

Promotion and Tenure Best Practices Forum

February 9, 2023

Faculty Success

Presenter: Sue James (Provost Office)

Panelists:

Ruth Hufbauer (CAS), Jen Dawrs (Provost Office), Karen Falkenberg (TILT),
Nozipho Becker (OIE), Gregg Dean (CVMBS), Meara Faw (CLA), Emily Fischer
(WSCOPE), Laura Sample McMeeking (STEM Center), Crystal Smith (OEO)



Colorado State University



Land Acknowledgement

Colorado State University acknowledges, with respect, that the land we are on today is the traditional and ancestral homelands of the Arapaho, Cheyenne, and Ute Nations and peoples. This was also a site of trade, gathering, and healing for numerous other Native tribes. We recognize the Indigenous peoples as original stewards of this land and all the relatives within it. As these words of acknowledgment are spoken and heard, the ties Nations have to their traditional homelands are renewed and reaffirmed.

CSU is founded as a land-grant institution, and we accept that our mission must encompass access to education and inclusion. And, significantly, that our founding came at a dire cost to Native Nations and peoples whose land this University was built upon. This acknowledgment is the education and inclusion we must practice in recognizing our institutional history, responsibility, and commitment.



Session overview

- Introduce the Faculty Success program
- Share best practices for promotion, tenure and review
- Focus on accountability, consistency, transparency and trust
- Incorporating the Teaching Effectiveness Framework (TEF)
- Introduce Interfolio
- Open Q&A/Discussion

P&T Process for All Faculty

[Visit our resource page!](#)



Colorado State University

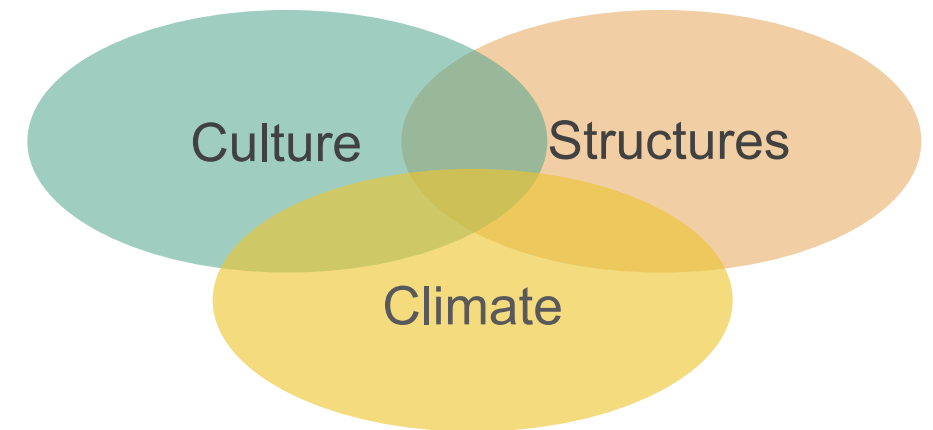
National Science Foundation Grant

- NSF ADVANCE: Gender equity on STEM faculties
 - Started in 2001, over \$270 million awarded to over 100 institutions
 - Significant body of research to guide further work
- CSU has tried multiple times over 20 years to get funded
- In Fall 2021, CSU was awarded \$1M funding for 3 years
 - Adaptation grant: Customize ADVANCE's **evidence-based practices for CSU**
 - Commitments from President's and Provost's offices for long-term support

Presenter: Ruth Hufbauer

Faculty Success Mission

To provide an environment in which **all members of CSU's faculty can thrive as outstanding scholars and educators by improving equity in CSU cultures, structures, and climate.**



Presenter: Ruth Hufbauer

Key Initiatives

Recruitment:

- Resources for recruitment best practices
- OEO search trainings

Recognition & Fulfillment:

- Resources on Promotion & Tenure process and best practices
- Workload Equity
- COACHE faculty departure and retention

Culture & Climate:

- Advocates & Allies
- EnCircle Mentoring Circles
- Equity and Support Resources

Leadership:

- Chairs & Heads Institute for Inclusive Excellence
- IDEA Mini-Grant

Presenter: Jen Dawrs

Spring 2023 activities

- **Promotion & Tenure Forum – 2/9**
Recording and Q&A will be posted to program website
- **EnCircle mentoring circles – 2/8-4/19**
- **Faculty Equity Advocates**
Developing a toolkit for faculty equity
- **Task Force on Faculty Workload Equity**
Focus on transparency in workload distribution, learning about dynamics and needs in each unit
- **Faculty Recruitment**
Faculty recruitment best practice checklist, website, recruitment toolkit, faculty recruitment/search training, and exit interview process
- **Spring 23 Experiential Learning Series**
Interactive workshop on equity issues along the academic tenure-track. Open to all faculty.
 - February 23, 9:30 - 11:00 a.m.
 - March 1, 1:00 - 2:30 p.m.
 - March 6, 12:30 PM – 2:00 p.m.
 - April 4, 10:30 AM – 12:00 p.m.
- **Chair/Head Institute for Inclusive Excellence**
Intensive workshops on evidence-based strategies for advancing DEI in academic units. Open to chairs & heads.
 - Part 1: April 21, 12:30-4:30 p.m.
 - Part 2: April 28, 12:30-4:30 p.m.

Presenter: Meara Faw

Spring 2023 activities

Full list of spring events with
registration links available at:

<https://faculty.success.colostate.edu/events-calendar/>

Scan QR code or access link in chat



SCAN ME

Presenter: Jen Dawrs

Program Evaluation

- Internal Formative Evaluation
 - Inform the adaptation of existing strategies and development of new ones
- External Summative Evaluation
 - Determine the efficacy of the program in meeting the project goals and outcomes
 - Focus on the immediate and potential lasting impact of the project's change model

Presenter: Laura Sample McMeeking

P&T Guiding Principles

- Support/Mentor
- Feedback/Communication
- Appreciation and Encouragement
- Inclusive Excellence
- Impact
- Consistency
- Transparency
- Flexibility
- Accountability

Manual E.5.2:

Recommendations for faculty appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal are primarily a faculty responsibility . . .

Presenter: Sue James



TEACHING EFFECTIVENESS FRAMEWORK

*Overview and
connections to P&T*

Karen Falkenberg, Director of Teaching Excellence



**THE INSTITUTE FOR
LEARNING AND TEACHING
COLORADO STATE UNIVERSITY**

The Teaching Effectiveness Framework:

Connecting *student* success
and *faculty* success





What faculty
are saying

“Working through the TEF and TEI has had very positive effects on my teaching and classroom climate. The reflections and your feedback will be great to add to my T&P appendices.”

~ Stephen Aichele, January 2023

What faculty are saying

“I particularly recommend getting involved in the TEI because it provides structure to promote authentic growth in teaching effectiveness.

It motivates me to use what I learned during a professional development opportunity, implement it, assess how it went, and reflect on the process and what's next.

Doing so not only leads to improved teaching practices and student success, but also provides faculty with evidence of their teaching effectiveness they can use in annual review and T&P.”

~Julie Taylor-Massey, Aug. 2022



TEACHING EFFECTIVENESS FRAMEWORK

7 Domains

- Inclusive Pedagogy
- Instructional Strategies
- Curriculum/Curricular Alignment
- Classroom Climate
- Student Motivation
- Feedback and Assessment
- Pedagogical Content Knowledge



TEACHING EFFECTIVENESS FRAMEWORK

Rigorous and Vetted

- Vetted by CoTL, CoNTF, Provost for Faculty Affairs, Deans, Chairs, Faculty
- DEISJ Design supported by EAG
- Based on peer-reviewed literature
- 6 Year development effort and still ongoing
- Rollout May 2017
- 12 new CSU Best Practices in Teaching courses
- All TILT professional development opportunities aligned to the TEF
- TEF Toolkit developed for assessment of teaching



TEACHING EFFECTIVENESS FRAMEWORK

Each Domain

- Has a rubric of criteria for levels of competency: Emerging to Advanced
- Each criterion has a set of suggested strategies and resources to increase competency
- Resources include links to support development of teaching practices
- Has overlaps with other domains (e.g., classroom climate supports student motivation)
- All domains are connected to inclusive practices



