



NSF

TEACHING TOOLKIT

Reappointment, Promotion and Tenure Toolkit

*A Resource for
Tenure System Faculty
at Michigan State University*

MICHIGAN STATE
UNIVERSITY



*This document provides a summary of University policies
but does not replace University Policies
which are referenced by web addresses for the
relevant sections in the Faculty Handbook.*

*This a working draft. Please send any feedback to **adapp@msu.edu**
or complete the on-line feedback form at **www.adapp-advance.msu.edu**.
It is expected that units/departments could modify this guide
to meet the unique needs of their contexts.*

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**REAPPOINTMENT, PROMOTION AND TENURE TOOLKIT
A RESOURCE FOR TENURE SYSTEM FACULTY
AT MICHIGAN STATE UNIVERSITY**

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ADVANCE

RESOURCES FOR EARLY CAREER FACULTY (PROMOTION FROM ASSISTANT TO ASSOCIATE WITH TENURE)

Introduction

- ❑ At MSU, faculty are expected to be both active scholars and student-focused. They must demonstrate substantial scholarship and ability to promote learning through our on-campus and off-campus education and research programs.
- ❑ MSU must improve continuously. To do so requires that academic personnel decisions must result in a progressively stronger faculty – a faculty who meet continuously higher standards that assures enhanced quality within a national and international context. Individual personnel actions for tenure recommendation should result in the improvement of academic unit quality.
- ❑ Assessment of faculty performance should recognize the importance of both teaching and research and their extension beyond the borders of the campus as part of the outreach dimension.
- ❑ The achievement and performance level required must be competitive with faculties of leading research-intensive, land-grant universities of international scope. (comparison is important)
- ❑ Details regarding the Reappointment, Promotion and Tenure process is provided in an annual letter sent out to chairs and directors in fall semester. The basic content of that letter can be found at:
<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/recommendations.htm>

Timeline for RP&T - What Happens and When?

1. Initial Appointments

- ❑ The normal initial appointment for an Assistant Professor is for 4 years followed by a second 3 year probationary appointment.
- ❑ If at any time during the two probationary appointments, an assistant professor is promoted to associate professor, tenure is awarded and there are no further probationary appointments.
- ❑ New Associate Professors are typically appointed for one 4-year probationary appointment, but these appointments may range from 2-5 years.
- ❑ All tenure system probationary appointments begin on August 16 (following the initial appointment in the tenure track) regardless of when during the calendar year the appointment is effective.

2. Early Promotion or Tenure

- ❑ Early promotion/tenure is based on an exceptional record of accomplishments at MSU that is based on department/school/college and University criteria. Early promotion/tenure is reserved for extraordinary cases.
- ❑ An assistant professor without tenure may request promotion to associate professor with tenure prior to the conclusion of the stipulated probationary appointment period. A negative decision on such a request does not preclude consideration for promotion at the normal time.

- ❑ Early promotion and tenure for an assistant professor can be requested – faculty should seek guidance from their unit administrator, unit promotion and tenure committee members or mentor. Review any unit or college evaluation criteria for promotion to see if your professional accomplishments match the expectations for promotion and tenure.

3. Extension of Tenure System Probationary Appointment

The tenure system probationary appointment is extended automatically for one year for the following reasons:

- ❑ Leaves of absence with or without pay that are one semester to twelve months. Changes in appointment to 50% time or less for one year.
- ❑ Upon request from a faculty member on approved leave of absence (paid or unpaid) for twelve weeks or longer for reasons related to the birth or adoption of a child. Automatic extensions for this reason are limited to two separate one-year extensions.
- ❑ Immigration/visa status that does not permit the award of tenure for candidates who have been recommended for tenure.
- ❑ An extension recommended as an outcome of a hearing and/or appeal conducted pursuant to the Faculty Grievance Policy.
- ❑ Additionally, extensions of the probationary appointment may be requested from the University Committee on Faculty Tenure (UCFT). These requests may be due to reasons related to childbirth, adoption, the care of an ill and/or disabled child, spouse, or parent; personal illness; to receive prestigious awards, fellowships, and/or special assignment opportunities; or other such serious constraints. Who do you ask: First your unit administrator.

