PROMOTION AND TENURE: A WORKSHOP FOR ADMINISTRATORS

PRESENTED BY RICK SETTERSTEN
VICE PROVOST FOR FACULTY AFFAIRS
The Promotion and Tenure Process Begins at the Time of Hiring

Granting Prior Service, Tenure Deadline, Hiring w/ Tenure, and Joint Appointments

- Make sure to grant prior service at the time of the hire and indicate tenure deadline
- Use out of cycle process when hiring with tenure
- Joint Appointment MOU should be completed for faculty with more than one tenure home to determine each unit’s responsibilities related to promotion and tenure

Position Description

- Should articulate assigned duties clearly – accuracy counts! – and be updated as needed
- Assigned duties should add up to 100%
- Proportion of assigned duties expected to lead to scholarly outcomes should be at least 15% (clinical and professor of practice positions 5-15%)
- Service is required in all positions
Evaluations are Ongoing

- For all academic faculty, annual reviews are required.
  - Position descriptions must be reviewed and revised as appropriate.
  - All versions of position description should be summarized and included in dossier.

- For those on tenure-track, mid-term reviews are required.

- For those with tenure, the periodic review of faculty (PROF), and post-tenure review process should be used to get/give input for promotion.
  - PROF reviews should occur no less than every three years for tenured faculty.
  - A post-tenure review (PTR) is to be performed if (i) requested by a faculty member or (ii) requested by the unit head or supervisor after one negative review; and is required when (iii) a faculty member receives two consecutive negative periodic reviews of faculty (PROF). A negative PROF is defined as receiving an unsatisfactory assessment of one or more areas identified in the position description (e.g., teaching, scholarship, service, outreach).

- Peer Review of Teaching evaluations should be systematic and on-going.
Granting Indefinite Tenure

- Tenure will be granted to faculty members whose character, achievement in serving the University's missions, and potential for long-term performance warrant the institution's reciprocal long-term commitment.

- Typical clock is 6 years – individuals may go up “early.”

- Tenure clock extensions are available
  - FMLA leave is taken
  - Extenuating circumstances
  - Related to COVID-19
  - Request at the time of the event

- “Early” request for tenure: will not be held to a higher bar, but a decision to come up early should be considered carefully.
Promotion for Tenure-Track/Tenured Appointments

Assistant Professor to Associate Professor

- Typical tenure clock for assistant to associate is 6 years.
- Must have evidence of demonstrated effectiveness in teaching, advising, service, and other assigned duties.
- Must have evidence of achievement in scholarship and creative activity that establishes the individual as a significant contributor to the field or profession, with potential for distinction.
- Must have appropriate balance of institutional and professional service.

Associate Professor to Full Professor

- No minimum years of service required for promotion from associate to full professor.
- Must have evidence of distinction in teaching, advising, service, or other assigned duties, as evident in continuing development and sustained effectiveness in these areas, new and innovative teaching, curricular development, awards and recognition.
- Must have evidence of distinction in scholarship, as evident in the candidate's wide recognition and significant contributions to the field or profession.
- Must have exemplary institutional and professional service, and an appropriate balance between the two.
Promotion for Fixed-Term Professorial Appointments

Fixed-Term Professorial (Extension, Clinical, Practice, Senior Research)

- Decisions end with the Provost.
- Eligible after at least 6 years have elapsed since your initial hire date or last promotion and accumulated a minimum of 4.5 FTE years in service since your initial hire date or last promotion.
- Preparation of the dossier for fixed-term professorial faculty is consistent with the Oregon State University guidelines for traditional academic (tenure) track faculty utilizing the documentation of the components and achievements of the specific type of appointment. Given the nature of the appointments, commitments in some areas of responsibility may be greater than in others, but the criteria for scholarship will adhere to the same standard expected of faculty with tenure-line appointments. Additional information for clinical and practice faculty is available at Guidelines for Clinical Faculty Appointments and Promotion and at Guidelines for Professor of Practice Appointments and Promotion.
Promotion for Fixed-Term Non-Professorial Appointments

