Today’s Agenda

“All Things P&T” specifically for tenure-track faculty, including:
- Overview of the Office of the VP for Faculty Affairs
- Policies and Processes, including AC23 (formerly known as HR23)
- Administrative Guidelines
- Levels of Review
- Committee Roles and Responsibilities
- The Dossier
- FAQs
- Activity Insight and Other Resources
- Final Thoughts
An Important Transition
Office of the Vice Provost for Faculty Affairs

On August 1, 2017, Kathleen Bieschke, a former Department Head in the College of Education and Professor of Education in Counseling Psychology, became the University's new Vice Provost for Faculty Affairs.

The Vice Provost for Faculty Affairs works closely with the Executive Vice President and Provost in areas including faculty development, leadership training, promotion and tenure, executive searches and reviews, and other issues related to academic personnel and their concerns. The Vice Provost also serves as the Provost's contact person for the Big Ten Academic Alliance, the academic arm of the Big Ten Conference, and the University Faculty Senate in issues relating to faculty affairs, and is the liaison for the Provost and President to University deans and chancellors.
Two Key Questions

1. Do you have a Promotion and Tenure policy?
2. Do you FOLLOW that policy?
Policy AC23

- “Promotion and Tenure Procedures and Regulations”
- Formerly known as “HR23”
- VP for Faculty Affairs is steward of AC23
- New website for University policies: policy.psu.edu
Administrative Guidelines

• How we operationalize AC23
• A comprehensive document with some changes each academic year
• Important to know about AC23 and the guidelines – online for easy reference
P&T Processes

- Adherence to established processes is critical
- Follow guidelines for your college and department
- Mistakes and mis-steps happen, but can be avoided
P&T Process Reminders

• This is “P&T season.” Do all you can to help faculty members succeed, but make necessary judgments when the time comes to make them.

• Understand our system of checks and balances, with independent but mutually informed recommendations by faculty peers and administrators.

• Recognize our goal: To have a faculty appropriate to a major research university, with a commitment to teaching and service, so that the internal and external reputations of each unit are constantly improving.

• Respectful, civil, and thoughtful disagreements and deliberations are to be expected, and are part of a healthy, academic discourse.
The Big One: Confidentiality
Levels of Review and Judgment

• **Department/Campus Level** - Most familiar with candidate’s discipline, quality, and quantity standards.

• **College Level** – Evaluate record using college criteria and expectations, while striving for consistent standard.

• **University Level** – Ensure compliance with departmental *and* college standards
Committee Roles, Responsibilities

1. Know and follow all policies, guidelines
2. Review committees should have at least 3 members
3. Note: Tie votes are equivalent to “no” votes
4. Confidentiality is paramount throughout process
The dossier paints a vital picture – especially for the University Committee, Provost, and President – and has many key components.
Key Components of the Dossier

• The candidate’s narrative statement (usually 1-2 pages, and no more than 3) – written in the first person and placed at the beginning

• Separate sections focusing on accomplishments in three areas: Teaching, Research, and Service

• What not to include: statements about candidate’s personal life, the CV, samples of publications, course outlines, letters of thanks or appreciation
Dossier Guidelines and Tips

• Signatory pages must be accurate and complete
• Use current forms (See Appendix F of the Administrative Guidelines)
Dossier Guidelines and Tips

Teaching and Learning:

• **Tenure Review:** Include materials from date of Penn State employment in a tenure-eligible position

• **Promotion Review:** From date of last promotion or last 5 years

• Faculty members granted stay of tenure or leave may include additional evaluations beyond 5 years to provide sufficient evidence of evaluations or teaching assessment

• **Summarize** student comments; do not include each one in full
Dossier Guidelines and Tips

Research and Creative Accomplishments:
• Cover candidate’s entire career

Service:
• Tenure Review: Include materials from date of Penn State employment in a tenure-eligible position
• Promotion Review: From date of last promotion or last 5 years
• Faculty members granted stay of tenure or leave may include additional evaluations beyond five years in order provide sufficient evidence of evaluations or assessment
External Letters

- Avoid fellow graduate students, co-PIs, former faculty colleagues, and significant collaborators
- Use judgment and discretion
- No contact between candidate, reviewer
- Advance contacts to potential reviewers go through dean or department head
- Letters should not reference external reviewers by name or other descriptors that reveal identity
Statements of Evaluation

• For tenure decisions, include all prior evaluative letters beginning with the earliest provisional review
• Include names and ranks of committee members in the letter
• Vote totals, including abstentions, should be included in the first paragraph of the letter
• For split votes, include majority and minority views in the letter
• If a consultation occurs, include details in the letter Be consistent in use of descriptors (i.e., very good, excellent)

This tip is one that got a lot of discussion last year: Be consistent in your use of descriptors in review letters (i.e., very good, excellent) – this
Statements of Evaluation

• For split votes, include majority and minority views in the letter
• If a consultation occurs, include details in the letter
• Be consistent in use of descriptors (i.e., very good, excellent)

use, the descriptors must be consistently applied to all candidates within each college.
Changes to Guidelines: 2017-18

Among the changes to the Administrative Guidelines for this academic year (the complete list is available online):

- **IV.C.1 (Page 14)** – Added information regarding the eligibility of people who may vote for members of promotion and tenure committees.

- **V.E.2 (Page 19)** – Strengthened the fixed-term promotion review levels by including the college peer committee.

- **Appendix C (Pages 34-36)** - Inclusion of the staying of the provisional tenure statement in the letter to the external reviewer.
P&T Outcomes

• The University’s Promotion and Tenure Committee reviewed 133 cases. (This total included 7 out-of-sequence reviews)
• The Provost reviewed 6 cases.
• 95% (5 out of 126) were awarded tenure and/or promotion.
Frequently Asked Questions

- Updated in July 2017, FAQ document on the VPFA website contains 55 questions and answers on 12 pages
- Note: FAQ document is not policy
- Question not answered there? Contact department head, or Office of the VPFA if needed
Activity Insight, Other Resources

- **Activity Insight**: Key online software tool, with administrative team available for training and to answer questions
- Other reference documents and information
A Few Final Thoughts

• Questions? Always start by consulting college and department guidelines
• Confidentiality, always
• Follow University policy, always
• VPFA website offers resources
Thank You.
Questions or Comments?

vpfa.psu.edu