

2016 Promotion & Tenure Workshop

Importance of the Process..
Importance of the Dossier..
Importance of your Role!



Today's Presenters

- Katryn Boynton (Provost's Office)
- Judy Bowman (University College)
- Sandy Confer (University Libraries)
- Nicole Gampe (Activity Insight University Administrator)
- Dorothy Guy (Capital College)
- Nicola Kiver (College of the Liberal Arts)
- Shawnee Wagner (Human Resources)



Reality...

What do Kat and
Shawnee have
in common?



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Overview

- Updates
- The Dossier
- What is the Difference
- The University Committee
- IBIS Input
- Activity Insight
- PTORP
- Panel Discussion
- Best Practices – Ideas from Audience
- Final Thoughts



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Updates to the Administrative Guidelines

- College of Medicine expanded tenure clock.
- II.D (Page 6)
 - Assessing the Scholarship of Research and Creative Accomplishment section was expanded.
- III.C.5 (Page 8)
 - Some colleges provide external reviewers with a vita and narrative statement which is different from the statement included in the dossier. The University P&T Committee requested that copies of the vita and narrative statement provided to external reviewers (if different to the statement provided in the dossier) be included in the supplemental materials folder.



Updates continued...

- III.C.12.a (Page 10)
 - Faculty members who were granted a stay of tenure or a leave may include additional evaluations beyond five years in order to provide sufficient evidence of evaluations or teaching assessment.
- V.E.3 (Page 19)
 - Addition of policy HR-21 requirement for all colleges to have guidelines for promoting fixed-term faculty.
- V.G.3 (Page 20)
 - Clarification of when the University Promotion and Tenure Committee consults with the dean.
- VI (Page 25)
 - Revisions to the staying of the provisional tenure period



Updates continued...

- Appendix C (Pages 34-36)
 - Inclusion of the staying of the provisional tenure statement.
- The Scholarship of Research and Creative Accomplishments (Pages 46-47)
 - Addition of the expanded tenure review years for the College of Medicine; revision of the sixth bullet to include the impact in society of research scholarship and creative accomplishments.
- Service and the Scholarship of Service to the University, Society, and the Profession (Page 48)
 - Revision of the first bullet to include item #6, participation in recruitment and retention activities, and #7, participation in development/fundraising activities. Added "Other" as the third bullet.



Updates continued...

- Appendix G (Page 52)
 - Addition of the maximum total of two years for stays of the provisional tenure period.
- Appendix I (Page 55)
 - Immediate tenure cases are to be sent via e-mail as a scanned PDF document.
- Appendix J (Page 57)
 - Out-of-sequence cases are unique, please, contact the Vice Provost for Academic Affairs Office.



The Dossier

Common errors for ALL units

- Check that all required signatures and dates have been entered.
- The deadline for submitting factual changes or new information is February 15. If factual changes or new information is added, all prior levels must re-review.
 - Example of new information: a manuscript accepted for publication.
- If not using Activity Insight, please use current forms and dividers!
 - All forms and dividers are available on GURU



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The Dossier

Additional common errors for units NOT using Activity Insight

- Use binder clips
- Double-check: attention to detail is important!
- Check for:
 - Pages upside down, duplicate or missing pages
 - Pages in the wrong sections!
 - Department name is wrong
 - Pagination (see Guidelines, page 7)
 - Teaching: A-1, A-2, etc.
 - Research/Creative Accomplishments: B-1, B-2, etc.



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The Dossier continued...

- Information should only be listed ONCE in the dossier. For example, for certain activities, a judgment will need to be made as to where is the most appropriate place to capture the information.
 - Examples: outreach activities, paper presentations used in conference proceedings.
- Do NOT include evaluative statements written by the candidate, samples of publications, letters of appreciation or thanks, course outlines, vita, statements or references about a candidate's personal life, etc.
- Summarize, summarize, summarize student comments and SRTEs.



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Promotion and Tenure Form/s

(aka Signatory Page/s)

- Accurate and fully-completed forms are critical.
- The information is used for a variety of activities including preparation of correspondence from the President to the candidate.
- Fill out in entirety – please **remember signatures** (on appropriate line), **recommend/not recommend, and dates!**
- If evaluating for BOTH tenure and promotion - two forms - with tenure form on top.
 - Leave tenure status field blank if being reviewed for tenure.
- For promotion cases, please fill in recommended rank **and** title.
 - Example: Associate Professor of Biochemistry
- A “tie” vote is considered negative; we will discuss this later in the presentation.



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Promotion and Tenure Form/s continued ...

