

Promotion and Tenure Best Practices Forum

April 18, 2024

Presenters:

Sue James, Vice Provost for Faculty Affairs

Marion Underwood, Provost and Executive Vice President



FACULTY SUCCESS

COLORADO STATE UNIVERSITY



CSU Land Acknowledgement



FACULTY SUCCESS
COLORADO STATE UNIVERSITY



As a CSU student, staff or faculty member, supporter, or visitor
consider your responsibility to education and inclusion, and to our lands.

Session Overview

- Share best practices for promotion, tenure and review
- Focus on accountability, consistency, transparency and trust
- Updates to the T&P process with Provost and Executive Vice President Marion Underwood
- Open Q&A/Discussion



Poll

- What is your role in P&T process?
- Interest in P&T office hours



Faculty Success

Evidence-based strategies for equity and success in academic work



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



Dr. Nozipho Becker
Senior Research Analyst



Crystal Smith
Coordinator for Faculty Recruitment



Meara Faw
Provost Leadership Fellow



Jen Dawrs
Program Manager

Faculty Success

Updates and
upcoming activities

Elevating Equity: The Faculty Success Blog

- [Digging into Promotion and Tenure](#)
- [Naming and Addressing Bias in P&T](#)
- [P&T Unwritten Rules](#)

Chairs/Heads Institute for Inclusive Excellence

- Save the date: 11/15 and 11/22



[Link to Faculty Success Blog](#)



P&T Process for All Faculty



FACULTY SUCCESS
COLORADO STATE UNIVERSITY



Guiding Principles

Overall process

- 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 . . .



Guiding Principles

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



Guiding Principles

Prior to dossier preparation
and submission

P&T Criteria

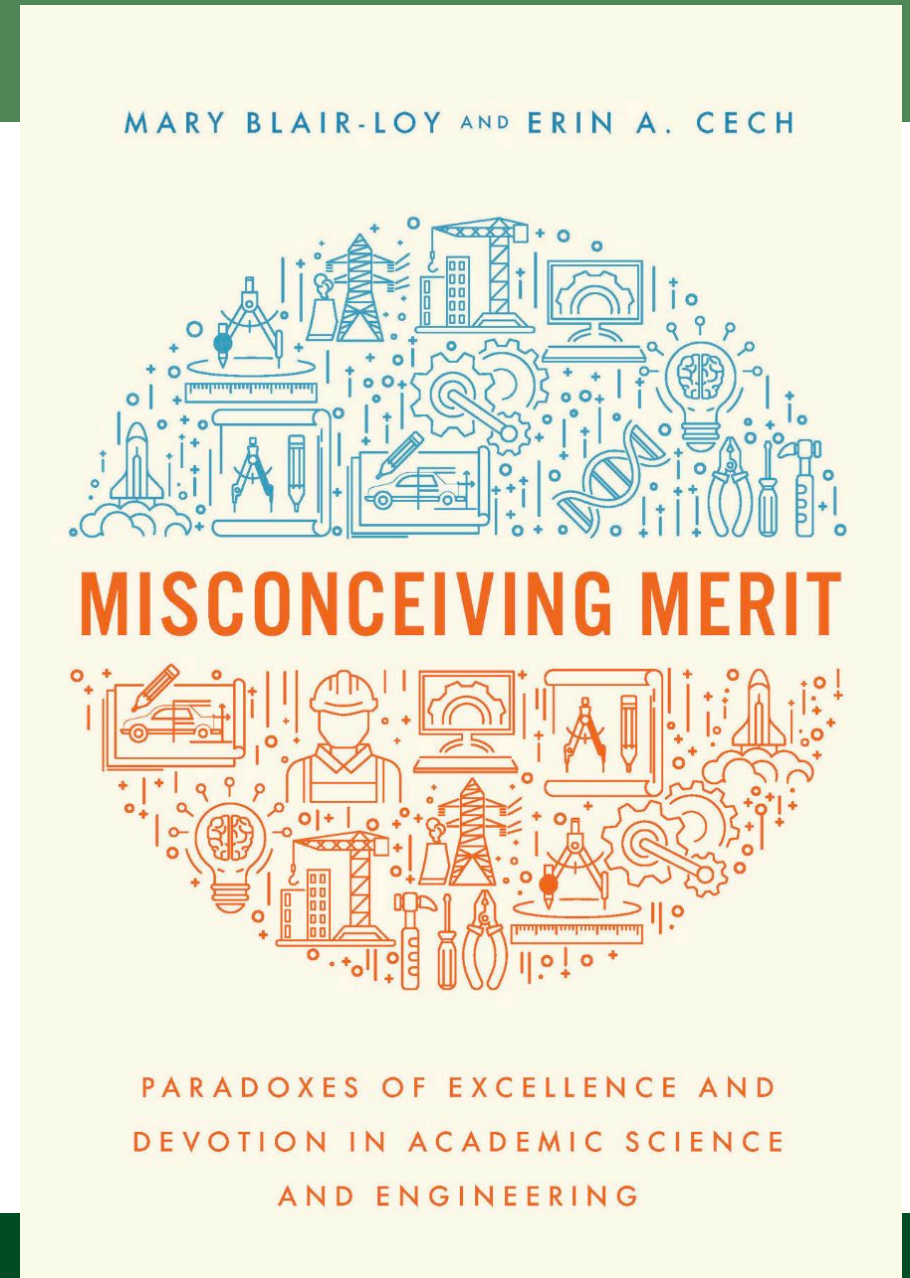
- Clear and accessible criteria
 - Criteria not imposed from above
 - No unwritten rules
- Developed by the faculty, not only the Chair or Head
- Teaching Effectiveness Framework or other framework
- DEIJ

