

Promotion and Tenure Workshop

January 28, 2022

Sue James, Vice Provost for Faculty Affairs

Rick Aster (WCNR), **Barry Braun** (CHHS), **Amy Charkowski** (CAS), **David Dandy** (WSCOPE), **Gregg Dean** (CVMBS), **Dave Gilliland** (COB), **Jake Roberts** (CNS), **Louann Reid** (CLA), **Meg Sica-Brown** (Libraries),
Chairs and Heads Council



Colorado State University



Agenda

- 2:30 Introductions – Vice Provost for Faculty Affairs and Chairs/Heads Council Members
- 2:40 **Presentations on Teaching Effectiveness Framework**, P&T Process for All Faculty, including What's Coming – Gwen Gorzelsky, Sue James
- 3:10 Discussion of P&T/Code Topics from Pre-Workshop Survey – All
- 4:00 Open Q&A/Discussion including sharing of Best Practices – All
- 4:30 Virtual Social – Optional and not sure how well it will work. 🍷 Bring your own beverages/snacks.

All times are approximate. There was lots of great feedback on the survey and we will keep discussing all these topics beyond this initial workshop. The Teams meeting will be recorded for those who can't attend.

Aligning Faculty Support: Teaching in Promotion & Tenure

Gwen Gorzelsky, Executive Director, TILT



Colorado State University



Faculty Experience

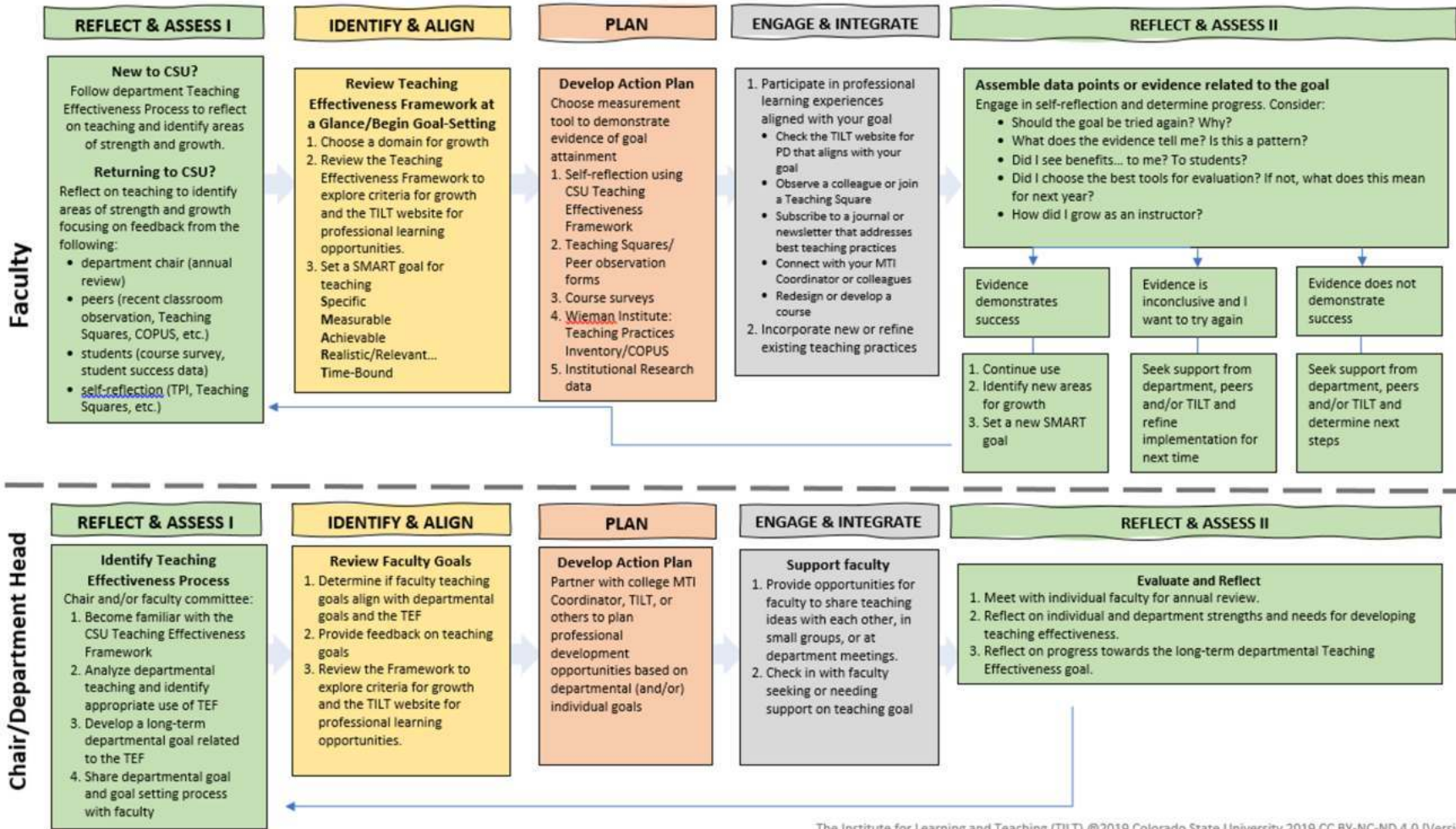
1. Aligned Reviews
2. Step-By-Step Support
3. Focus on Growth vs. Metrics