Tenure

Promotion

Teaching and Learning (A) Date range

- For tenure consideration (with or without promotion): timeline for included materials would be from date of employment at Penn State in a tenure-eligible position.
- For promotion consideration: timeline would be from date of last promotion at Penn State or most recent five years – whichever is shorter.
 - Faculty members who were granted a stay of tenure or a leave may include additional evaluations beyond five years in order to provide sufficient evidence of teaching assessment.



Teaching and Learning continued...

- Student comments should be included in a **summary** format . . . do not include a complete listing.
- Do not include letters of appreciation or thank you letters.
- Activity Insight users – select the University Dossier report and enter the appropriate date range (start date and end date). This will pull the correct Teaching and Learning information into the report.



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Research and Creative Accomplishments (B) Date range

- Timeline for material covers the candidate's career.
- Activity Insight users – ALL Research and Creative Accomplishments information will be pulled into the report (i.e. Activity Insight will IGNORE the date range applied to sections A and C for the University Dossier report).
- For multiple authored works, provide indication of effort, role or contribution.



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Research and Creative Accomplishments continued ...

- Important: For manuscripts accepted, a letter of acceptance must be included at the end of the section (and paginated manually).
- Listings of works in progress should not be included in final sixth-year tenure reviews and all promotion reviews beyond the assistant professor or equivalent.
- Activity Insight Users –under ‘Run Reports’ you can chose NOT to include works in progress in the final report (if applicable).



Service (C) Date range

- For tenure consideration (with or without promotion): timeline for included materials is from date of employment at Penn State in a tenure-eligible position.
- For promotion consideration: timeline for included materials is from date of last promotion at Penn State or most recent five years – whichever is shorter.
- Activity Insight users – select the University Dossier report and enter the appropriate date range (start date and end date). This will pull the correct Service information into the report.



Committee Voting

- How is a tie vote viewed and recorded?
 - While we recommend an odd number of members, sometimes, through abstention, a committee can render a 3-3 vote. This is considered negative.
- What is a “split” vote?
 - There is no unanimity
 - A committee renders a negative recommendation but 3 of the 7 members voted positively.



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External Letters of Assessment

- The candidate ***MUST NEVER*** see this section!!
- Any preliminary/courtesy contact should be from the department or dean's office – no contact from candidate!
- Minimum of four external letters.
- Describe:
 - Procedure for selecting, how letters were solicited, materials sent to evaluators, identification of those writing, and evaluator's standing in discipline.
- If appropriate, don't forget to include the statement of stay of tenure (see Appendix C)



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External Letters of Assessment continued...

- Include:
 - The log should include only formal requests made (do not include preliminary requests that ask if they would be willing to provide a review).
 - A copy or sample letter sent to the evaluators; please don't include all letters sent to evaluators.
 - Log of external letters.
 - The letters!
- Be sure that committee and administrator assessment letters do not reference external reviewers by name or by other descriptors that would reveal the identity.



Statements of Evaluation

- For tenure actions, include prior years' evaluative letters beginning with the earliest provisional review.
- Name and rank of each committee member must be included in the committee's letter.
- Stays of tenure, or reasons, are *NOT* included.
 - The date of a stay(s) is noted only on the signatory form.
 - Not part of Committee discussion.
 - Faculty members who were granted a stay of tenure or a leave may include additional evaluations beyond five years in order provide sufficient evidence of evaluations.



Statements of Evaluation continued...

- All votes must be accounted for, including any abstentions.
- If a consultation occurred, reference to such should be included in the evaluative letter.
- For split committee votes, both the majority and minority views are expressed in the evaluative letter.
- A tie vote is considered a negative recommendation.
- Joint Appointments: a letter from the secondary department head is required; inserted PRIOR to review by the primary departmental P&T review committee.



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What is the difference?

	Immediate Tenure	Early Tenure	*Out-of-Sequence
Justification and Approval Required	No	Yes	Yes
Standard Dossier Format	No	Yes	Yes
Faculty Currently Under Contract	No	Yes	Yes
Use of University Committee	Subcommittee	University Committee	University Committee
External Letters Necessary	Reference Letters	Yes	*Consult with VPAA
Documentation Submitted	Original	Original	Original
Time Frame for Reviews	Two Weeks (after receipt by subcommittee)	Standard Spring Submission	No set timeline; no guaranteed turn-around



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The University Committee

- Dossiers to University P&T Committee by the first working day in March – ***this is a firm deadline***
- Deliberations begin the week following Spring Break!
- University Committee members must be prepared to review between 25-35 dossiers per week.
- Recommendations to the Provost's Office typically by the end of April.
- Dossiers received and scanned
- Sorted by action



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The University Committee continued...