TEACHING EFFECTIVENESS FRAMEWORK

Toolkit

| THE INSTITUTE FOR LEARNING AND TEACHING |



Colorado State University



TEACHING EFFECTIVENESS FRAMEWORK

TILT's Recommended Process for Annual Review

Step 1

Choose a Domain



Step 2

Set One Goal



Step 3

Learn and Practice



Step 4

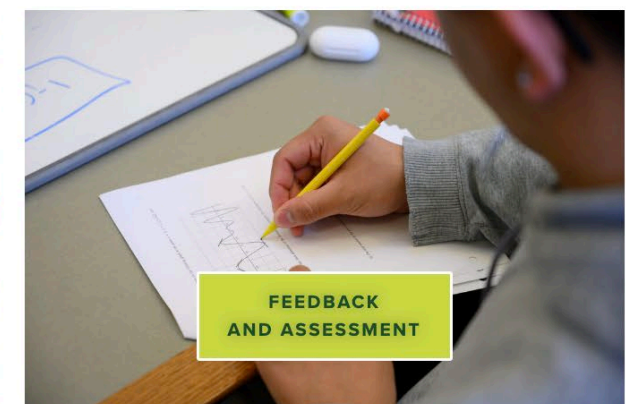
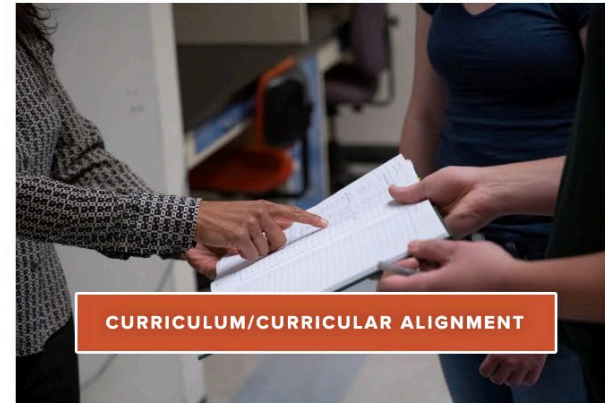
Reflect





TEACHING EFFECTIVENESS FRAMEWORK

TILT Website



<http://bit.ly/TEFwebsite>



Teaching Effectiveness Initiative

- Is a voluntary program
- Includes professional development offerings by TILT, campus partners, and professional organizations
- Designed to recognize and reward faculty who invest in growing their teaching practice
- Earn ***Certificates of Achievement*** in each of the seven domains of the Teaching Effectiveness Framework

What faculty are saying

“By attending courses, learning teaching ideas, methods, techniques, implementing these in the classes we teach and reflecting on the success of these implementations (specifically, with evidence supporting the revisions, changes, etc.) we can explain how the courses helped in our teaching improvement.

It is important to continue participating in teaching-related PD and the TEI helps to bring this work to the attention of our department chairs. It helps to support NTTF as evidence that they are working on their teaching. Thus, lending validity to the PD aimed at teaching excellence.”

~Kimberly Jeckel, January 2023

TEF and P&T

The TEF has been aligned to Section 3 of the P&T Application

(in draft form)

Categories of Teaching

- Impactful Teaching
- Enduring Educational Materials
- Educational Professional Development
- Mentoring & Advising
- Learner Assessment
- Educational Research
- Curriculum/Program Development
- Educational Leadership

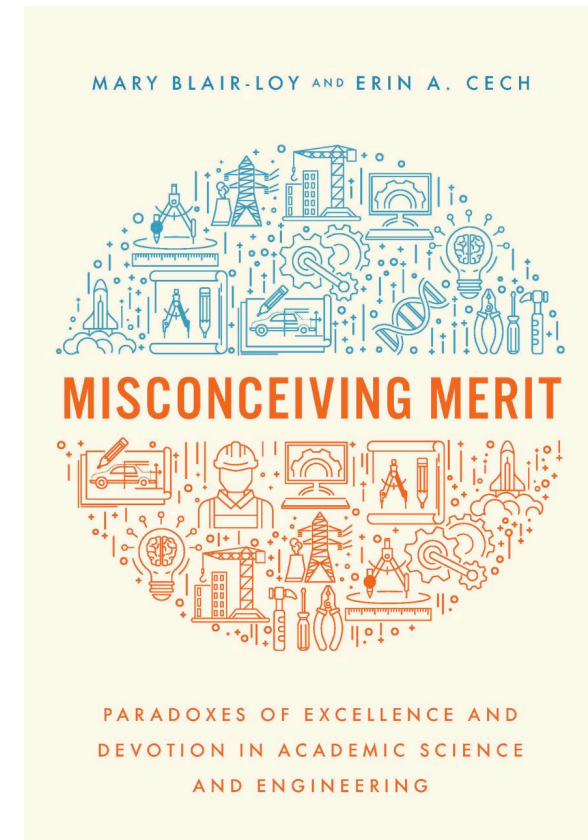
Prior to Dossier Preparation and Submission