4. When do you develop your reappointment, promotion or tenure materials

- ❑ Download Form D http://www.hr.msu.edu/forms/faculty_forms/FormInfoRRPTPages.htm
- ❑ Start organizing your productivity measures from the **beginning** of your appointment
- ❑ Begin to review the materials needed to be submitted near the end of the academic year before the year when materials are to be submitted for reappointment/promotion.
- ❑ In the spring, talk with the chair or unit administrator about what to include in the packet and when the materials are due in the unit.

_____ The University's timetable for RP&T is distributed to units in August, and includes a list of faculty scheduled for review. At that time the Dean's Office informs units when packets are due from the departments.

<http://www.hr.msu.edu/promotion/facacadstaff/FacGuideTenure.htm#Time>

_____ Also begin to plan writing the reflective essay.

- ❑ Units define their own deadlines for submission of RP&T materials; usually the packets are due to the departmental committee in early fall.
- ❑ Departments must submit their input and recommendations for all RP&T packets to the college early in the spring semester.
- ❑ In March and April, Deans meet with Associate Provost/Associate Vice President for Academic Human Resources, Senior Associate Provost and the Vice President for Research and Graduate Students to review each RP&T recommendation.

- ❑ Provost decisions are announced to deans usually by the end of April.
- ❑ Deans notify chairs and directors of actions taken after receiving notice *from the Office of the Provost*.
- ❑ Lists of reappointments and promotion involving award of tenure are forward to President and Board of Trustees for their approval in June.
- ❑ Notification of final approval for actions is sent to deans who notify chairs and directors who notify the faculty in mid to late June.

Preparing Materials for RP&T – A Checklist of Best Practices for Faculty
For details see Faculty Guide for Reappointment, Promotion and Tenure

Review: <http://www.hr.msu.edu/promotion/facacadstaff/FacGuideTenure.htm>

_____ Document EVERYTHING – from the beginning of your appointment -- If it isn't documented it didn't happen!!!

_____ Set up a system to record your professional activities and accomplishments in systematic way.

In your document demonstrate:

- ❑ Excellence
- ❑ Vitality
- ❑ Impact
- ❑ Synergies
- ❑ Growth and Trajectory

_____ Review contents of Annual Review letters from prior years and be sure to highlight improvements in areas of concern.

_____ Review examples of RP&T packages submitted previously. Your unit administrator may be able to provide such materials.

If you are jointly appointed in more than one department or college:

_____ You should meet regularly (at least once a year) with the appropriate administrators in the department/unit in which you have a minor appointment. You should request input, ideally in writing, regarding progress related to your minor appointment in that unit.

_____ Your RP&T materials will be reviewed by your primary department/college. Only that college will make the final recommendation.

_____ Your RP&T materials may be shared with the unit/college in which you have a minor appointment. Input will be requested by the lead department/college before developing their recommendation

_____ If you have an appointment in a unit such as MAES or the NSCL, your packet may be shared with those units and input will be requested

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/facultyStatus.htm>

Preparing Materials for RP&T – A Checklist of What Needs to be Documented

1. Teaching

- Formal Classes
 - _____ Schedule, class size and format
 - _____ Syllabi, course materials
 - _____ Exams and grade distribution
 - _____ Student evaluations
 - _____ Colleague evaluations
 - _____ Evidence of student learning
- Workshops, Seminars, etc. (conducted by you)
 - _____ Format, materials, evaluations
 - _____ Attendance & Audience
- Advising & Mentoring
 - _____ Schedule and load of formal student advising
 - _____ Mentoring activities
 - _____ Student supervision of independent study, clinical, internship or thesis projects
- Supervision and Training of Graduate Students
 - _____ In research: as major professor, on advisory committee
 - _____ For teaching assistance
 - _____ In service and outreach activities
- Course and Curriculum Development
 - _____ Develop/redesign course
 - _____ Develop teaching materials
 - _____ Planned/developed out-of-class experiences
- Professional Activities
 - _____ Instructional research and instructional grants
 - _____ Professional development: attendance at workshops, professional meetings
- Additional Ideas for Teaching Documentation
 - _____ Reflective statement
 - _____ Your philosophy, approach, goals, objectives
 - _____ Your teaching methods
 - _____ How these fit within your unit and discipline
 - _____ How your teaching has changed over time
- Course Reflections
 - _____ Your goals for student learning
 - _____ How you help students achieve these goals
 - _____ New approaches and innovations you have developed
 - _____ Impact on students – outcomes assessment, unsolicited comments
- Relationship of Teaching to Other Work
 - _____ Teaching, research, service, outreach