Aligned Reviews

Annual reviews support faculty in completing successful P&T reviews.



Departmental Process for Developing and Evaluating Teaching Effectiveness at Colorado State University



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Step-by-Step Support

TILT faculty development supports annual review, which supports P&T application



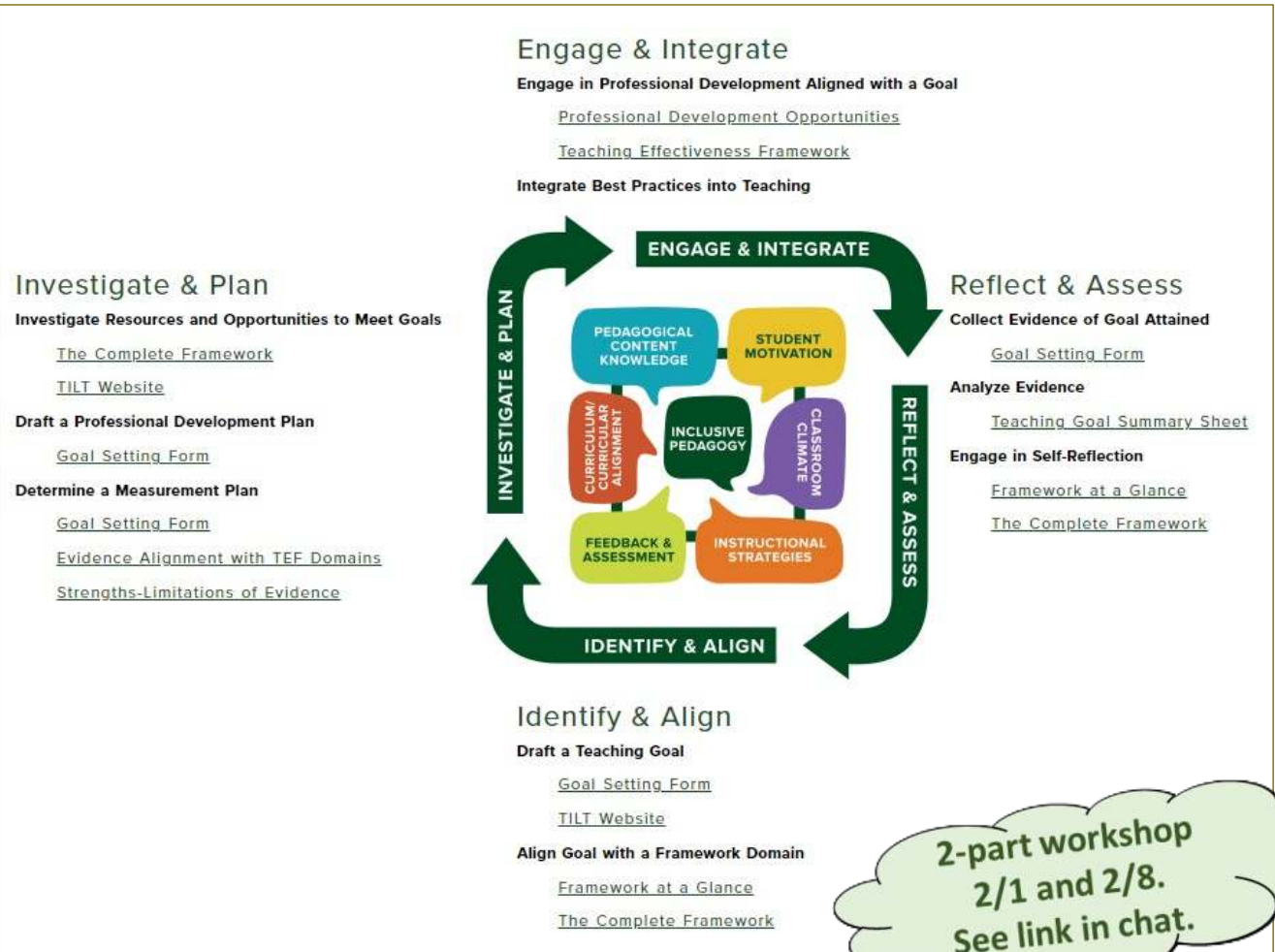
Focus on Growth

By P&T application, faculty will build positive habits for continually improving teaching effectiveness..



Resources: Existing and Planned

TILT recommends setting **one goal** in **one domain** of the *Teaching Effectiveness Framework* for annual review.



Goal Setting Options for Departments

Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 5
Goal Setting				
<ul style="list-style-type: none"> Instructor chooses criteria from Framework for Teaching Effectiveness¹ to set goal(s)² Instructor determines number of goals (1 – 2 recommended) 	<ul style="list-style-type: none"> Department recommends criteria from Framework for Teaching Effectiveness to set goal(s) Department recommends number of goals 	<ul style="list-style-type: none"> Department determines criteria from Framework for Teaching Effectiveness for instructors to set goal(s) Department determines number of goals 	<ul style="list-style-type: none"> Department determines specific goal(s) for all instructors in department. Departmental goal used to plan professional development and other support for instructors 	<ul style="list-style-type: none"> Department determines one goal for all instructors in department. Instructor sets a personal goal around teaching effectiveness.
Evidence of Teaching Effectiveness (define the metrics...)				
