

# College of Earth and Mineral Sciences



PROMOTION & TENURE

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- Expectations for P&T
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  - Narrative Statement
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- Dossier Review Schedule
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# Informational Resources

- Your department head and administrative staff member(s)
  - EME – Judi Hite
  - Geog – Marnie Deibler
  - GeoSci – Stacy Hugney
  - MatSE – Peg Yetter
  - Meteo – Jennifer Renoe
- The Dean's Office
  - Rosie Long, 863-4643, [long@ems.psu.edu](mailto:long@ems.psu.edu)
  - John Barlett, 867-5072, [jvb102@psu.edu](mailto:jvb102@psu.edu)

# Informational Resources (cont.)

- College and Department Criteria Statements
- Faculty Mentor
- Frequently Asked Questions about Promotion and Tenure from the Vice Provost for Academic Affairs
- Penn State Policy HR-23
- Penn State Administrative Guidelines for HR-23
- EMS Dossier Template (plus detailed instructions)
- All web resources together on the EMS Faculty Promotion and Tenure Page:  
**[http://www.ems.psu.edu/faculty\\_staff/promotionTenureInformation](http://www.ems.psu.edu/faculty_staff/promotionTenureInformation)**

# Activity Insight

EMS is beginning the transition to using Activity Insight for building our dossiers

Activity Insight is an online software tool by Digital Measures designed to help faculty members collect, organize, and display their data for the purposes of annual reviews, promotion and tenure, and more. It is a centrally-funded resource that is aimed at providing an easier, more efficient way for colleges and campuses to manage large reporting processes in a less time-consuming fashion.

# Activity Insight (cont.)

Each Department in EMS is starting to use AI, primarily for their Assistant Professors who are approaching their 2-year review.

Others are encouraged, but not required, to use the system as well.

The screenshot shows the Activity Insight homepage. On the left is a navigation sidebar with the following items: Manage Activities (highlighted), Rapid Reports, PasteBoard, Manage Data, Run Reports, Usage Statistics, Users and Security, and Help. The main content area features a link to 'Review a guide to manage your activities. Show more' and a link to 'State Mandated Collection System'. Below these are three main sections: 'General Information' (including Personal and Contact Information, Administrative Data, Education, Licensures and Certifications, Academic, Government, Military and Professional Positions, and Administrative Assignments), 'Teaching and Learning' (including Lists of Credit Courses Taught, Non-Credit Instruction Taught, and SRTE and Teaching Evaluation), and 'Research and Creative Accomplishments' (including Publications, Report to Sponsor, Papers, Presentations, Seminars, Workshops, Outreach - Editorial Responsibilities, Outreach - Peer Review of Grant Proposals, Outreach - Peer Review of Manuscripts, etc., Outreach - Other Use of Expertise, Consulting/Advising, Contracts, Grants, Fellowships and Sponsored Research, and Patent Intellectual Property). At the bottom of the main content area is a 'Service' section with 'Internal to PSU' and 'External to PSU'. The footer includes the PennState logo and the text 'POWERED BY DigitalMeasures Privacy Policy'.

Screen shot of homepage

# Expectations for P&T

Briefly, EMS's expectations are:

**To Associate Professor** - Demonstrated, through scholarly achievements and evaluations by both students and peers, the potential to become an outstanding scholar of national repute and an accomplished, inspiring teacher

**To Professor** – be an established, internationally recognized scholar and superior teacher

The full statement can be found at:

**[http://www.ems.psu.edu/faculty\\_staff/  
promotionTenureCriteria](http://www.ems.psu.edu/faculty_staff/promotionTenureCriteria)**

# Earth and Mineral Sciences - University Park Promotion & Tenure Committee 2017/2018

- **Andrew Carleton, Professor of Geography (Chair)**
- Venkat Gopalan - Professor of Materials Science and Engineering
- Jerry Harrington, Professor of Meteorology
- Mark Patzkowsky, Professor of Evolutionary Paleoecology
- Zuleima Karpyn, Professor of Petroleum and Natural Gas Engineering

# Process for Promotion to Associate Professor or Professor and for Tenure

Process begins in early summer with other Promotion & Tenure cases

- The department head (in conjunction with the candidate) assembles a package to be sent to external evaluators
- The department head (as delegated by the Dean) gathers a list of potential external evaluators from the department committee, other faculty members (as needed) and the candidate

# Timing

- 2<sup>nd</sup> and 4<sup>th</sup> year reviews are standard practice
- 3<sup>rd</sup> and 5<sup>th</sup> year reviews may be conducted to aid faculty members who need further guidance or, for some 5<sup>th</sup> year reviews, early tenure
  - Early tenure requests require prior approval from the Dean, Vice Provost and Provost
- Final tenure review (and promotion) are in the 6<sup>th</sup> year
- For specific dates, please consult your department representative

# The Major Criteria

The three major criteria for both tenure and promotion include:

- Teaching
- Research & Scholarly Accomplishments
- Service

The critical measure in the evaluation will be the individual's impact on science and/or industry and higher education, that is, the impact on students, colleagues, departmental programs, and fields of specialization. The aim is to promote and reward those who excel in their academic work and who by their dedication and performance serve to uphold or enhance our reputation as a distinguished College.