2.

Research and Scholarship

- ☐ Products of Research
 - _____ Books or monographs (can include reviews of books)
 - _____ Book chapters
 - _____ Articles in refereed journals
 - _____ Non-peer reviewed publications
 - _____ Creative works—exhibits, performances
 - _____ Edited works—journals, other publications
 - _____ Presentations at scholarly/professional meetings
 - _____ Other papers, reports, reviews
- ☐ Funded Projects
 - _____ Grant proposals—funded and non-funded
 - _____ Grant management—budgets, staff
 - _____ Reports
- ☐ Reflective Statement related to research
 - _____ Standing in the Discipline
 - _____ Journal rankings
 - _____ Citation analysis
 - _____ Reviews and published reactions
 - _____ Awards and honors
 - _____ Invited activities
 - _____ Unsolicited testimonial
- ☐ Involvement in the Discipline
 - _____ Manuscript review
 - _____ Grant evaluation panels
 - _____ Leadership activities in scholarly societies
 - _____ Collaborations
- ☐ Relationship of Research to Other Work
 - _____ Research and Teaching
 - _____ Research and Service/Outreach

3.

Service, Outreach and Professional Service

- ☐ Service to Scholarly/Professional Organizations
 - _____ Leadership roles—elected and appointed
 - _____ Committee memberships
 - _____ Reports written
 - _____ Grants developed
 - _____ Conferences planned
- ☐ Service within the University
 - _____ Department, college, university leadership roles
 - _____ Department, college, university committees
 - _____ Grants for the institution
 - _____ Task forces and reports

- Other service and outreach information CAN include
 - _____ Broader Community
 - _____ Activities Disseminating Knowledge
 - _____ Evaluation and Development of Products
 - _____ Partnerships with Agencies
 - _____ Clinical Service

- Other Ideas
 - _____ Reflective Statement related to service
 - _____ Evidence of Expertise
 - _____ Invited Talks/Presentations
 - _____ Proposal reviews
 - _____ Awards and honors
 - _____ Published reactions
 - _____ Collaborations
 - _____ Unsolicited testimonials

- Evidence of Impact
 - _____ Program evaluations
 - _____ Outcomes assessments
 - _____ Constituency reactions
 - _____ Examples of change related to your work

- Relationship to Other Work
 - _____ Service and Teaching
 - _____ Service and Research

4. Other materials in the RP&T package

_____ **Candidate's CV** (Include honors and awards, other professional recognition, professional certifications, leadership positions in disciplinary society or on campus, consulting activity, intellectual property development, professional service)

_____ **External Letters of Evaluation** (University Guidelines)
(colleges may have more specific guidance)

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/refLetters.htm>

_____ **Chair/Director Cover Letter of Support**

A letter is usually prepared by the Chair/Director after reviewing the materials submitted by the candidate and after reviewing the recommendation by the unit's RP&T committee. The letter then becomes a part of the packet.

REAPPOINTMENT, PROMOTION & TENURE POLICIES AND PROCEDURES IN THE MSU FACULTY HANDBOOK

Operating Principles of the Tenure System:

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/TenurePrinc.htm>

Summary:

Provides principles regarding the start dates for probationary appointments, leaves of absence, notification of non-reappointment, appointments of foreign nationals, interpretation of the tenure rules and where tenure resides.

