

2024-2025 Promotion and Tenure



PennState
College of Earth
and Mineral Sciences

Overview

- Informational Resources (where to go to get info)
- Activity Insight
- EMS Promotion and Tenure (P&T) Committee 2024/2025
- Expectations for P&T
- PSU's P&T Process
 - Major Criteria
- The Dossier
 - The 4 Sections
 - Research Grants
 - Narrative Statement
 - External Evaluators
- Dossier Review Schedule
- Other Items



Informational Resources

- Your department head and administrative staff member(s)
 - EME – Carmel Kamens
 - Geog – Marnie Deibler
 - GeoSci – Amy Hasan
 - MatSE – Peg Yetter
 - Meteo – Jennifer Renoe
- The Dean's Office
 - Nicola Kiver, 865-6546, nmk17@psu.edu
 - John Barlett, 867-5072, 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 Faculty Affairs website
- Penn State Policy AC-23
- Penn State Administrative Guidelines for AC-23
- EMS Dossier Template (plus detailed instructions)
- All web resources together on the EMS Faculty Promotion and Tenure Page: <https://www.ems.psu.edu/resources-faculty-and-staff> then click the Promotion and Tenure accordion block



Activity Insight

- Activity Insight must be used for dossier building
 - <https://activityinsight.psu.edu/>
 - Activity Insight is an online software tool by Watermark 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 provides an efficient way for faculty, colleges, and campuses to manage large reporting processes in a less time-consuming fashion.
 - All colleges and campuses at Penn State now use Activity Insight for dossier preparation.
 - Nicola Kiver is happy to provide individual training and assistance. To arrange, email her at nmk17@psu.edu.
 - Or you can email the university administrators at AI-Support@psu.edu – they are always happy to help.



Activity Insight (cont.)

- Every faculty member in EMS has an account.
- If you have questions or need assistance, please reach out to Nicola Kiver or your department P&T representative.

The screenshot displays the 'Faculty Success' homepage, formerly Digital Measures. The navigation bar includes 'Activities', 'CV Imports', 'Manage Data', 'Reports', and 'Tools'. Below the navigation bar, there are search boxes for 'Search All Activities' and 'Search Tips', along with 'Rapid Reports' and 'PasteB' buttons. A link to 'Review a guide to manage your activities. Show more' is present. The main content area is organized into three sections:

- General Information**
 - Personal and Contact Information
 - Administrative Data - Permanent Data | Yearly Data
 - Education
 - Licensures and Certifications
 - Academic, Government, Military and Professional Positions
 - Administrative Assignments
 - Honors and Awards
 - Professional Development
 - Goals and Objectives
 - Narrative Statement for Annual Review
 - Narrative Statement for Non Tenure Track Faculty Promotion Review
 - Narrative Statement for P&T Review
 - Narrative Statement for Post-Tenure Review
- Teaching and Learning**
 - Lists of Credit Courses Taught
 - Non-Credit Instruction Taught
 - SRTE and Teaching Evaluation
 - Alternate Assessment of Teaching Effectiveness
 - Academic Advising
 - Course Related Instructional Activities
 - Student Mentorship and Supervision
- Research and Creative Accomplishments**
 - 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
 - Contracts, Grants, Fellowships and Sponsored Research
 - Impact in Society of Research Scholarship and Creative Accomplishments/Media Mentions
 - Pursuit of Advanced Degree and/or Further Academic Studies
 - Professional Memberships
 - New Course or Program Development
 - New Software Programs Developed
 - New Method of Teaching Established Course/Program
 - Application of Research Scholarship
 - Offsite/Field Research
 - Technology Transferred/Adapted in the Field

Earth and Mineral Sciences Promotion & Tenure Committee 2024 - 25

- **Jim Adair, Professor of Materials Science and Engineering**
- **Sukyoung Lee, Distinguished Professor of Meteorology**
- **Mark Patzkowsky, Professor of Geosciences**
- **Arash Dahi Taleghani, Quentin E. and Louise L. Wood Faculty Fellow and Professor of Petroleum and Natural Gas Engineering**
- **Melissa Wright, Ruby S. and E. Willard Miller Professor of Geography**



Timing

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



Process for Promotion to Associate Professor or Professor and for Tenure

Process begins in early summer:

- The department head (with information supplied by 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 and submits to the Dean.
- The Dean then approves a list to be contacted.
- The majority of the evaluators should NOT come from the candidate's list.