- CHALLENGE:
P&T committees and chairs/heads review criteria and policies now – before the next round.



Additional resources

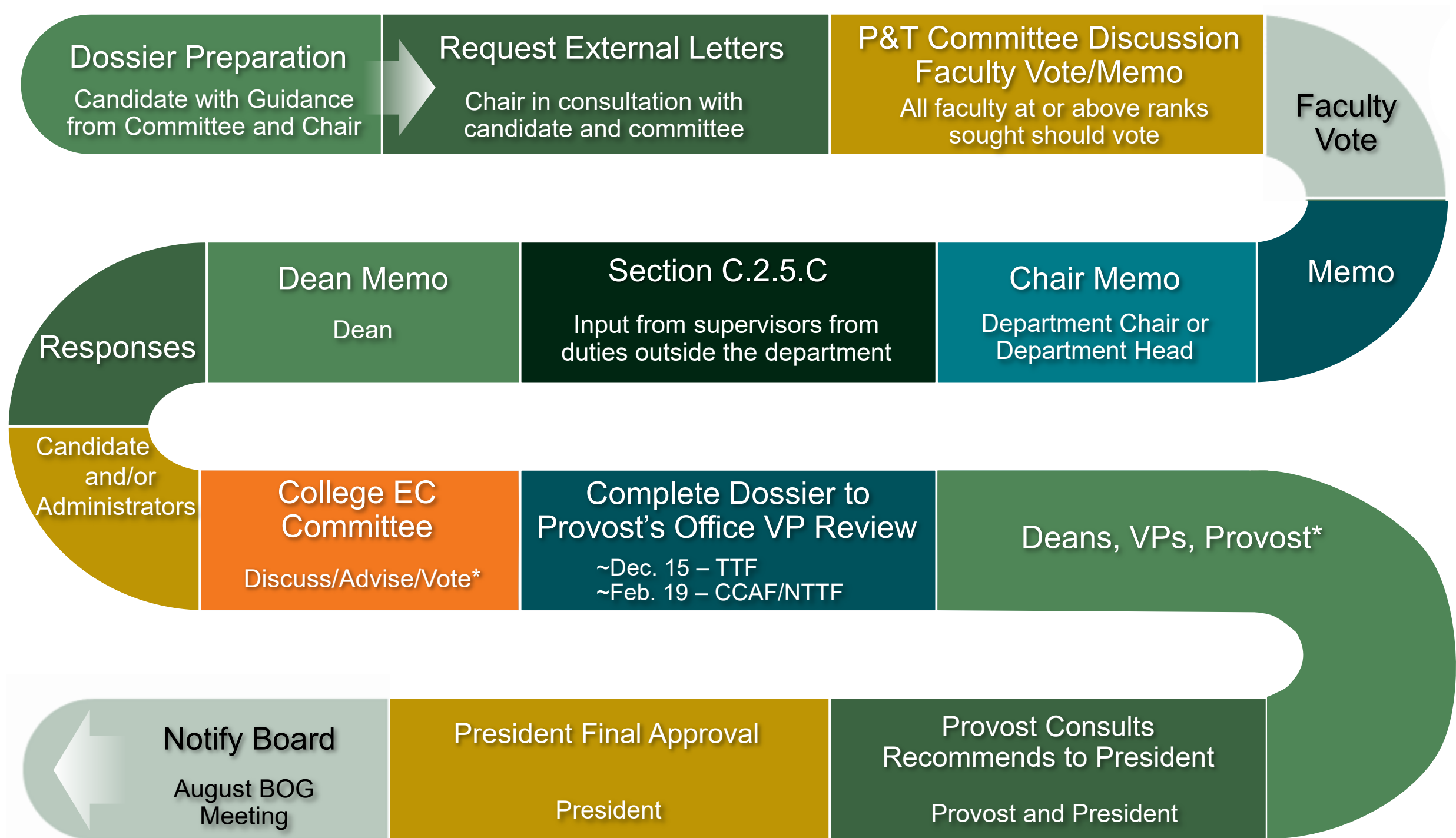
- [Elevating Equity: The Faculty Success Blog](#)
- [Faculty Success Promotion & Tenure resources](#)
- [Section E in the Academic Faculty & Administrative Professional Manual](#)
- [TILT Faculty resources](#)



