



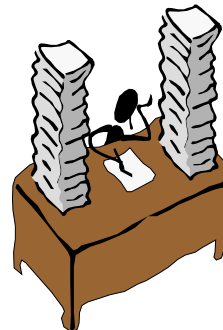
2016 Promotion and Tenure Workshop



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Review HR-23 (P&T Procedures and Regulations) and Other Documents

- Located on Web at: <http://www.psu.edu/vpaa>
 - HR-23 Policy
 - Administrative Guidelines for HR-23
 - Frequently Asked Questions
- College and Department Materials
 - P&T Guidelines
 - Committee Lists & Administrators



Processes and Procedures Are Critical

Procedural Errors Are Avoidable!

(And Costly - \$\$\$)

Become, and remain, informed of (1) HR23 and (2) the Administrative Guidelines.

Be familiar with your unit guidelines.

If you are unsure of a process or procedural element . . . ask!



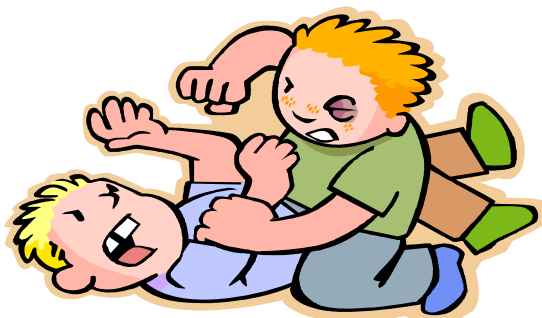
Annual Reminder

Promotion & Tenure Rules for Administrators and Committees

- Do everything you can to help faculty members to succeed, but make the necessary judgments when the time comes to make them.
- Understand our system of checks and balances, of independent but mutually informed recommendations by faculty peers and administrators **reviewing the same set of materials.**
- Recognize our goal: to achieve a faculty appropriate to a major research university with a commitment to teaching and service, so that the internal and external reputations of each unit are constantly improving.



Respectful, civil, and thoughtful disagreements and deliberations are to be expected, and are part of a healthy, academic discourse.



Confidentiality

- Essential to the process.
- Responsibility of everyone involved to support this basic tenet.
- Candidates should not prod committee members or administrators . . . and . . . committee members and administrators should not divulge information to candidates, or anyone, through words, innuendos, or gestures.
- Confidentiality extends into the future; it is forever!



Levels of Independent Review and Judgment

- Department/Campus Level
 - Most familiar with candidate's discipline, quality, and quantity standards.
- College Level
 - Evaluate record using the college criteria and expectations in context with the departmental criteria.
 - Strive for consistent standards within the college.
- University Level
 - Ensure compliance with both departmental and college standards while striving for consistent faculty excellence across the University.



Candidate's Narrative Statement

- The candidate can place her or his Research, Service, and Teaching into the context of her or his overall goals and agendas.
- Usually 1-2 pages (maximum of 3 pages).
- Written as a single statement, first person, and placed at the beginning of the dossier.
- This is an important component of the dossier.



External Letters

- Avoid fellow graduate students, co-PIs, former faculty colleagues, and significant collaborators.
- Use judgment and discretion.
- No contact between the candidate and the reviewer.
- Colleges that make courtesy advance contacts to potential reviewers should make such calls through the dean or department head.
- Be sure that committee and administrator assessment letters do not reference external reviewers by name or by other descriptors that will reveal the identity.



Composition and Size of Review Committees

- Review committees must have at least 3 members.
- Avoid tie votes by having an odd number of committee members; thus limiting the possibility of tie votes to the rare occasions of abstentions. A tie vote is treated as a negative recommendation.
- University Committee: 11 members (7 elected by Faculty Senate; 4 appointed by the President).



2016-17 Administrative Guidelines

Revisions:

- Units are to encourage and support collaborative and interdisciplinary research; and develop methods to assess these activities.
- Staying of provisional tenure:
 - Faculty members granted a stay of tenure or a leave may include additional evaluations beyond five years in order provide sufficient evidence of evaluations or teaching assessment.
 - Maximum total of 2 years
 - Faculty must be evaluated according to years on tenure clock not number of years since being hired and should not be held to a standard higher



2016-17 Administrative Guidelines (Continued)