Instructor chooses three forms of evidence of teaching effectiveness from the list below	Department chooses one form of evidence of teaching effectiveness from the list below AND Instructor chooses two forms of evidence	Department chooses three forms of evidence of teaching effectiveness from the list below	Department chooses three forms of evidence of teaching effectiveness from the list below	Department chooses one form of evidence of teaching effectiveness from the list below Instructor chooses two forms of evidence
<ul style="list-style-type: none"> summaries of how the instructor used information from student feedback to improve course design or instructional delivery, as well as any evidence of the outcomes of such improvements course syllabi that support student learning signed peer evaluations examples of course improvements and their effect on student learning development of new courses and teaching techniques integration of service learning letters, electronic mail messages, and/or other forms of written comments from current and/or former students evidence of the use of active and/or experiential learning and their effect on student learning student learning achievement professional development related to teaching and learning assessments from conference/workshop attendees self-assessment of placement and evidence of growth on Framework for Teaching Effectiveness evidence of work on/improvement of university priorities to improve student success, i.e., FFW (First Four Weeks), Principles of Community, Inclusive Excellence... 				

Prospective Resources/Your Feedback

Possible Workshops:

- Department chairs/heads
- P&T committee chairs
- P&T committee members

Possible Resource Packages:

- Senior faculty mentors
- Faculty TEF points of contact





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P&T Process for All Faculty

See Promotion & Tenure at:

