



## Fixed Term & Research (FT&R) Faculty Promotion Procedure

**Earth and Environmental  
Systems Institute**

**The Energy Institute**

**John A. Dutton  
e-Education Institute**

**Purpose:** This procedure is intended to ensure that opportunities for professional advancement and satisfying careers are available to outstanding faculty members who are not eligible for tenure. Directors and directors’ designees of the institutes named above propose the procedure and associated promotion criteria in consultation with FT&R faculty members in each unit, and in the context of University policies (HR-23) and College guidelines.

**General:** The procedure applies to FT&R faculty members who are appointed within one of the Institutes named above. In the case of joint appointments, it is expected that promotions will be recognized in every unit with which the faculty member is affiliated.

Although in most cases FT&R faculty members become eligible for promotion in the sixth year after their initial appointment, promotions to senior ranks are awarded on the basis of merit, not time-in-service or other considerations. FT&R faculty members recommended for promotion by their supervisors or mentors are expected to provide evidence of achievement and professional development that consistently exceed minimum performance expectations. FT&R faculty members share responsibility for their professional development with their supervisors/mentors. Promotions result from effective mentoring during annual performance evaluations.

**Criteria:** All faculty members, including FT&R faculty members, are expected to contribute to the University’s tripartite mission of teaching, research, and service. Faculty members who are not eligible for tenure typically are expected to concentrate their efforts in one aspect of the mission. For example, FT&R faculty members whose duties are primarily instructional in nature are expected to demonstrate contributions to the teaching mission that are disproportionate to their contributions to research and service. The following table illustrates in a general way how performance expectations and promotion criteria should vary in accordance with FT&R faculty members’ various roles. Plus signs (+) denote substantial contributions with demonstrated impact within the University and beyond. Check marks (✓) denote proportionally smaller contributions with demonstrated impact within the Penn State or EMS community.

**Proportional contributions to University mission**

	Teaching	Research	Service
<b>Instructional role</b>	<b>+</b>	✓	✓
<b>Research role</b>	✓	<b>+</b>	✓
<b>Administrative role</b>	✓	✓	<b>+</b>

Promotion criteria in individual cases should be suggested by the supervisor/mentor who nominates the candidate for promotion, but should be consistent with the principle of proportional

contributions described above. Furthermore, the impact of nominees' achievements will be considered in proportion to each individual's rank (i.e., research assistant vs. research associate).

**Criteria for promotion of FT&R faculty members in instructional roles** may include (1) demonstrated effectiveness and productivity in the practice of teaching and learning, including testimonials from colleagues across and beyond Penn State; (2) one or more contributions to the scholarship of teaching and learning; and (3) service to the College, University, and/or professional organizations.

**Criteria for promotion of FT&R faculty members in research roles** may include (1) research productivity and impact, including testimonials from colleagues across and beyond Penn State; (2) evidence of formal or informal contributions to the University's teaching mission, and (3) service to the College, University, and/or professional organizations.

**Criteria for promotion of FT&R faculty members in administrative roles** may include (1) demonstrated leadership in strategic visioning and planning, project management, and employee mentoring, including testimonials from colleagues across and beyond Penn State; (2) evidence of formal or informal contributions to the University's teaching mission, and (3) service to the College, University, and/or professional organizations.

**Selection of College and Institute Committees:** An Institutes FT&R Faculty Promotion Review Committee will review nominations for promotion and will submit recommendations to the appropriate Institute Director. The Committee will include one tenure-eligible faculty member who is affiliated with one of the Institutes and is appointed by consensus of the Institute directors, as well as three non-tenure-eligible faculty members, one of whom is elected from each Institute's FT&R faculty. Institute Directors are excluded from membership. Committee members will serve alternating two-year terms. The Committee will elect a chairperson to serve as the Institute representative to a College FT&R Faculty Promotion Review Committee that represents all College of EMS Departments and Institutes. The Institutes' representative to the College committee will be eligible to participate in decisions involving individuals of lower rank only. The elected chair will appoint a higher-ranking member of the Institutes' committee to serve as a proxy when necessary.

**Procedures:** Supervisors/mentors will submit dossiers to the Promotion Review Committee. The Committee will review nominations and will submit recommendations to the appropriate Institute Director.

As specified in College guidelines, Institute directors can approve promotion of FT&R faculty members from Research Assistant to Senior Research Assistant. Promotions to Senior Research Associate, Senior Lecturer, and higher grades, require recommendation by the FT&R Faculty Promotion Review Committee, a recommendation from the Institute Director, recommendation by the College FT&R Faculty Promotion Review Committee, and approval by the Dean. Nominees may request that nominations are forwarded to the College Review Committee without favorable recommendation by the Institutes FT&R Faculty Promotion Review Committee.

**Dossiers will include:**

1. A letter of nomination from the nominee's supervisor/mentor
2. The nominee's updated curriculum vitae.
3. For promotions to senior ranks (Senior Research Associate, Senior Lecturer, or Senior Scientist), evidence of substantial achievement in the nominee's primary mission focus, including three testimonials from across and beyond Penn State (as appropriate in individual cases). Testimonial letters will be addressed to the Dean. The Committee may contact these peers and clients regarding nominee's qualifications for promotion.
  - a. For reappointments from Research Assistant to Research Associates, a letter in which the nominee explains his or her qualifications and contributions may be substituted for evidence of achievement

4. Other relevant materials as deemed appropriate by the nominating supervisor and the Committee.

For each nominee the Committee Chair will prepare a memo addressed to the appropriate Institute Director that reports and explains the Committee's recommendation. For promotion to Senior Lecturer, Senior Research Associate, and Senior Scientist, the Director will forward both the Committee's recommendation and his or her own recommendation to the College FT&R Faculty Promotion Review Committee for consideration. Following evaluation and determination of promotion eligibility, the Director and supervisor/mentor will meet with the candidate to orally review the Committee's evaluation.

**Transition period:** It is recognized that the Institutes have a limited number of senior-level personnel. Therefore, through 2007, Institute Director shall forward nominations for promotion to Senior Project Associate, Senior Scientist, and Senior Lecturer directly to the Dean for review. The nominees shall provide an updated dossier, a letter prepared by the candidate describing their contributions, and three testimonials from persons outside of the University.

**Suggested promotion procedure timetable**

October 31	Nominations submitted by supervisors/mentors to applicable Institute Directors and to the Institutes FT&R Promotion Committee
December 31	Institutes FT&R Promotion Committee recommendations forwarded to applicable Institute Directors
January 31	Director forwards dossiers and recommendations to the Dean
May 31	Dean notifies nominees of outcomes