- Expanded the provisional tenure review years for the College of Medicine to 9 years.
- Colleges are to have guidelines for promoting fixed-term faculty.
- Clarification of when the University P&T Committee consults with a dean.
- Scholarship of Research & Creative Accomplishments
 - Expanded Medicine provisional review
 - Included in bullet pertaining to evidence of research - impact in society of research scholarship and creative accomplishments
- Service and Scholarship of Service
 - Added participation in recruitment and retention activities, and participation in development/fundraising activities



2016-17 Administrative Guidelines (Continued)

- Some colleges provide external reviewers a vitae and narrative statement which is different from the statement included in the dossier. The University P&T Committee requested copies of these two documents, i.e., vitae and narrative statement provided to external reviewers should be included in the supplemental material file.
- Provost's Office is going paperless - immediate tenure cases to be forwarded as PDF document.
- Out-of-sequence cases, only the original dossier is to be sent to OHR.



The Dossier

The dossier “paints” a picture especially for the University Committee, the Provost, and the President.

- Double-check dates, collation (no pages upside down, duplicate pages, etc.), pagination, and missing pages
- February 15 is the deadline to submit factual changes or new information
- Signatory pages **must be accurate & complete**. Details used to prepare correspondence from the President.
 - Use current forms – available on GURU
 - If reviewing for P&T, 2 forms needed with the tenure form on top
 - Include proposed rank & title (Professor, Chemistry)



The Dossier (Continued)

- Tenure status must be included. If being reviewed for tenure, leave field blank.
- Place candidate's signatory statement before divider pages
- Division/department names must be correct
 - Joint appointments - Use primary department name
- Category descriptors (good, very good, excellent, etc.) must be consistent
- Log of external letters should match content of dossier



The Dossier (Continued)

- **Teaching & Learning**
 - Tenure Review: Include materials from date of PSU employment in a tenure-eligible position
 - Promotion Review: From date of last promotion or last 5-years
 - Faculty members granted a stay of tenure or a leave may include additional evaluations beyond five years in order provide sufficient evidence of evaluations or teaching assessment.
 - Summarize student comments
- **Research and Creative Accomplishments** – Covers candidate's career



The Dossier (Continued)

- **Service**
 - Tenure: Materials from date of PSU employment in a tenure-eligible position
 - Promotion: Date of last promotion or last 5-years
 - Faculty members granted a stay of tenure or a leave may include additional evaluations beyond five years in order provide sufficient evidence of evaluations or teaching assessment.

The Dossier (Continued)

- Statements of Evaluation
 - For tenure decisions, include all prior evaluative letters beginning with the earliest provisional review
 - Include name and rank of committee members in letter
 - All votes must be accounted for, including abstentions. Include in the first paragraph of the letter
 - For split votes, the majority and minority views must be included in the committee's letter
 - If a consultation occurs, include details in the letter
 - Joint Appointments: Letter from the secondary department head required; insert BEFORE primary department committee reviews dossier.

Frequently Asked Questions??

- Who is responsible for preparing the dossier?
- With some colleges using the Activity Insight generated dossier, won't some dossiers look different than others?
- Are peer reviews of teaching accessible for review by the candidate at the time when the candidate signs that he or she has reviewed the dossier?
- How are nominations for promotion to professor handled?
- What is appropriate to include in the dossier regarding staying of the provisional tenure period?
- Why don't committees review "stay" requests?



Frequently Asked ?? (Continued)

- Can collegiality be a factor in tenure reviews?
- When must consultations occur in a review?
- Can a person be terminated as a result of a 2nd- or 4th-year review, or at the College of Medicine the 3rd- or 6th-year review?
- Are all decisions reviewed by the University P&T Committee?



6th-Year Tenure Reviews

- In 2015-16, there were **88** 6th-year tenure cases.
 - Six (6) cases were denied at the college level and never reached the University level.
 - 82 cases (including 5 early tenure cases) were forwarded to the University Committee with 81 holding positive recommendations by the submitting dean.
 - The University Committee recommended 81 cases. President Barron granted tenure for 80; therefore, two (2) denied at the University level.
 - **90.9%** received tenure (80 of 88 cases).



What % Achieve Tenure? (Annual Tenure Flow Report)

What % of PSU faculty earn tenure after 7 years?*

- 1999-2009 Cohorts: 59%
- Female: 55%
- Male: 62%
- Minority: 55%
- Non-Minority: 61%

** – Similar for 13 AAU Peers

Faculty Tenure Rates: 2015-16 Annual Report (www.opia.psu.edu/planning_research/reports/tenureflow.html)



Questions!