Dossier Preparation

- Candidate with guidance from Committee and Chair
- Need permission to use service credit
- Summer 2024 – Full implementation of Interfolio’s Review, Promotion, & Tenure and Faculty Activity Reporting modules.
- AY 24-25 – All units on campus will use Interfolio for P&T
- Up-to-date information on Provost’s site:
<https://provost.colostate.edu/interfolio/>
- For questions contact: Jessica.Watkinson@colostate.edu





**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 to CSU)
- 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)



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



Memos and Recommendations

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 (next 2 slides)

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.10.5.3

... 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.



Faculty Responses

to recommendation to deny
tenure or promotion

- E.10.5.3 (Tenure) and E.13.3 (Advancement in Rank) on Processing Recommendations
- Faculty member receives copies of ALL recommendations
- Faculty member may write a response to ANY recommendation to DENY tenure and/or promotion, including
 - P&T Committee recommendation
 - Administrator (chair/head, dean, Provost) recommendation
 - 7 working days from time recommendation received
 - Forwarded to each successive administrator



Higher Responses

to contrary recommendations

- P&T Committee Chair, Department Chair/Head, Dean, Provost
 - Receive copies of ALL recommendations
- P&T Committee Chair, Department Chair/Head, Dean may respond to ANY CONTRARY recommendation issued at a higher level
 - 7 working days from time recommendation received
 - Forwarded to each successive administrator



Examples

Denial at each level

- P&T Committee Denies
 - Candidate may reply
- Chair/Head Denies
 - Candidate may reply
- Dean Denies
 - Candidate may reply
- Provost Denies
 - Candidate may reply

