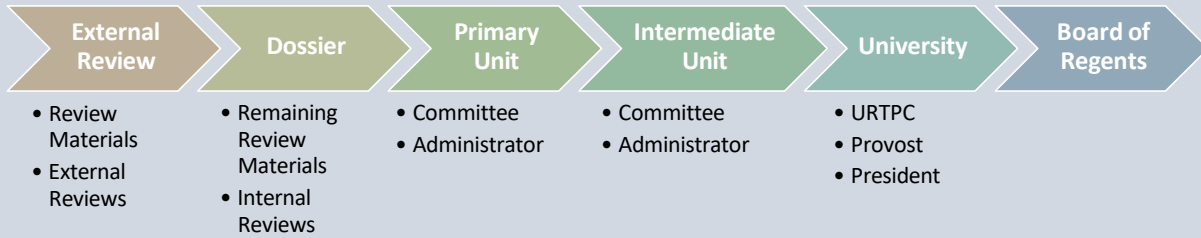
Final Notes



Retention Review Process



Tenure & Promotion Review Processes



Timeline

See published RTP Workflow:

- May 4 External review materials (Tenure/Promotion only)
- Sept 4 Retention dossier deadline
- Sept 25 Tenure dossier deadline
- Oct 16 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



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



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,
- **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



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"



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



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



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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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



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



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



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

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



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!”



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!