# Dossier Preparation

**Candidates are urged to take special care in assembling the factual information of the dossier.**

- Information must be arranged strictly in order as defined by HR 23 (Activity Insight system will ensure proper formatting)
- Activity Insight must be used for dossier preparation. If candidates use the system in the 2<sup>nd</sup> & 4<sup>th</sup> year reviews, by the time they get to the 6<sup>th</sup> year, their dossiers should be in great shape
- The standardized format facilitates the review process, helping to ensure equitable review for all

# Section 1: TEACHING

For promotion to the following ranks, the successful candidate, depending upon their rank, will:

**Associate:** have the potential to be an accomplished, inspiring teacher, as demonstrated through scholarly achievements and evaluations by both students and peers

**Professor:** be a superior teacher

# Measures of TEACHING Effectiveness

Teaching effectiveness is measured by:

- A. the record of SRTE results and a summary of student comments (from the SRTE survey);
- B. the effective direction of doctoral studies of graduate students, postdoctoral scholars, masters studies, undergraduate advising and of undergraduate research; and
- C. peer evaluations of teaching and evaluations by the Department Head (or Associate Dept Head)

# Section 2: RESEARCH

For promotion to the following ranks, the successful candidate must:

**Associate:** “have demonstrated, through scholarly achievements ... the potential to become an outstanding scholar of national repute”

**Professor:** “be an established, internationally recognized scholar...”

# Measures of RESEARCH Effectiveness

This status will be measured:

1. Partly by external review letters;
2. Partly by publications (especially in peer-reviewed journals) and recognition; and
3. Partly by research grants/external funding (for those whose disciplines have these)

External Review Letters should not come from close colleagues nor from hostile colleagues ... inform your department head or Dean of either category

# Measures of RESEARCH Effectiveness (cont.)

- a. **Publication** of research results in the highest-quality peer-reviewed journals or other publication media in the appropriate discipline(s)
- b. A record of external **research funding** indicating that the candidate will be able to provide a sufficient level of support for his or her future research efforts
- c. A record of **invited talks** at major academic institutions, industrial and governmental laboratories, and major conferences
- d. **Other accomplishments** demonstrating that the candidate is, or has the potential to become, a globally-recognized researcher

# Section 3: SERVICE

For promotion, the successful candidate will have demonstrated a continuing **record of service to the university, to the society and to the profession**

# Measures of SERVICE effectiveness

- a. Appropriate levels of service to the department, the college, the university, and to the scientific community must be maintained. A list of activities is usually sufficient
  
- b. Exceptional accomplishments should be noted

# Narrative Statement

- Candidates should include a narrative statement indicating their sense of their teaching, research, and service activities
  - The Statement should be no longer than 3 single-spaced pages and is to provide the faculty member with the opportunity to place their work and activities in the context of their overall goals (e.g., what's important to the discipline, how will your goals benefit students). It should not repeat what is in the dossier
  - The narrative statement appears just before the Teaching dossier divider

# Narrative Statement (cont.)

- Is written in the **first person** in non-technical language
- Provides a context and focus for the dossier
- Candidates should be encouraged to use the narrative to place their work and activities into their overall goals and agendas
- It should be factual and objective

# Section 4: External Evaluator Letters

- This section of the dossier is **highly confidential** and can only be viewed & discussed by:
  - Departmental P&T Committee
  - Department Head
  - College Committee
  - Dean
  - Provost
  - University Committee

This section should be removed from the dossier if the candidate asks to view the dossier at any time

# Packages for External Evaluators

- External Evaluators are provided:
  - The Candidate's Curriculum Vitae
  - A research statement, similar to the narrative statement, but without the teaching and service components
  - 5-7 Copies of selected publications
    - May include "Accepted" publications (when substantiated by letter of acceptance)
- They are **NOT** provided the entire dossier at any time

# Selection of External Reviewers

- The department head develops a list of external evaluators of higher rank, assembled from names suggested independently by the candidate, the department peer review committee, and the department head
- After the department head selects their list, a copy of the list is sent to the dean's office
- *No contact between the candidate and reviewer is permitted*
- For candidates who work in more than one area, it is important to pick evaluators from each area of expertise

# Questions Asked of External Evaluators

- In what capacity, if any, do you know Dr. Doe? If you have had interactions with him/her, please describe the context of these interactions
- Do the quality and quantity of Dr. Doe's published work justify the personnel action being considered by our Department of (name)? Would you recommend him/her for promotion and tenure in your own department?