Granting Tenure

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/granttenure.htm>

Summary:

Faculty members appointed with the rank of Professor in the tenure system are granted tenure from the date of appointment.

Faculty members appointed as Associate Professors without tenure and who have served previously at MSU are appointed in the tenure system for a probationary period of, generally, two to five (2-5) years.

A newly appointed Associate Professor can be granted tenure from the date of appointment.

Faculty members appointed as an Assistant Professor are appointed for an initial probationary period of four years and may be reappointed for an additional probationary period of three years.

Reassigning Tenured Faculty

<http://hr.msu.edu/documents/facacadhandbooks/facultyhandbook/facultyreassign.htm>

Summary:

Tenure at MSU resides in the University. Thus, if a unit is discontinued, reassignment of the faculty is normally in another academic unit and is negotiated with the faculty member and the receiving unit.

Stopping the Tenure Clock

Implementation Practices:

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/implementation.htm>

Summary:

Provides reasons for automatic, one-year extension of probationary appointments and information about the process for requests of extensions for other reasons.

Post Tenure Review

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/posttenure.htm>

Summary:

There is not a distinct university process for post tenure review, although many colleges have post tenure review policies. The post tenure review process can result in a plan which leads to increased productivity or enhanced professional achievement by the faculty member. Depending on the outcome of the plan, the process can result in disciplinary action, including dismissal.

Faculty Handbook Policies:

- ❑ Policy and Procedure for Implementing Disciplinary Action Where Dismissal is Not Sought

Provides causes for discipline, the process, and possible disciplinary actions.

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/Disciplinary.htm>

- ❑ Dismissal of Tenured Faculty for Cause

Provides grounds for dismissal and the stages of the process.

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/d dismissal.htm>

Appointment, Reappointment, Tenure and Promotion Recommendations Policies:

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/recommendations.htm>

Summary:

Handbook outlines the process initiated at the unit level, based on both peer review of candidates and unit standards for performance. Candidates are reviewed at the college and university levels; these reviews are based on explicit unit criteria and quality evaluations, consistent with college and university policies and goals. Recommendations can be positive or negative for: reappointment of an Assistant Professor for a second probationary period; reappointment of a tenure-system, untenured Associate Professor with the award of tenure; promotion of Assistant Professor to Associate Professor with the award of tenure; promotion of an Associate Professor to Professor. An overview of the standards for such recommendations is presented.

Tenure Action and Promotion:

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/tenureaction.htm>

Summary:

This section includes an overview of the extensive information needed to evaluate faculty performance for tenure action and promotion. Expectations for action are unit specific and dependent on an individual's particular assignment.

College-Level Reappointment, Promotion and Tenure Committee Policies:

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/reapptTenure.htm>

Summary:

University Policy

Each college is required to establish a college-level reappointment, promotion and tenure committee that is charged to provide advice to the dean about department/school recommendations for reappointment, promotion and tenure. Deans are responsible for personnel matters in her or his respective college, taking into account the college's advisory procedures. College-level reappointment, promotion and tenure committees provide input to the dean in making reappointment, promotion and tenure decisions.

Principles

Each college must include in its written materials rules governing the reappointment, promotion, and tenure process, a procedure for establishing a college-level reappointment, promotion and tenure review committee, including methods for selecting committee members and how the committee will function.

Guidelines for Academic Unit Peer Review Committee Composition

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/peerReviewUnit.htm>

Summary:

Each unit establishes procedures to provide peer review advice to unit administrators regarding recommendations for academic personnel actions, including merit salary increases. The unit bylaws should indicate the designated group(s) to whom recommendations regarding reappointment, tenure and promotion should be made. Guidelines for Peer Reviews Committee Composition are outlined.

External Letters of Reference

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/refLetters.htm>

Summary:

External letters of reference are required for all reviews involving the granting of tenure or promotion. Some units require external letters for reappointment. Practices may vary by unit, but the principles of soliciting letters of reference are outlined.

