

Office of Faculty Affairs

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PROMOTION AND TENURE

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Oregon State
University

The Promotion and Tenure Process Begins at the Time of Hiring

Letter of offer should be clear on the tenure clock

- If granting prior service, think about evaluating against OSU criteria
- Make sure to grant prior service at the time of the hire

Position description should

- Articulate assigned duties clearly – accuracy counts!
- Assigned duties should add up to 100%
- The 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
- Academic Position Description Guidelines:
https://facultyaffairs.oregonstate.edu/sites/facultyaffairs.oregonstate.edu/files/pdf/guidelines_position_descriptions.pdf

The Promotion and Tenure Process is Ongoing

- For those on tenure-track, annual reviews are important.
 - Position descriptions must be reviewed and revised as appropriate
- For those on tenure-track, mid-tenure reviews are critical
- For those with tenure, use the periodic review of faculty (PROF), and post-tenure review process to get/give input for promotion

Criteria for 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
 - 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

Criteria for Promotion

Assistant Professor to Associate Professor

- Effectiveness in assigned duties
- Achievement in scholarship/creative activity with the potential for distinction
- An appropriate balance of institutional and professional service

Associate Professor to Full Professor

- Distinction in assigned duties
- Distinction in scholarship/creative activity
- An appropriate balance of institutional and professional service.

Criteria for Promotion

Professor of Practice Positions

- Professor of Practice faculty appointments are fixed term at the assistant rank but are eligible for extended fixed term contracts at Associate and Full Professor levels.
- Reappointment is at the discretion of the department head, dean, or equivalent.
- Candidates for appointment or promotion to the rank of Assistant Professor of Practice and above are expected to demonstrate a balance of accomplishment and competence in community-related practice, teaching and educational development, scholarship, and service to the institution and profession.
- They should be knowledgeable in their field and establish a local, regional or national reputation as making significant contributions appropriate to the rank and discipline.
- In general, scholarly expectations for Professor of Practice faculty will be between 5 and 15% of the individual's total position expectations.

Criteria for Promotion

Instructor to Senior Instructor I and II

- After 4 years of full-time service
- After 3 years if prior service credit given
- 4 external letters (“external” doesn’t need to be external to OSU; it can be external to the unit)
- If letter of offer indicates position is tenure track, the same guidelines apply as those for Assistant and Associate Professors on tenure track
- Senior Instructor decisions end with Dean
- Senior Instructors I and Senior Instructors II are eligible for extended fixed-term contracts

Faculty Research Assistant to Senior Faculty Research Assistant I and II

- After 4 years of full-time service
- After 3 years if prior service credit given
- 4 external letters (“external” doesn’t need to be external to OSU; it can be external to the unit)
- Senior FRA decisions end with Dean
- Senior Faculty Research Assistants I and Senior Faculty Research Assistants II are eligible for extended fixed-term contracts

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. For example:

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 SET 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 faculty (chair/head on invitation)
- Be aware of conflicts of interest

■ Who can vote?

- Those tenured, at or above current rank, for tenure review
- Those above candidate's current rank for promotion

■ Unit head's office must inform candidate when departmental letters have been added, and of their right to add a written statement

■ Dean's office must inform candidate when college and dean letters have been added, and of their right to add a written statement

Membership of Unit and College P&T Committees

- Membership is determined by a transparent election process approved by a majority of the faculty members, who voted, within the unit with ranks listed in the section “Criteria for Promotions.”
- The committee shall be comprised of either the entire eligible faculty within the unit or an elected subset of these faculty, excluding the unit supervisor. The composition and size of the committee should provide fair and diverse faculty representation within the unit.
- The composition of the committee should also provide representation to effectively evaluate the areas of assignments identified in the candidate’s position description, area of expertise, programs of study, location, etc.
- Committees may include faculty at all ranks who can contribute to the discussion, but not every committee member may be eligible to vote. The committee must include at least three voting members.
- For fixed-term candidates being considered for promotion, only faculty members above the current rank of the candidate may vote.
- For tenured candidates being considered for promotion or untenured candidates being considered for both promotion and tenure, only tenured faculty members above the current rank of the candidate may vote.
- For untenured candidates being considered solely for tenure, only tenured faculty members at or above the current rank of the candidate may vote.
- If there are not enough faculty of the appropriate rank within the unit, members from outside of the unit will be elected by a majority of the faculty members, who voted, within the unit with ranks listed in the section “Criteria for Promotions,” to serve as voting members on the committee. Retired faculty members (even those on 1040 assignments) are not eligible to vote at the tenure unit level.

Candidate's Statement

- The candidate should include a statement (three page maximum, 12 point font, one inch margins) that addresses the individual's contributions in the areas of teaching, advising and other assignments; scholarship and creative activity; and service.
- The candidate should also include information regarding their contributions to equity, inclusion, and diversity if this is identified in their position description.
- The Faculty Handbook states:
 - Stipulated contributions to equity, inclusion, and diversity should be clearly identified in the position description so that they can be evaluated in promotion and tenure decisions. Such contributions can be part of teaching, advising, research, extension, and/or service. They can be, but do not have to be, part of scholarly work. Outputs and impacts of these faculty members' efforts to promote equity, inclusion, and diversity should be included in promotion and tenure dossiers.

Supervisor's Letter of Evaluation

The supervisor's 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 recusals in the evaluation process and split votes in the unit;
- address the frequency of and reasons for declines by potential external evaluators;
- address conflicts of interest in the external letters (e.g., if the external evaluator collaborated with the candidate or served in an advisory capacity);
- address negative comments or recommendations by the unit committee and external evaluators

Steps in Review of Dossier: University Level Review

University Committee

- Reviews all files except Faculty Research Assistants, Instructors and Courtesy
- Requests meetings with Deans/others 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's decision given in writing

- Candidate may appeal decision to President within 2 weeks of receipt of letter and in writing
- Reasons for appeal: extenuating circumstances not previously considered, procedural irregularities, factual errors
- One letter from candidate; no supporting letters

Final Decisions

- Promotions for the following ranks end with the dean's decision
 - Instructor to Senior Instructor I or II
 - Faculty Research Assistant to Senior Faculty Research Assistant I or II
 - Courtesy Faculty

- All other cases for promotion and/or tenure will be forwarded and reviewed by the University P&T Committee after the college and dean level reviews. Their recommendations are then forwarded to the Provost for final review.

- All final decisions for all cases (including cases that end with the dean's decision) will be communicated by the Provost.

Best Practices

Issues to be mindful of

- Development of dossier begins on day one
- Communicate the timeline of the review process with your faculty members
- Selection of external reviewers should be from peer institutions or similar
- External reviewers should be notified of tenure clock extensions and reminded to evaluate without prejudice
- Remind unit P&T committees to explain “no” votes in their letter
- Department/Unit Head should address any negative comments made by external reviewers
- Make sure CV indicates candidate’s role in grants and collaborative efforts
- Be certain that department, school and college unit leader letters (as appropriate) address any concerns surfaced in the student evaluation letter, especially when they reference specific negative encounters with students, concerns about mentoring or the failure of advisees to advance in their program. Also, discuss when the concerns surfaced in the faculty member’s career and if it was a single issue or on-going

Dossiers Reviewed by Year

	<u>2018-19</u>	<u>2017-18</u>	<u>2016-17</u>	<u>2015-16</u>
Full Professor*	31	26	35	23
Associate Professor*	61	47	50	22
Instructor/FRA	64	74	50	57
TOTAL	156	147	135	102

** Includes Associate Professors/Professor, Senior Research; Clinical; Courtesy; Associate Professor/Professor of Practice*

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>

Contacts for Questions

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