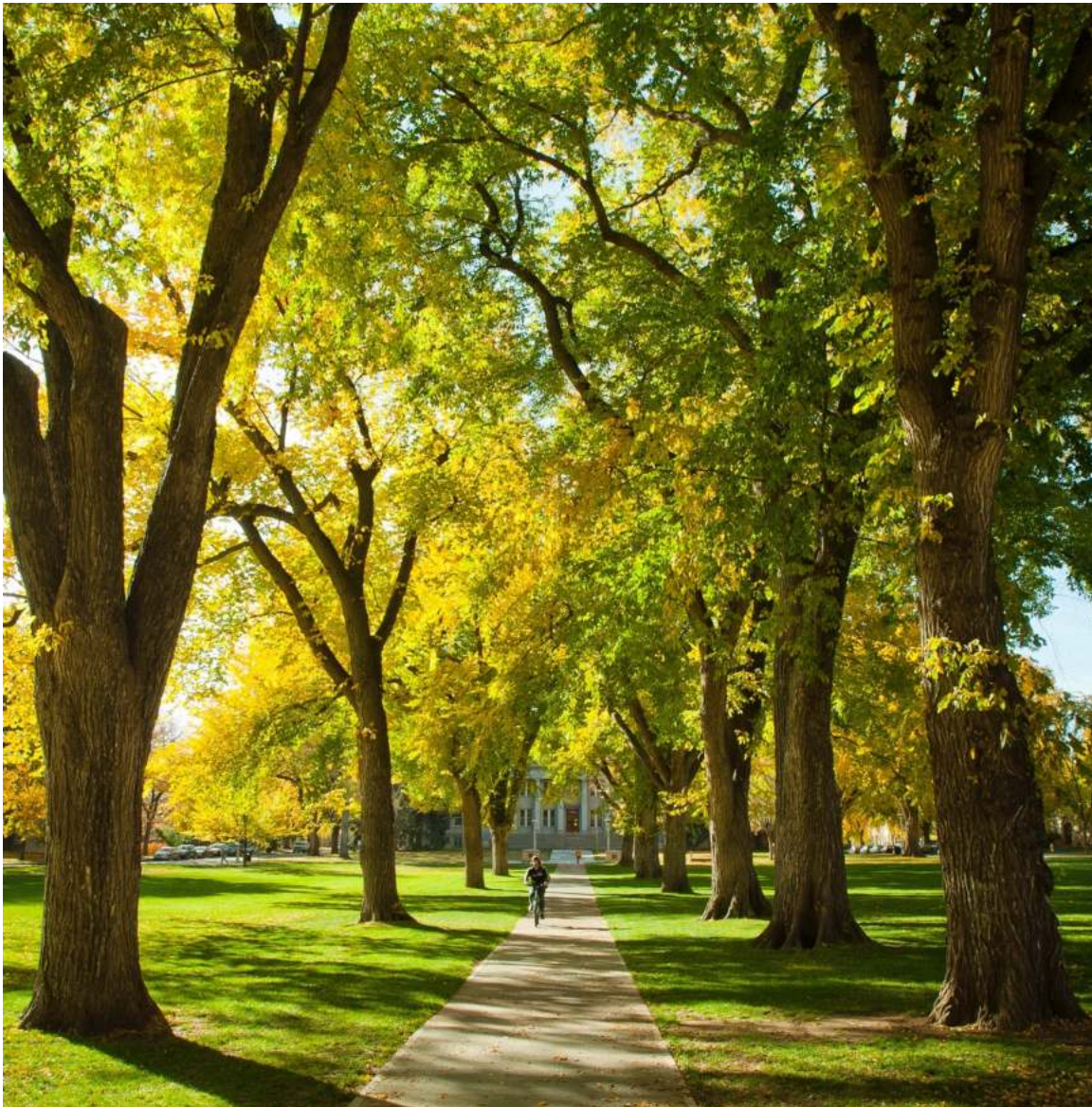# Promotion and Tenure Best Practices Forum

March 24, 2022
ADVANCE@CSU TEAM

Shannon Archibeque-Engle (OVPIE), Meena Balgopal (CNS), Jen Dawrs (Provost Office), Gregg Dean (CVMBS), Emily Fischer (WSCOE), Sue James (Provost Office), Ruth Hufbauer (CAS), Laura Sample McMeeking (STEM Center), Heather Novak (OVPIRPE)

Colorado State University

Goals

- Introduce ADVANCE @ CSU

- Process and best practices for review, promotion and tenure

- Open Q&A/Discussion

P&T Process for All Faculty

RESOURCES

See Promotion & Tenure at: https://provost.colostate.edu/faculty-administrative-professionals/

Section E in the Academic Faculty & Administrative Professional Manual: https://facultycouncil.colostate.edu/faculty-manual/