- Processed in Database
- Reports Generated
- Committee Members Review on Secure Web-Site
- Deliberations Begin
- Importance of the Dossier to the Process
- The Dossier “paints the picture” to the University Committee, Provost, and President.
- A sloppily done Dossier conveys the wrong impression to the reviewer.



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Deadlines

- General Timeline (Appendix B, page 32)
- February 15 – deadline for factual changes
- Dossiers to University P&T Committee first working day in March –***firm deadline***
- Notifications to Sixth-Year Candidates by President – date of May commencement
 - This review cycle is May 5, 2017
- Recommendations and approvals for ALL REVIEWS **must** be entered into IBIS (UTNA and/or UPRM) by June 30.
- Annual tenure review report – response is due mid October



Activity Insight

- Vendor is Digital Measures – a Milwaukee-based company
- Initiated and funded by the Provost's Office in 2007
- Colleges/Campuses on-boarding or fully using Activity Insight
 - All Commonwealth Campuses
 - Ten University Park Colleges (Agricultural Sciences, Business, Communications, Education, Engineering, Health and Human Development, Information Sciences and Technology, Liberal Arts, Nursing, and Science)
- Still to join
 - Arts and Architecture, Earth and Mineral Sciences
 - Dickinson Law, Penn State Law
 - College of Medicine



Welcome, Nicole Gampel Log Out Search All Activities

Manage Activities

- Rapid Reports
- PasteBoard
- Run Reports
- Help

State Mandated Collection System

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 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
- Academic Advising
- Course Related Instructional Activities
- Student Mentorship and Supervision

Research and Creative Accomplishments


- Publications
- Report to Sponsor
- Artistic and Professional Performances and Exhibits
- 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/Advising
- Contracts, Grants, Fellowships and Sponsored Research
- Patent Intellectual Property
- Publication Impact - Citations
- Publication Impact - Articles/Books/Book Reviews
- 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
- Technical Assistance Provided


Service

- Internal to PSU
- External to PSU

Biographical Sketches

- NIH (2015)
- NSF (and NIH pre-2015)

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POWERED BY  Digital Measures
Privacy Policy

Benefits of Activity Insight

- Enter the information once to use it many times in different ways
- Standardized Promotion and Tenure Dossiers across the University
- Customizable Faculty Activity Reports for every College/Campus
- Other reports available such as accreditation reports, NIH and NSF bio-sketches, and vitas
- Screens customized for each College/Campus
- Existing accounts can be transferred to and from other Universities (Digital Measures is used by more than 60% of the largest US campuses)

Benefits continued ...

- Upload multiple publications from reference management tools such as Google Scholar, Mendeley, Zotero and many others, quickly and easily
- Assign a proxy to help faculty enter data
- Courses Taught data and SRTE data assembled in one place and uploaded automatically
 - SRTE data uploaded in real time
 - Courses Taught data uploaded about six weeks after the end of each semester
- Starting Soon!! Grants and contracts data to be uploaded quarterly under a single OSP project number to show 'total anticipated amount.'



PTORP

Promotion and Tenure Online Reviewing Platform

- Developed and hosted by Penn State's Office of Human Resources
- Secure and fully customizable online platform which allows individuals and committees to view dossiers at the appropriate times during the review process
- Piloted in 2012 and 2013
- Currently used by Communications, Education, Liberal Arts, Science, and University College
- Web Access login secured by two factor authentication



Benefits

- A college or campus liaison in each unit adds candidates and then delegates other staff as applicable to assist with the management of each dossier through the process
- Additional documents (i.e. evaluation letters) are added to the dossier as it moves along the path
- Eliminates the need for multiple paper copies
- Can be used for all types of dossiers

Promotion to Professor
 6th Year and Promotion to Professor
 Promotion to Associate
 6th Year and Promotion to Associate
 Early Tenure and Promotion to Associate
 Early Tenure
 Tenure Only
 5th Year
 4th Year
 3rd Year
 2nd Year
 Immediate Tenure
 Out of Sequence
 Promotion to Senior Research Associate
 Promotion to Senior Scientist
 Promotion to Librarian
 Promotion to Assistant Librarian
 Promotion to Associate Librarian
 6th Year and Promotion to Associate Librarian
 Fixed Term Promotion



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Login Screen

https://app3.ohr.psu.edu/promotion_tenure/



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Opening Page



Promotion & Tenure Online Reviewing Platform

College LiaisonsResources

Manage College Liaison | Manage Template Groups | Manage Candidates

College Liaison

Add the Penn State Access Account ID.