- Offer letter including effort distribution, service credit, interdisciplinary programs
- Annual Evaluations
- P&T Committee Evaluations
- Mentoring
- Faculty Manual and Department Code

Presenter: Sue James

Prior to Dossier Preparation and Submission

- P&T Criteria
 - Criteria not imposed from above
 - No unwritten rules
 - Developed by the faculty, not only the Chair or Head
 - Teaching Effectiveness Framework (details shortly)
 - Or other framework
 - DEIJ
 - CHALLENGE: P&T committees and chairs/heads review criteria and policies now – before the next round.



Presenter: Sue James

Pre-submitted Question

- What accountability exists for T&P committees to adhere to rules in the faculty handbook and follow best practices?

Presenter: Sue James

Theme from Pre-submitted Questions

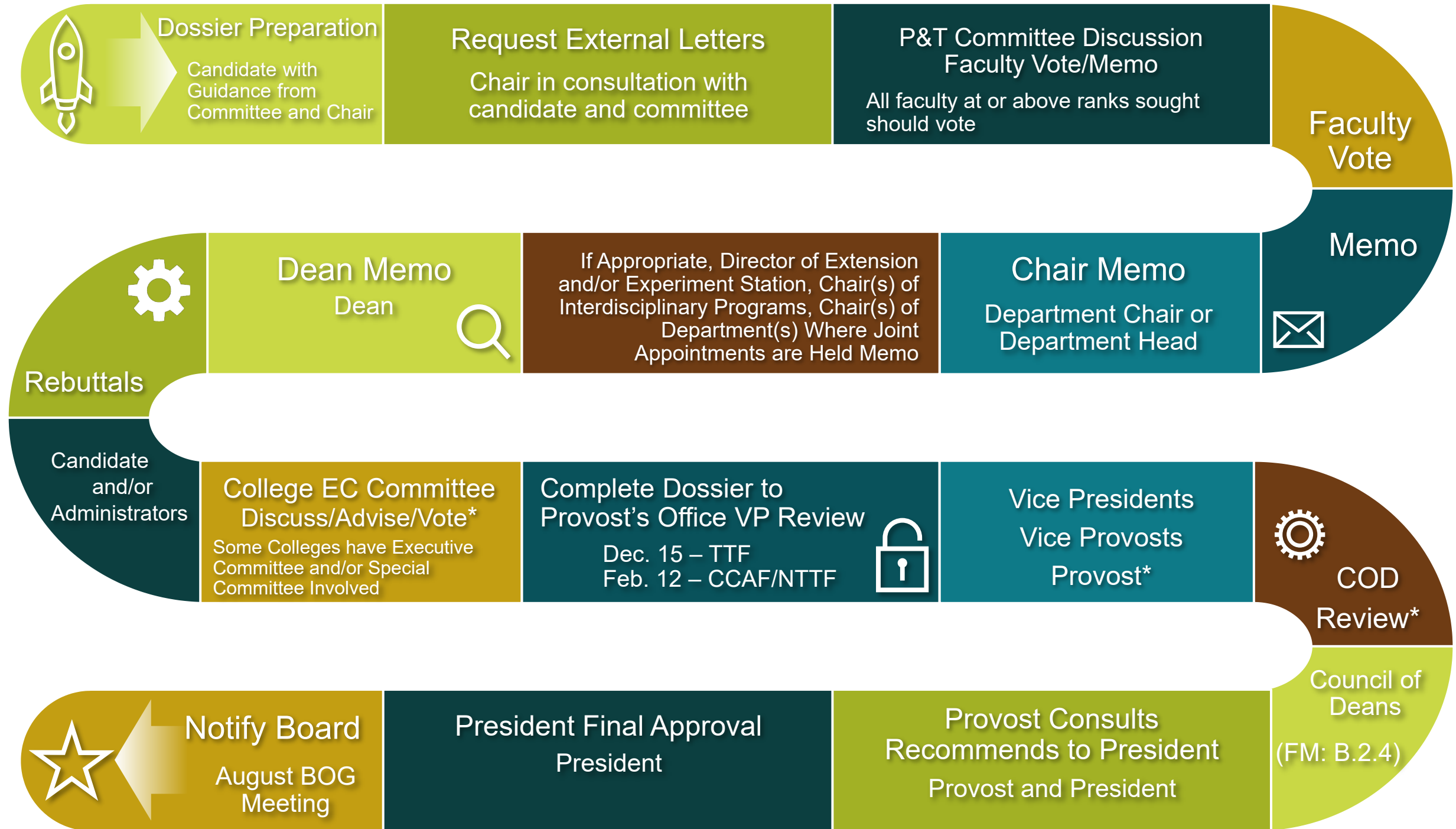
- Guidelines, process and feedback for promotion
 - Tenured associate to full
 - CCAF/NTTF