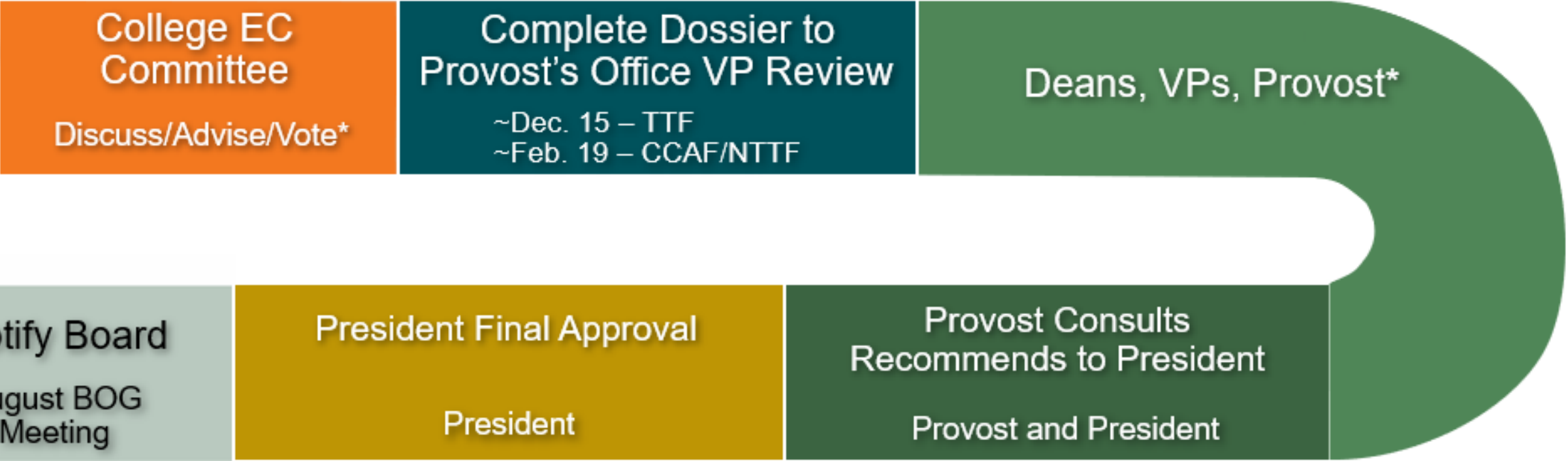
Denial above department chair

- P&T Committee Recommends
- Chair/Head Recommends
- Dean Denies
 - Candidate may reply
 - Committee may reply
- Provost Denies
 - Candidate may reply
 - Committee may reply

Contrary above Committee

- P&T Committee Denies
 - Candidate may reply
- Chair/Head Recommends
 - Committee may reply
- Dean Recommends
 - Committee may reply
- Provost Recommends
 - Committee may reply





Strengthening P&T Processes

Pilot in AY 24-25

Provost and Executive Vice President Marion Underwood



FACULTY SUCCESS
COLORADO STATE UNIVERSITY



External Letters

- Require Deans to approve all external letter writers to ensure:
 - letters are from our peers and aspirational peers
 - conflicts of interest are avoided
- Require those soliciting external letters to use the template provided by the Provost Office to ensure:
 - equity
 - letter writers are assessing only what we want them to assess.
- Maintain confidentiality of external letter writers as allowed by law
 - avoid revealing identities in memos that include candidate



External Committee Member

- Include a Full Professor from outside the unit (or outside of the college) on each P&T committee as *non-voting* member to ensure:
 - University procedures are followed
 - Dossiers are reviewed based on written departmental criteria
 - Offer guidance to committee members on process, nuances, etc.
 - Avoid implicit bias and influence of departmental politics, power dynamics, etc.



College-level committee

- Dean, the Associate Dean for Faculty Affairs (or similar), all Heads/Chairs, plus one *elected* Full Professor from each academic unit to ensure:
 - faculty input at the college level
 - faculty help determine whether each promotion advances excellence in CSU's mission as outlined in the departmental criteria
 - college committees will vote and provide a recommendation



University Promotions committee

- Provost and Executive Vice President, Vice Provost for Faculty Affairs, all Deans, and one Full Professor from each college *appointed by Faculty Council* to ensure:
 - faculty input at the university level help determine whether each promotion advances excellence in CSU's mission as outlined in the written departmental criteria
 - all members carefully review all dossiers and determine which files undergo additional scrutiny (those with less than 2/3 endorsement)
 - University committee will vote and provide a recommendation



E.13: Faculty Ranks

There are NOT 2 separate tracks in Manual

The six (6) available ranks for faculty are grouped into four (4) levels as follows:

1. Instructors
2. Senior Instructors and Assistant Professors
3. Master Instructors and Associate Professors
4. Professors

A promotion is required to advance in rank (TTF and CCAF)

A change in rank within a level is not a promotion

Codes should specify the expectations for each of these ranks and define all titles used for faculty within their unit.



Q&A

Open Discussion



FACULTY SUCCESS
COLORADO STATE UNIVERSITY



Thank you for joining the discussion.

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



FACULTY SUCCESS
COLORADO STATE UNIVERSITY