<https://provost.colostate.edu/faculty-administrative-professionals/>



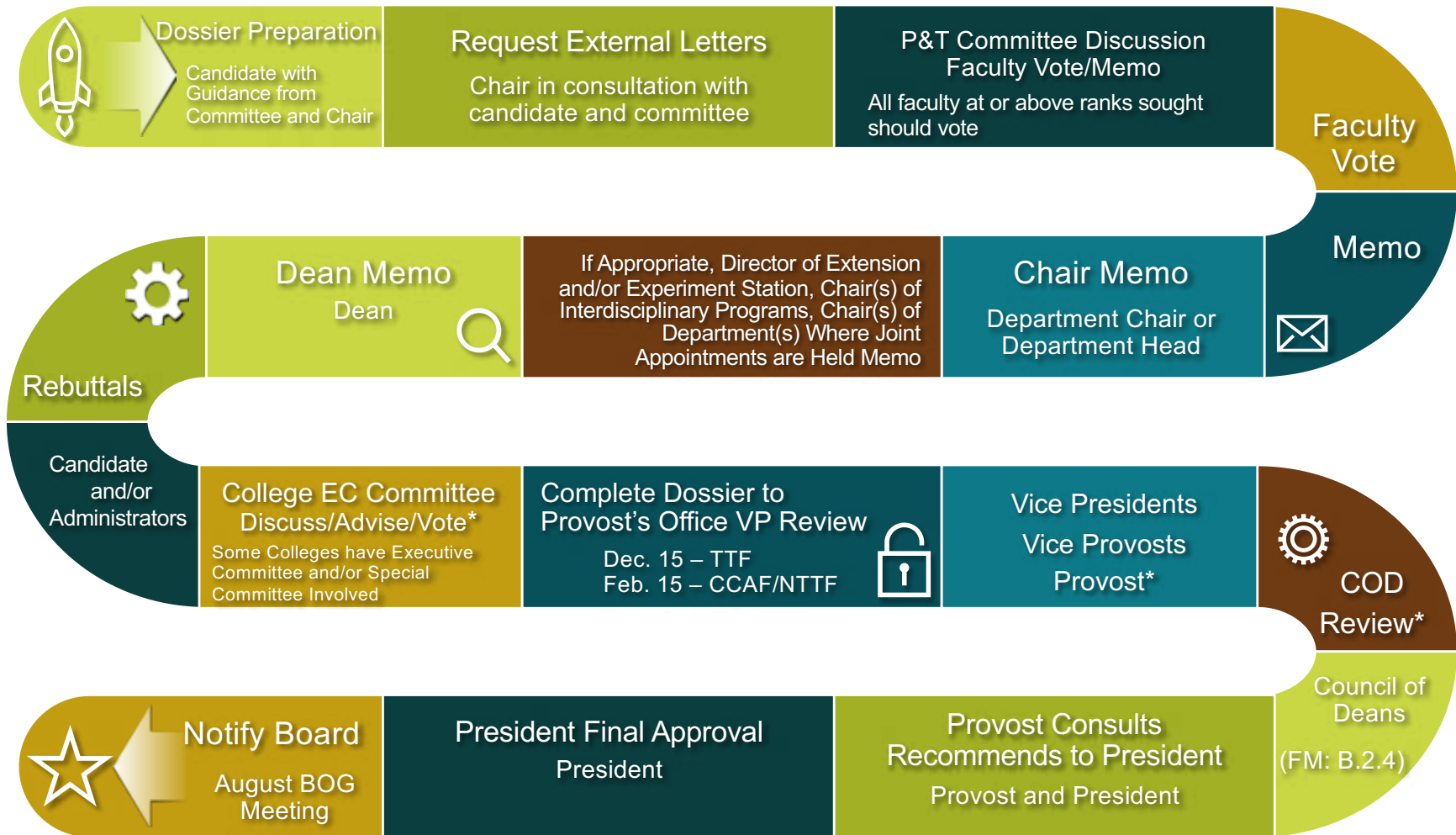
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P&T Guiding Principles

- Accountability
- Consistency
- Transparency
- Flexibility
- Support/Mentor
- Accuracy
- Feedback/Communication
- **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 . . .**

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
 - **Vague vs. Specific?**
-



**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 Interfolio Workflow System for P&T/Annual Reviews
- Need Permission to Use Service Credit
- COVID Statements/Considerations/Department Discussions
- **Better Curated, Page Limits?**

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)
- **Who? (Rank, Institution, Subdisciplines)**

P&T Committee Discussion/Faculty Vote/Memo

- All faculty At or Above Ranks Sought Should Vote
- Majority and Minority Opinions
- NO ABSTENTION Opinions
- Accuracy – No Hearsay
- Don't Blindly Follow Code
- **Process questions?**

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.

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

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
 - Advance Team Coming to Visit Your College EC Soon
- Interfolio
 - Opportunity to Rethink Dossier Template, Transition/Implementation Process
 - **Do you want to help?**
- COI Management
 - Spouses/Partners
- Code Review



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Topics From Survey For Discussion Today

- DEIJ How?
 - MOST SURVEY FEEDBACK.
 - Consider TEF-Like Approach?
- Midpoint Reviews for Associate Professors
- Efficiency (Combine things, Schedule)
- Early Cases
- Large vs. Small Department Process

Topics From Survey For Discussion in Future

- Faculty Behavior/Collegiality
 - (ask FC to give **D.9 Code of Ethical Behavior** a hook into Section E)
- Workload Audits/Dashboards
- CCAF not in Academic Departments
 - (Ongoing FC Discussion)

Sue J is happy to visit your department for discussion on any and all topics!



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Thank You!