Presenter: Sue James

Dossier Preparation

- Candidate with guidance from Committee and Chair
- Updated Word template at:
 - <https://provost.colostate.edu/faculty-administrative-professionals/>
- Switch to new workflow system, Interfolio, for P&T and Annual Reviews
- Need permission to use service credit
- COVID Statements/Considerations/Department Discussions

Presenter: Sue James



**this step is not in the Faculty Manual (FM)*

Request External Letters

- Start early
- Chair in consultation with Candidate and Committee
- CCAF letters from 2 scholars are required (1 External)
- Tenure Track Faculty letters from 5 scholars external to CSU
- Departments often request more than the minimum
- Confidentiality vital (excerpts OK in memo)
- Cover letter template (OK to add information)

Presenter: Gregg Dean

Pre-submitted Question

- Which publications do external reviewers have access to?

Presenter: Gregg Dean

P&T Committee Discussion/Faculty Vote/Memo

- All faculty at or above ranks sought should vote
- Majority and minority opinions
- NO ABSTENTION opinions
- Absence does not equal abstention
- Accuracy – no hearsay
- Don't hide behind the code

Presenter: Gregg Dean

Chair Memo

- If appropriate, Director of Extension and/or Experiment Station, Chair(s) of Interdisciplinary Programs, Chair(s) of Department(s) where joint appointments are held

Dean Memo

Rebuttals from Candidate, Committee or Administrators

Keep in mind: **FM E.5.2: Recommendations for faculty appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal are primarily a faculty responsibility . . .**

E.10.5.1

. . . . a contrary recommendation shall be issued at a higher administrative level below the President only for compelling reasons which shall be stated in writing to the faculty member, the tenure committee, and all administrators who have previously made recommendation.

Presenter: Gregg Dean

College EC Committee
Discuss/Advise/Vote*

Some Colleges have Executive
Committee and/or Special
Committee Involved

Complete Dossier to
Provost's Office VP Review

Dec. 15 – TTF
Feb. 12 – CCAF/NTTF



Vice Presidents
Vice Provosts
Provost



COD
Review

Notify Board

August BOG
Meeting

President Final Approval
President

Provost Consults
Recommends to President
Provost and President

Council of
Deans
(FM: B.2.4)

Presenter: Sue James

Interfolio Update

- Interfolio System
 - **Review, Promotion, & Tenure (RPT):** the online platform for carrying out faculty reviews, promotion, & tenure.
 - **Faculty Activity Reporting (FAR):** a data service for creating CVs, reports, and accreditation.
 - Digital Measures/FSAS?
- Timeline
 - **Spring 2023:** piloting the system with CAS and CHHS for Faculty Annual Evaluations.
 - **Summer 2023:** Faculty Activity Reporting will be implemented. All faculty user accounts will be created.
 - **Fall 2023:** RPT and FAR will be used for future reviews, promotion, and tenure cases.
 - Soft launch vs big bang (with grace) – chat vote
- Contact:
 - Jessica Watkinson – Jessica.Watkinson@colostate.edu
- Resources and Information
 - **Interfolio Site:** [Interfolio - Advance Faculty Work – Interfolio](#)
 - **Provost's Office:** [Faculty Policies, Forms & Resources | Office of the Provost | Colorado State University \(colostate.edu\)](#)

Presenter: Sue James

Q&A

Open Discussion



Thank you for joining the discussion.

Find more information on Faculty Success,
including the forum recording and Q&A at:
<https://facultysuccess.colostate.edu/>



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