Promotion & Tenure

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Washington Crossing the Delaware, Having Been Invited to Join the Faculty at Princeton
We will cover …

- Two faculty tracks
- Promotion process: timetables, levels of review
- Criteria used in evaluating eligibility for promotion or tenure
- The Dossier: format, your responsibilities
- What you can do now to prepare
Two Faculty Tracks

- Your academic appointment is either:
  - *Standing: Tenure Track*
  - *Fixed-Term: Non-tenure Track*

- Faculty members on both tracks are eligible for promotion:
  - Everyone is reviewed in the same areas of performance
  - But the timetable and process are slightly different for the two tracks…
Standing (Tenure Track) Appointments

- You have 6 years to achieve tenure

- Formal reviews in 2\textsuperscript{nd}, 4\textsuperscript{th}, and 6\textsuperscript{th} years
  - Exceptions: if you were hired with “years of credit toward tenure” or have a 1-year stay of provisional tenure period
  - Requests for permission to be considered for early tenure must be approved by the Dean and the Provost’s Office

- Seven levels of review for promotion/tenure
  - Department P&T Committee → Department Chair → College P&T Committee → Dean → University P&T Committee → Provost → President of the University
A faculty member holding tenure is assured that his or her services will not be terminated except for adequate cause, for retirement, for financial exigency, or for program elimination or reduction.
Fixed-Term Appointments

- Appointed annually (July 1 - June 30)
- No strict timetable for promotion review; average time in rank …
  - Assistant to Associate – 6 years
  - Associate to Professor – 6.8 years
- Department and Dean’s Office review only
  - No university-level review
  - Find out your department’s procedures!
Be aware that ....

- Penn State has a strict schedule for promotion reviews each year; deadlines must be met.

- Transfers between the tenure track and non-tenure track are generally *not* allowed at Penn State.

- Transfers are rare, occur only in unusual situations, and require approval at both the College and University levels.

- Non-tenure track faculty may apply for open tenure-track positions when national searches are conducted.
Annual Performance Evaluation (HR 40)

- Applies to all faculty members
- Report activities in teaching, patient care, research, and service
- Opportunity to re-assess effort allocation
- Reviewed by Department Chair or Division Chief
Demonstrated accomplishments are required in:
- Teaching
- Patient care (if applicable)
- Research
- Service

Must achieve professional excellence and/or sustained contribution in at least two areas

*The essential element must be scholarship:* “the thoughtful discovery, transmission, and application of knowledge.”

*Award of tenure* requires evidence of *sustained* scholarship to predict continuing productivity
Be aware that …

- Expectations increase as you rise from Assistant, to Associate, to Full Professor
  - Growing mastery and independence in your field
  - Increasing scholarly accomplishments
  - Growing reputation and leadership

- At each review, your performance since the last review is evaluated
The Dossier: Key Sections

- Narrative Statement
- Scholarship of Teaching and Learning
- Patient Care Activities (if applicable)
- Scholarship of Research
- Service and the Scholarship of Service
Narrative Statement

- A 1-2 page statement about your academic work in the context of your overall goals
- Written so that those outside your discipline can understand the implications of your scholarship
Scholarship of Teaching and Learning

- Your teaching interests/philosophy (Narrative Statement)
- Courses taught; theses/dissertations/MSR projects supervised
- Student/resident evaluations at Penn State
- Faculty peer review of teaching at Penn State
- Teaching portfolio can be included in supplemental materials
Scholarship of Research

- **Publications**
  - Peer-reviewed journals preferred
  - Non-peer-reviewed publications (including books, book chapters, etc.)
  - Include pending review, in press, in progress

- **Funded projects**
  - Internal and external grants from any sources
  - Role on grants important

- **Other creative products (e.g., research methods or computer software developed; inventions)**
Patient Care Activities

- Statement of clinical assignment(s) including time commitment
- Detail on number and complexity of cases (productivity)
- Quality: patient satisfaction data, QI activities
- Letters from peers and referring physicians providing comment on patient care ability and effectiveness
Service and the Scholarship of Service

Committee work and leadership in profession

**INTERNAL**
- Department: search committee, curriculum committee, etc.
- College: medical student interviews, IRB, etc.
- University: Faculty Senate, etc.

**EXTERNAL**
- Profession: journal reviews, study sections, organizing conferences, government advisory groups, etc.
- Community: citizen/client groups, outreach activities, etc.
Your responsibilities for the dossier

- Write the Narrative Statement
- Provide detailed information for each of the dossier sections
- Review the completed dossier
  - Is it accurate?
  - Is it complete and up-to-date?
- Provide names and contact information for proposed external reviewers
  - Do not contact the reviewers!
Familiarize yourself with Penn State, COM, and your Department’s P&T policy

Understand the promotion process for your track

Begin keeping detailed records of the required information for each of the dossier sections

Begin professional networking in order to identify potential external reviewers who will recognize your work
Penn State P&T Policies and Regulations

- Administrative Guidelines for PSU Policy HR 23
  - Updated annually
  - Distributed to departments
  - Workshops are held each year

- Important policies include:
  - HR 21 – Definition of Academic Ranks
  - HR 23 – Promotion & Tenure Procedures and Regulations

- All links are on the Faculty Affairs web site
  - [http://www.hmc.psu.edu/facultyaffairs/review/promotion.htm](http://www.hmc.psu.edu/facultyaffairs/review/promotion.htm)
Questions?

- Ask your Department Chair: the promotion process begins within your department!
- Ask me: cweisman@psu.edu