Instructor to Senior Instructor I and II*
Faculty Research Assistant to Senior Faculty Research Assistant I and II
Research Associate to Senior Research Associate I and II*

- Four (4) external letters (“external” can include some from within OSU but must be external to the unit).
- Decisions end with Dean or Equivalent.
- Senior levels at I or II are eligible for extended fixed-term contracts.
- Eligible for promotion after at least 4 years have elapsed since initial hire date or last promotion and accumulated a minimum of 3.0 FTE years in service since initial hire date or last promotion.
- Criteria for each can be found at https://facultyaffairs.oregonstate.edu/faculty-handbook/promotion-and-tenure-guidelines#criteria.

*Please note: per the new CBA for academic faculty, promotional criteria are currently being developed for the ranks of Research Associates and modified Instructors (ALS, ESL & PAC).
Providing Evidence for Promotion and/or Tenure

“Achievement with potential for distinction” and “Distinction”

For promotion to professor, there are a set of metrics commonly used to establish distinction in assigned duties. These metrics help us distinguish between “output” and “outcome” and gauge the impact of a professor’s work.

In Scholarship

Influence on the direction of a field of learning or research as reflected in meaningful awards, h-index or some other measure of citation, leadership in collaborative work (first authorships), invited presentations/exhibitions, securing extramural funding that results in scholarly outcomes, evidence of broad-based change in communities served, innovative development of intellectual property that has had demonstrable economic impact.
Providing Evidence for Promotion and/or Tenure, Continued

**In Teaching/Advising**

Leadership in instruction and enhancement of the educational experience of students and mentees, as reflected in awards, significant and sustained professional development (including for assessment), improvement in eSET/SLE scores, improvement noted in peer reviews of teaching, mentoring undergraduate students and graduate students through to graduation and on to successful careers, providing financial support for undergraduate and graduate students.

**In Service**

Significant impact on one’s academic unit and/or professional community as reflected in awards, involvement in significant university service (elected and appointed), leadership in professional organizations (elected or appointed).
Steps in Review of Dossier: Unit and College Level Review

Who can participate in discussion?
- All ranked committee members
- Be aware of conflicts of interest
- Colleges/units have their own guidelines regarding eligibility criteria to serve and other processes.

Who can vote?
- Those tenured, at or above current rank, for tenure review
- Those above candidate’s current rank for promotion

Reporting to Candidate:
- Unit head’s office must inform candidate when departmental letters have been added, and of their right to add a written statement or rebuttal within 7 days
- Dean’s office must inform candidate when college and dean letters have been added, and of their right to add a written statement or rebuttal within 7 days
The Unit Head and Dean Letters

The letter should:

- not simply be a restatement of committee evaluations;
- indicate succinctly why the department, school or unit will be strengthened—and how the best interests of the University will be served—by the promotion of the candidate, especially if the promotion includes indefinite tenure;
- address any aspect of the candidate’s record that has not been addressed in the dossier including information in their personnel file;
- address any aspects of the candidate’s research, teaching, or service record that may raise questions about the candidate’s ability to sustain a high level of productivity;
- address negative comments or recommendations by the unit committee, external evaluators, and student committee.
- address any concerns regarding the frequency of and reasons for declines by potential external evaluators;
- provide any relevant context for recusals and split votes in the unit.
Steps in Review of Dossier: University Level Review

University Committee

- Reviews all files except Faculty Research Assistants, Research Associates, Instructors and Courtesy Faculty at any rank
- Meetings with Deans/others:
  - Occurs when votes coming forward are not consistent across levels
  - Other considerations require discussion
  - Faculty Senate P&T Committee representation will be at each meeting
- Committee makes recommendation to Provost

Provost communicates final decisions
- Candidate may appeal decision to President within 2 weeks of receipt of letter
- Reasons for appeal: extenuating circumstances not previously considered, procedural irregularities, factual errors
- One letter from candidate; no supporting letters
External Letters