PSU Access ID
e.g. (abc123)


Access Type | College Liaison ▾

College | Liberal Arts ▾

+ Add Liaison

User ID	Name	Access Type	College	Action
fm2	MARING, FAYE	College Liaison	Liberal Arts	✖ Remove Access
amk17	KIVER, NICOLA	College Liaison	Liberal Arts	✖ Remove Access

Resources



Promotion & Tenure Online Reviewing Platform

College LiaisonsResources

Resources

- View the Promotion and Tenure Online Reviewing Platform [Manual for College Liaisons](#)
- View the Promotion and Tenure Online Reviewing Platform [Manual for Department Liaisons](#)
- View the Promotion and Tenure Online Reviewing Platform [Manual for Reviewers](#)
- Office of the Vice Provost for Academic Affairs, Promotion and Tenure Website: www.psu.edu/vpaa/promotion.htm
- All content (materials, candidates, reviewers, documents, recommendations, and notes) will be purged from the system August 1 of each year. The structure of the groups will remain intact, but all reviewers and candidates will be removed.

Manage candidates – add candidates, review types, manage dossier path, add departments, add dept liaisons

Promotion & Tenure Online Reviewing Platform

College Liaisons | Reviewers | Resources

Manage College Liaison | Manage Template Groups | Manage Candidates

Manage Candidates

You are also listed as a Reviewer.
[Access list of candidates for Review](#)

College: LA

Click on table column headings to sort. Use "shift" to sort on multiple columns.

[+ Add/Remove Candidate\(s\)](#)

Search:

Name	Dossier	Review Type	Review Path	Department	Dept Liaisons
FATICA, JESSICA (r1256)	Manage Dossier	6th Year and Promotion to Associate	Manage Path	Deans Office	Manage Liaisons
MARSH, FAYE (fm2)	Manage Dossier	Promotion to Professor	Manage Path	Deans Office	Manage Liaisons

Manage path – create and manage review groups and open or close view of the dossier to that review group

Promotion & Tenure Online Reviewing Platform

College Liaisons | Reviewers | Resources

Manage College Liaison | Manage Template Groups | Manage Candidates

Manage Review Path for JESSICA FATICA

Liaisons for this candidate
[+ Add Review Group\(s\)](#)

Click on table column headings to sort. Use "shift" to sort on multiple columns.

Level	Review Group Name	Viewing Status	Action
1	Anthropology Department Committee	Open Closed	Manage Group
2	Anthropology Head	Open Closed	Manage Group
3	College Committee	Open Closed	Manage Group
4	Dean	Open Closed	Manage Group



View dossier – add and view documents

View Dossier

Important Reminder:
These documents are **highly confidential**. Please make sure you delete downloaded documents as soon as possible.

Please note in the rare circumstances when a dossier has to go back to an earlier review level (for instance, if a substantive change has been made and earlier review committees must re-review), the higher review level documents will need to be temporarily removed from PTORP. The temporary removal of the documents is required because it is not appropriate for the lower review levels to view these documents. The documents concerned should be stored temporarily on a hard drive until the dossier returns to the higher review level at which time the documents must be reloaded. The appropriate management of all the documents that comprise the electronic dossier in PTORP is the responsibility of the department liaison.

Candidate: JESSICA FATICA (p1256)
Department: Deans office
Review Type: Promotion to Professor

[Documents](#) | [Recommendations](#)

Documents

Not all documents are required for all units/candidates.

#	Section	Last Viewed	Action
1	P&T FORMS/BIO/BUDGET/CRITERIA/NARRATIVE/CAND SIG PAGE		View Documents
	P&T Tenure Form	10/1/2014	+ Add Documents
	P&T Promotion Form	Not Viewed	No documents + Add Documents
	Biographical Data Form	10/1/2014	View Documents

How do Activity Insight and PTORP work together in the P&T process?

- They are both online systems – one is used to create the dossier, the other is the workflow that the dossier moves through
 1. Generate dossier in AI, add signatory pages, and additional materials
 2. Upload into PTORP when the dossier is ready to start the review process
- Entire review process managed in PTORP including adding additional review letters at each step
- Final step is for the college liaison to release all the dossier(s) to the University Committee (at the push of a button)

People are here to help!

- If you have questions or need further clarification as issues or discussions surface...
 - Office of the Vice Provost for Academic Affairs
 - Phone: **814-863-7494**
 - Website on P&T: <http://www.psu.edu/vpaa/promotion.htm>
 - Blannie Bowen: bx1@psu.edu
 - Katryn Boynton: klb8@psu.edu
 - Activity Insight
 - E-mail: L-AI-Support@lists.psu.edu
 - Support Page: activityinsight.psu.edu
 - PTORP (Promotion and Tenure Online Reviewing Platform)
 - New users - contact Katryn Boynton: klb8@psu.edu
 - Technical support for current users: fbitsupport@psu.edu



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