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 AC 23 (Activity Insight system will ensure proper formatting).
- Assistant professors on the tenure-track **MUST** use Activity Insight for dossier preparation.
- Promotion to professor candidates are **STRONGLY ENCOURAGED** to use Activity Insight for dossier preparation.
- The standardized format facilitates the review process, helping to ensure equitable review for all.



Changes started in 2023

- **Effective July 1, 2023, candidates must **NOT** include any NEW alternate assessments in their dossier.**
- **Alternate assessments that were included in dossiers for PREVIOUS formal reviews should be retained in the dossier as they may be referred to in previous recommendation letters.**
- **The last alternate assessment that needs to be included is from Fall 2022/Spring 2023.**
- **Faculty are now required to submit a self-reflection as part of their annual review.**



Expectations for P&T

Briefly, EMS's expectations are:

- **Associate Professor** - Demonstrated, through scholarly achievements and evaluations by both students and peers, the potential to become an outstanding scholar of national renown and an accomplished, inspiring teacher.
- **Professor** – be an established, internationally recognized scholar and superior teacher.



The Major Criteria

The three major criteria for both tenure and promotion include:

1. Teaching
2. Research & Scholarly Accomplishments
3. 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.



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.



A. Measures of TEACHING Effectiveness

Teaching effectiveness is measured by:

- A. Record of **SRTE/SEEQ results** and a **summary of student comments** (from the SRTE/SEEQ survey);
- B. Effective **advising** of doctoral studies of graduate students, postdoctoral scholars, master's students, undergraduate advising and of undergraduate research; and
- C. **Peer evaluations** of teaching.

NOTE: For Promotion to Professor, teaching history can only go back 10 years or to their last promotion, whichever is most recent.



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:

A. Partly by **external review letters**;

B. Partly by publications (especially in **peer-reviewed journals**) and recognition; and

C. 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.)

- **Publication** of research results in the highest-quality peer-reviewed journals or other publication media in the appropriate discipline(s).
- A record of external **research funding** indicating that the candidate will be able to provide a sufficient level of support for their future research efforts.
- A record of **invited talks** at major academic institutions, industrial and governmental laboratories, and major conferences.
- 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 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.

NOTE: For Promotion to Professor, service history can only go back 10 years or to their last promotion, whichever is most recent.



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 2,000 words 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.)

- **Candidates for promotion and tenure are encouraged (but not required) to describe how the events of 2020-21 (e.g., COVID-19 pandemic, societal/racial tensions, political unrest) impacted their work, and the steps they took to manage these impacts, in the narrative statement.**
- **Note: This suggestion will not apply to those who were not on the tenure track at Penn State during 2020-2021.**



Narrative Statement (cont.)

- The narrative statement should not exceed 2,000 words; this word length will be reduced to 1,600 words when there are no candidates pursuing tenure who were in their probationary period in calendar year 2020. (If using Activity Insight, do not adjust the margins.)
- 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 and succinct as possible.



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 will be removed from the dossier if the candidate asks to view the dossier at any time.



Packages for External Evaluators

- External Evaluators are provided:
 - Current Curriculum Vitae.
 - A research statement, like the narrative statement, but without the teaching and service components.
 - Copies of 5-7 selected publications.
 - May include “Accepted” publications (when substantiated by letter of acceptance).
- They are **NOT** provided the entire dossier at any time.
- They will **NOT** evaluate the teaching and/or service of the candidate, only the research portion.



Selection of External Reviewers

- External reviewers are chosen from a list of possibilities submitted by the candidate and another list compiled by the department head, usually in consultation with senior faculty in the field.
 - It is best if the preponderance of external evaluators not be names that appeared solely on the list compiled by the faculty member.
 - **It is standard EMS practice that at least two reviewers be international for dossiers going to full professor.**
- After the department head selects their list, a copy of the list is sent to the dean's office for the dean's approval noting who was offered by the candidate and who was not. The majority should not be from the candidate. Four letters are required, five preferred.
- ***No contact between the candidate and evaluator 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 Dr. Doe, please describe the context of these interactions.
- Based on your direct knowledge, does Dr. Doe's research justify promotion (and award of tenure)?