TILT: https://tilt.colostate.edu/wp/faculty/

Colorado State University

ADVANCE: National Science Foundation Program

- ADVANCE: Gender equity on STEM faculties

- Started in 2001

- Given more than $270 million to over 100 institutions

- Tremendous changes seen nation-wide
  - Huge body of research to guide further work

- ADVANCE@CSU is an ADAPTATION Grant:
  - Customize and adapt **evidence-based practices** to CSU

- $1M funding for 3 years, more substantial long-term institutional commitment
  - New positions in Provost Office (Jen Dawrs, Program Manager), OEO and OIE
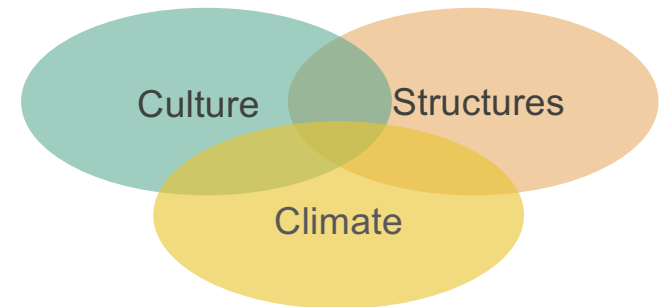
ADVANCE @ CSU Goals

- Initial focus on gender equity on STEM faculties
  - Intersections of race/ethnicity and gender

- Recruitment

- **Evaluation**

- Retention

- Support for departmental leaders

- Extended focus beyond the grant on equity and success of all CSU faculty
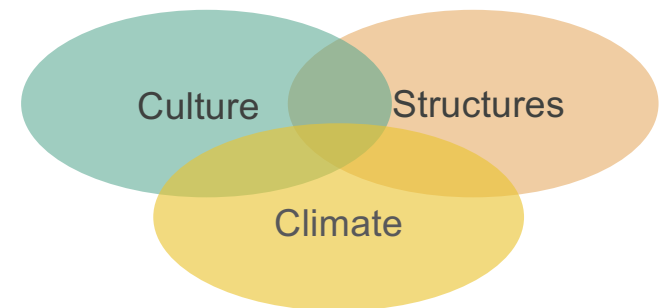
ADVANCE @ CSU Activities

- RECRUITMENT - Refocusing the search process on inclusive excellence
  - Adapting program (STRIDE) with DEI built in throughout from start to finish

- **EVALUATION** - Supporting evaluation, promotion, tenure processes
  - Developing core of advocates & allies within units
  - Working with Promotion / Tenure committees

ADVANCE @ CSU Activities

- RETENTION
  - Qualitative research to understand and address losses and retentions
  - Quantitative – partnering with nation-wide program (COACHE) to understand broader patterns

- LEADERSHIP SUPPORT
  - Chair / Head Institute for Inclusive Excellence
  - Building upon Faculty Institute for Inclusive Excellence (FIIE → CHIIE)
  - Small $$ support for department-level projects

P&T Guiding Principles

- Accountability

- Appreciation and Encouragement

- Inclusive Excellence

- Consistency

- Transparency

- Flexibility

- Impact

- Support/Mentor

- Feedback/Communication

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** . . .

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

- P&T Criteria
  - Criteria not Imposed from Above
  - Developed by the Faculty, not at Whim of Chair, TEF, or DEIJ

-

Dossier Preparation

Candidate with Guidance from Committee and Chair

Request External Letters

Chair in consultation with candidate and committee

P&T Committee Discussion Faculty Vote/Memo

All faculty at or above ranks sought should vote

Faculty Vote

Memo

Dean Memo

Dean

If Appropriate, Director of Extension and/or Experiment Station, Chair(s) of Interdisciplinary Programs, Chair(s) of Department(s) Where Joint Appointments are Held Memo

Chair Memo

Department Chair or Department Head

Rebuttals

Candidate and/or Administrators

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. 15 – CCAF/NTTF

Vice Presidents Vice Provosts Provost*

COD Review*

Council of Deans

(FM: B.2.4)

Notify Board

August BOG Meeting

President Final Approval

President

Provost Consults Recommends to President

Provost and President

this step is not in the Faculty Manual (FM)

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 for P&T/Annual Reviews

- Need Permission to Use Service Credit

- COVID Statements/Considerations/Department Discussions

Request External Letters

- 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 (Will Update, OK to Add to It)

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

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.

What's Coming?

- ADVANCE@CSU

  - Chair/Head Inclusive Excellence Institute (CHIIE)

    - e.g., Implicit Bias Role in Search Processes and P&T

  - WAGES Board Game

  - Advocates and Allies call for applications

- New Promotion and Tenure workflow system

  - Opportunity to Rethink Dossier Template, Transition/Implementation Process

- COI Management

  - Spouses/Partners

- Code Review

Q&A/Open Discussion