Policies regarding the Confidentiality of Letters of Reference:

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/tenureRecommend.htm>

Summary:

In soliciting letters of reference a specific statement of confidentiality **MUST** be included in the request. The suggested wording of the statement is listed in faculty handbook reference above.

Evaluation of Non-Tenured Faculty in the Tenure System Policies:

<http://www.hr.msu.edu/documents/facacadhandbooks/facultyhandbook/nontenured.htm>

Summary:

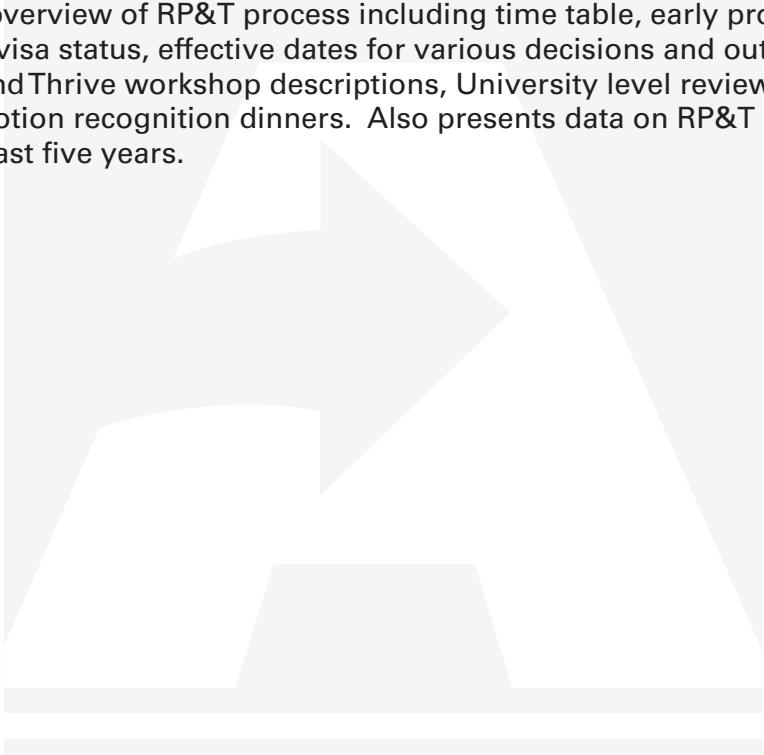
The above reference outlines the process for evaluating non-tenured, tenure-system faculty. The actions to be taken upon decision not to reappoint are outlined and the possible responses of the faculty member not reappointed are presented.

Faculty Guide for Reappointment, Promotion and Tenure – An Overview:

<http://hr.msu.edu/promotion/facacadstaff/FacGuideTenure.htm>

Summary:

Provides overview of RP&T process including time table, early promotion & tenure, visa status, effective dates for various decisions and outcomes, Survive and Thrive workshop descriptions, University level review and tenure and promotion recognition dinners. Also presents data on RP&T processes from the last five years.



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WORKSHOPS, PROGRAMS & RESOURCES ON REAPPOINTMENT, PROMOTION & TENURE

(For Faculty)

1. Survive and Thrive in the MSU Tenure System

<http://fod.msu.edu/SurviveThrive/about.asp>

Scheduled during each fall semester.

The workshop has the following objectives:

- ❑ To expand faculty members' understanding of department and University reappointment, promotion and tenure procedures.
- ❑ To discuss approaches to documentation and record keeping for reappointment, promotion and tenure purposes.
- ❑ To provide practical information on making choices, balancing conflicting demands, and managing departmental politics.
- ❑ To provide an opportunity for communication and problem solving among faculty and academic administrators. Many faculty members find it helpful to attend this program more than once, finding different elements useful at different stages of their pre-tenure experience.

2. From Associate Professor to Professor: Productive Decision-making at Mid-Career

<http://fod.msu.edu/SurviveThriveII/about.asp>

For Recently Appointed Associate Tenure-System Professors

This one-half day workshop is scheduled during the spring semester of even numbered years and has the following objectives:

- a. To clarify expectations for attaining the rank of full professor;
- b. To enable new associate professors to better anticipate the opportunities and challenges they will face and to inform their mid career decision-making and experiences; and
- c. To provide a venue for faculty members to ask questions about this new stage in their careers.