Questions Asked of External Evaluators (cont.)

- Has Dr. Doe's research had influence on other researchers in the field or the broader discipline, or provided significant impact on people and society? (Penn State recognizes that evidence of influence and impact may not be fully developed for early career faculty members. Therefore, the potential for one's work to have influence in impact is a key factor in the award of tenure).

For tenure cases only:

- If tenure is granted, how likely is it that Dr. Doe will elevate significantly the quality and reputation of our unit and continue on a trajectory for future promotion to Professor?



Required Statement on External Evaluator Request Letters

For tenure cases only –

- **There is a 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 new factual and substantive information to a dossier is February 1.
- 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.
- The most recent fall semester SEEQs and spring semester courses cannot be added to dossiers as new factual information without approval from the Vice Provost for Faculty Affairs.



Dossier is built ... now what?



Dossier Review Schedule

- Except for 2nd 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 4th year dossiers – only when Dean requests*).
 - Dean (February).
 - For 6th Year, Early Tenure, and Promotion to Professor only.
 - University committee (March-April).
 - Provost/President (end of April).



Committee and Department Head Letters

- **MUST** use only the following four ‘descriptors’ for evaluating each section and overall:

Excellent, Very Good, Satisfactory, Unsatisfactory

- Do not use a range - i.e. ‘Very Good to Excellent’ – in this example the lower descriptor of ‘Very Good’ would apply.



Mixed recommendations

- Department committee and department head review and make recommendations on all 6th year dossiers for promotion and tenure.
- If both recommendations are negative, the dossier is forwarded to the dean, and if the dean concurs, the dean notifies the candidate of the negative determination.
- If either the department committee or department head recommendations are positive, the dean forwards the dossier to the college committee.
 - If the dean recommends tenure, or all recommendations prior to the dean are positive, the file goes to the university committee. If the dean's determination is different than the college committee's, the two must consult. If the dean's decision stands, the dean notifies the candidate of the negative determination.



2nd Year Dossier Review Schedule

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



2nd & 4th 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 2nd Year Reviews and, under normal circumstances, 4th Year Reviews), and the Dean) and meets with the candidate to discuss them.



3rd and 5th Year Reviews

If deemed necessary, the Dean or department head can request a special 3rd and/or 5th 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 5th year but can be done as early as the 3rd year. Prior approval from the Dean and Provost is required.



Other Possible Outcome

Another possible outcome of a 2nd, 3rd, 4th, 5th or 6th year review is **termination**.

This is extremely rare.

When it has happened, it is typically because the faculty member did not follow the guidance provided by the reviewing committee(s) and administrators.



Other Items

- Stopping the Clock
- Confidentiality
- Candidate's Responsibilities
- COVID-19 Impacts to P&T



Stopping and Staying of 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 and Staying of 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 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.
- It is expected that both the candidate and the committee members will adhere to the confidentiality of the promotion and tenure process.
- ***Confidentiality extends into the future; it is forever!***



Candidate Responsibilities

- Aid their Department Head in the construction of an accurate and thorough dossier (including entering accurate information into Activity Insight).
- 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!
- NOTE: if a tenure-eligible faculty member does not submit a dossier, withdraws it, or fails to comply with AC23, the faculty member will have **voluntarily resigned** from their tenure-eligible appointment and will be terminated on 30 June.



More training available

- The Office of Faculty Affairs offers P&T Training throughout the Academic Year. Further information can be found on their website: <https://vpfa.psu.edu/promotion-and-tenure-workshop-series/>
- They offer sessions including:
 - Administrator and Staff Engagement in the Tenure-line and Non-tenure-line Promotion Reviews Process
 - Preparing for Promotion and Tenure at Penn State for Pre-Tenured Faculty
 - Transitioning from Associate to Full in a Tenured Faculty Position
 - Tips for Writing a Narrative Statement
 - Tips for Creating a Teaching Portfolio



Review

- Informational Resources (where to go to get info)
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Questions?



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