# Questions Asked of External Evaluators (cont.)

- Is Dr. Doe a leader in his/her field of specialization or in an interdisciplinary area? (It would be especially helpful if you can identify other individuals working in similar areas at a similar stage of career and compare Dr. Doe's contributions and standing with theirs)
- How significant a scientific impact has Dr. Doe made upon his/her field of specialization? Can you identify any genuinely major contributions Dr. Doe has made to (enter field)?

# Questions Asked of External Evaluators (cont.)

## For tenure cases only --

- If tenure is granted to Dr. Doe and he/she remains on our faculty for the duration of their professional career, is it likely that their presence will significantly elevate the quality and reputation of our department, or will their presence be more likely to maintain the department at its present level of excellence?

# Questions Asked of External Evaluators (cont.)

## For tenure cases only --

- There is a new required statement concerning stays of tenure, which must be included in solicitation letters:

“The time period for achieving tenure and promotion to associate professor can vary, including one or more extensions of the tenure clock. A faculty member who stops the tenure clock must be evaluated according to the number of years on the tenure clock, not the number of years since being hired. The faculty member should not be held to a standard higher than the one he/she would have had to meet if the tenure decision had been made in the year it was originally scheduled.”

# Important Procedural Note

- The last date to add factual information to a dossier is February 15<sup>th</sup>
- Any information added after the department committee has met **requires** that the entire dossier must travel again through every level of review. Therefore, late additions are discouraged unless they are of major significance

**Dossier is built ... now what?**

# Dossier Review Schedule

- Except for 2<sup>nd</sup> Year, dossiers are reviewed and recommendations made by:
  - Department committee (mid-October)
  - Department head (mid- to late November)
  - College committee (mid-January to early February) (*do not normally review 4<sup>th</sup> year dossiers – only when Dean requests*)
  - Dean (February)
  - For 6<sup>th</sup> Year and Early Tenure only
    - University committee (March-April)
    - Provost/President (end of April)

# 2<sup>nd</sup> Year Dossier Review Schedule

- Reviewed and recommendations made by:
  - Department committee (mid-January to mid-February)
  - Department head (mid-February to mid-March)
  - College committee (usually N/A)
  - Dean (mid-March to April)

# 2<sup>nd</sup> & 4<sup>th</sup> Year Reviews

**Provide:** detailed information to the candidate about which areas of the criteria may require special attention as the candidate moves toward final tenure review

**Purpose:** to ensure communication is flowing and provide a formal evaluation and feedback on the path towards tenure

**One-on-One Review:** after process complete, the department head provides the candidate with copies of the current year's evaluative statements (written by the Department P&T, the Department Head, the College P&T (except for 2<sup>nd</sup> Year Reviews and, under normal circumstances, 4<sup>th</sup> Year Reviews), and the Dean) and meets with the candidate to discuss them.

# 3<sup>rd</sup> and 5<sup>th</sup> Year Reviews

If deemed necessary, the Dean or department head can request a special 3<sup>rd</sup> and/or 5<sup>th</sup> year review to assist the candidate by providing additional guidance and feedback and, in some cases, to recommend early tenure

Early tenure reviews are generally done in the 5<sup>th</sup> year, but can be done as early as the 3<sup>rd</sup> year. Prior approval from the Dean and Provost is required

# Other Possible Outcome

Another possible outcome of a 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> or 6<sup>th</sup> year review is termination

This is extremely rare

# Other Items

- Stopping the Clock
- Confidentiality
- Candidate's Responsibilities

# Stopping the Clock

- The Tenure Clock stops automatically when the candidate is on leave without pay for more than one half of the contract year
- The Clock may also be stopped (this is called “staying of the provisional tenure period”) by request of the candidate in relation to some extenuating circumstance, such as the birth or adoption of a child, placement of a foster child in the home, a serious personal illness or provision of care for a family member
- To request a stay, the faculty member must make the request in writing to the department head, providing the justification
- The request should be submitted in a timely fashion, as close to the qualifying event as possible

# Stopping the Clock (cont.)

- Please note, the candidate should not mention anything about the reason for the stay/stopping of the clock in their dossier
- The request is reviewed by the department head, the dean, and the executive vice president and associate provost, who grants final approval
- A stay is granted for one academic year (candidate may only request up to a maximum of two years during the period leading up to tenure)

# 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!***

# Candidate Responsibilities

- Aid their Department Head in the construction of an accurate and thorough dossier
- Write a narrative statement that places their work and activities into the context of their overall goals and agendas
- Provide inputs on potential external evaluators
- Sign the appropriate signatory statement in the dossier
- Start working on the 'meat' of their dossier on day 1!

# Review

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# Questions?