3. Spring Institute on College Teaching and Learning

<http://fod.msu.edu/SpringInstitute/about.asp>

Single and multi-day workshops are offered on topics related to active learning, inclusive teaching, and assessment.

4. Online Instructional Resources

<http://fod.msu.edu/oir/index.asp>

Instructional resources on a large number of instructional resources that are available on the web are available from this site, organized by major topical areas.

5. **Orientation For New Tenure System and Health Programs Faculty, Continuing System Librarians and National Superconducting Cyclotron Laboratory Appointments**

http://fod.msu.edu/orientation/TSHP_about.asp

Orientation for all NEW tenure system faculty occurs in late August and includes, in addition to the general orientation, a research section and an additional *technology workshop*.

6. **Workshop for Faculty Leaders**

<http://fod.msu.edu/wfl/about.asp>

Workshops for Faculty Leaders (WFL), provide leadership development for faculty in their many roles in governance, search committees, research projects and large labs, and the myriad of contexts in which faculty rely on leadership skills.

7. **Support for Research**

Office of Research Facilitation and Dissemination sponsors a variety of faculty research workshops, seminars and discussion groups.

<http://resfacil.msu.edu/>

8. **Events and resources provided by the Women's Resource Center:**

<http://wrc.msu.edu/events.php?events>

Past programs have included:

"Letting Off a Little Self Esteem"

"College to Career Transition"

"Training for a Future in Political Office"

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WORKSHOPS, PROGRAMS AND RESOURCES ON REAPPOINTMENT, PROMOTION & TENURE

(For Administrators)

Orientation for New Administrators – Office of Faculty and Organizational Development

http://fod.msu.edu/orientation/EXM_about.asp

Three half-day sessions, mandatory orientations for department chairs, school directors, and deans, are held in early August.

The program includes:

1. Hiring, Promotion, Tenure and Performance Review
2. University Research Policies and Procedures
3. Survival Skills for New Administrators
4. Conflict Resolution Resources
5. Legal and Regulatory Environment

LEAD programs – Office of Faculty and Organizational Development

<http://fod.msu.edu/lead/about.asp>

LEAD workshops are offered for deans, chairs, directors and executive managers, sponsored by the Office of Faculty and Organizational Development in the Office of the Provost. These programs are designed to promote ongoing communication among academic administrators, provide leadership development opportunities, and support campus leaders (deans, chairs, directors, and executive managers) in their efforts to foster organizational change in their units. Past programs have included topics such as:

1. Making Joint Appointments a Success
2. Tackling the Human Resources Challenges of the Chair/Director
3. Study of Mid-Career Faculty: Implications for Practice
4. Strategies for Advancing Diversity and Quality at MSU
in a Post-Prop 2 Environment
5. Success in the Academic Hiring Process from Start to Finish
6. Faculty Performance Review and Development:
Improving the Process and its Outcomes

Resources from the Office for Inclusion and Intercultural Initiatives

<http://www.inclusion.msu.edu/>

1. Bias-Free Communication Brochure
2. Sexual Harassment training programs
3. Bias Incident Reporting and Training
4. Brochure on Assuring Equity and Non-discrimination
5. Annual Data Reports on Inclusion and Diversity at MSU



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CHECK LIST OF BEST PRACTICES IN REAPPOINTMENT, PROMOTION & TENURE *(For Units)*

Below are guidelines regarding best practices for UNITS when reviewing Reappointment, Promotion and Tenure Policies and Procedures