Issues to be mindful of

- Selection of external reviewers should be from peer institutions or similar.
- Be aware of conflicts of interest when selecting external reviewers.
- No more than half of external letters should be from the candidate's list.
- Letters should not be solicited from co-authors or co-principal investigators who collaborated with the candidate in the last five years.
- Letters should generally be from tenured professors or individuals of equivalent stature outside of academe who are widely recognized in the field.
- Solicit letters in a manner that ensures that no more than 8 letters are obtained (dossiers must include a maximum of 6-8 letters for professorial ranks) – start early and stage requests!
COVID-19 Accommodations

Tenure Clock Extensions

- The deadline to request a one-year COVID-19 tenure clock extension (TCE) has been extended to June 1, 2023, for all faculty who are in the probationary period of their appointment. While all requests for the TCE will be automatically approved by the Vice Provost, faculty must complete the request form. Approvals will be communicated to the faculty member and unit supervisor.

- Requests for a COVID-19 TCE must be made by June 1 of the calendar year preceding the calendar year in which the tenure decision will be made (for example, a faculty member with a June 15, 2023, tenure deadline would need to make their TCE request no later than June 1, 2022).

- PLEASE NOTE: a COVID-19 tenure clock extension is independent from and can be in addition to a tenure clock extension for an extenuating circumstance including leave taken for FMLA.

- Details about the request process are provided here: https://facultyaffairs.oregonstate.edu/tenure-clock-extension-due-covid-19-distruption.
COVID-19 Accommodations, Continued

COVID-19 Impact Statements

- The purpose of the optional statement is to help reviewers understand how the COVID-19 pandemic may have affected the candidate’s work, from the outset of the spring 2020 term.

- COVID-19 impact statements describe the impact of the pandemic on the ability to perform duties in the position description. Impacts may include the following examples: personal circumstances that impede work, lack of access to research facilities and sites, inability to collect data, publication delays, cancelled conferences and seminars, or other circumstances attributable to the changed landscape of working under pandemic conditions.

- For promotion and tenure processes, COVID-19 impact statements are limited to one page, single-spaced and, for dossiers prepared for review in 2021-22 or later, should be included as “Part B” in Section V: Candidate’s Statement, immediately following the 3-page Candidate Statement (now labeled “Part A”). The COVID-19 impact statement does not affect the 3-page maximum for the Candidate’s Statement.
COVID-19 Accommodations, Continued

Teaching Evaluations (eSet or SLE scores)

- For courses taught from Spring 2020 through Fall 2021, it will be at the faculty member’s discretion to use Electronic Student Evaluation of Teaching (eSET) and/or Student Learning Experience* (SLE) scores in their annual periodic review of faculty materials and promotion and tenure dossiers, without prejudice. This applies to all courses, including Ecampus courses. Supervisors do not have access to eSET/SLE scores for this time period, so faculty will need to access their scores through the eSET website (https://apa.oregonstate.edu/eset) or via the instructions on the SLE website (https://apa.oregonstate.edu/student-learning-experience-survey). In lieu of eSET/SLE scores, faculty may want to provide narrative about how they modified their course(s) for remote delivery worked with students to ensure their success.

- Faculty are strongly encouraged to seek periodic peer teaching reviews and work with their supervisors to schedule these reviews on a timely basis. The process by which student feedback is solicited at the time of promotion and/or tenure review and entered into the dossier, via the student summary evaluation letter, is unchanged.

- Beginning Winter term, 2022, the former practices of sharing and reporting electronic student evaluations will resume.
Promotion and Tenure Resources

P&T Guidelines
https://facultyaffairs.oregonstate.edu/faculty-handbook/promotion-and-tenure-guidelines

Dossier Preparation Guidelines
https://facultyaffairs.oregonstate.edu/faculty-handbook/promotion-and-tenure-guidelines#dossier

Office of Faculty Affairs
https://facultyaffairs.oregonstate.edu/
Contacts for Questions

Rick Settersten, Vice Provost for Faculty Affairs
richard.setterston@oregonstate.edu

Sara Daly, Executive Assistant to Vice Provost for Faculty Affairs
sara.daly@oregonstate.edu