- _____ The unit has written materials governing the appointment, promotion and tenure processes and the procedure for establishing a unit-level RP&T/merit review committee.
- _____ The unit has developed general guidelines and expectations for tenure-system faculty reappointment as Assistant Professor, Associate Professor with Tenure, and for promotion from Associate to Full Professor.
- _____ All guidelines and expectations for reappointment, promotion and tenure are available to all faculty in the unit.
- _____ Guidelines and expectations for RP&T are discussed on a regular basis by the faculty.
- _____ Guidelines and expectations for RP&T at the Unit level are reviewed to be consistent with the guidelines and expectations of the College (or Colleges for jointly administered units).
- _____ Description of the materials that must be submitted for the unit-level RP&T reviews are readily available to all faculty members.
- _____ The process for evaluation of RP&T packages at the unit level is clearly defined and readily available to all faculty members.
- _____ The chair/director or designated person(s) uses the annual performance review process to inform and guide pre-tenure faculty regarding progress to promotion/tenure.
- _____ The chair/director or designated person(s) uses the annual performance review process to inform and guide tenured Associate Professors regarding progress to promotion to full professor.
- _____ The unit guidelines regarding the number and type of external evaluation letters to be included in the performance review are clearly defined and readily available to all faculty.
- _____ The timeline for the unit-level RP&T process is made readily available to the faculty each year.
- _____ The guidelines for RP&T for faculty jointly appointed in multiple units are made readily available to all RP&T peer review committee members.
- _____ The multiple appointment memorandum is consulted when reviewing faculty members who are jointly appointed in more than one unit. http://hr.msu.edu/forms/faculty_forms/FormInfoMam.htm

- _____ The unit makes information regarding unit, college and university resources to assist faculty in preparing for RP&T readily available to all faculty members.
- _____ The Unit RP&T committee is given input and guidance regarding the review process so that evaluations are consistent, objective, and are aligned with the written unit-level expectations for the faculty.
- _____ The unit and college guidelines and expectations, as well as the university RP&T policies are reviewed by the unit RP&T committee prior to reviewing RP&T materials. Unit (and college) expectations should support the missions of MSU.
- _____ The chair/director meets with the unit RP&T committee and discusses each recommendation made by the committee.

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CHECK LIST OF BEST PRACTICES IN REAPPOINTMENT, PROMOTION & TENURE

(For Colleges)

Below are guidelines regarding best practices for COLLEGE DEANS' OFFICES to consider when developing, reviewing or revising Reappointment, Promotion and Tenure Policies and Procedures

- _____ The College has written materials governing the reappointment, promotion and tenure process and procedure for establishing a college-level RP&T review committee
- _____ Dean has informed the unit administrators about the procedures and criteria that the College will use regarding decisions about reappointment of Assistant Professors and untenured Associate Professors with the award of tenure.
- _____ The College has developed general guidelines and expectations for promotion to Associate Professor with tenure and from Associate to Full Professor.
- _____ All guidelines and expectations for reappointment, promotion and tenure are available to all tenure system faculty members in the College.
- _____ Guidelines and expectations for RP&T are discussed on a regular basis with the unit chairs and directors.
- _____ Guidelines and expectations for RP&T at the College level are reviewed to be consistent with the University guidelines and expectations.
- _____ The process for evaluation of RP&T packages at the College level is clearly defined and readily available to all faculty members in the College.
- _____ The College RP&T committee reviews (1) the unit and college criteria for reappointment or promotion and (2) the university policies and procedures regarding the RP&T process prior to reviewing unit recommendations.
- _____ The Dean meets with the College RP&T committee and discusses each recommendation from the committee.
- _____ Information regarding unit and college evaluation criteria and expectations are included with the Dean's recommendation to the Provost's Office.
- _____ The multiple appointment memorandum is consulted when reviewing faculty jointly appointed in more than one unit.
http://hr.msu.edu/forms/faculty_forms/FormInfoMam.htm
- _____ For faculty jointly appointed in another college, input is sought from the secondary college when reviewing RP&T recommendations at the college level.



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A Resource for Tenure System Faculty

AT MICHIGAN STATE UNIVERSITY

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This a working draft. Please send any feedback to adapp@msu.edu or complete the on-line feedback form at www.adapp-advance.msu.edu. It is expected that units/departments could modify this guide to meet the unique needs of their contexts.



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