Welcome!
The session will begin shortly.

Transitioning from Associate to Full in a Tenured Faculty Position

PROMOTION AND TENURE WORKSHOP SERIES
Please introduce yourself in the chat by providing your name, department, and campus.

Promotion and Tenure Workshop Series
Ann Clements, Ph.D. Assistant Vice Provost of faculty Affairs – Faculty Development
Kathy Bieschke, Ph.D., Vice Provost of Faculty Affairs
Presentation Overview

Why seek promotion to Full Professor?

Criteria and expectations for seeking promotion.

The review process.
Why seek promotion to full professor?
WHAT WE THINK LIFE AFTER TENURE WILL FEEL LIKE

WHAT LIFE AFTER TENURE ACTUALLY FEELS LIKE

# The Rewards for Earning Tenure

<table>
<thead>
<tr>
<th>Reward</th>
</tr>
</thead>
<tbody>
<tr>
<td>New projects and topics</td>
</tr>
<tr>
<td>Stability of a secured position</td>
</tr>
<tr>
<td>Acknowledgement of expertise by peers</td>
</tr>
<tr>
<td>Increased professional stature</td>
</tr>
<tr>
<td>Greater ability to voice your opinions</td>
</tr>
<tr>
<td>Increased opportunities within the university and beyond</td>
</tr>
<tr>
<td>Salary increase</td>
</tr>
</tbody>
</table>
### THE ‘REWARDS’ FOR EARNING TENURE

<table>
<thead>
<tr>
<th>Teaching protections, if any, are lifted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course load may diversify</td>
</tr>
<tr>
<td>Service load increases</td>
</tr>
<tr>
<td>Asked to serve in leadership roles</td>
</tr>
<tr>
<td>Mentoring changes</td>
</tr>
<tr>
<td>Grants may become larger or more competitive</td>
</tr>
<tr>
<td>Family life may change</td>
</tr>
<tr>
<td>New chair/dean moves the goalposts to full</td>
</tr>
<tr>
<td>Unclear path to promotion</td>
</tr>
</tbody>
</table>

*All the above x2 for women, faculty of color*  

What is promotion?

Promotion seeks to recognize and reward excellence.

In general, excellence is defined in terms of contributions to one's profession through teaching, research or creative accomplishment, and service.

Excellence is evaluated in a variety of ways.
Differences between promotion levels.

- **Timing**: Determined for you → Flexible
- **Focus of work**: Starting your agenda → Impact of contributions
- **Authorship/project leadership**: Emphasis on solo or first → Cross-disciplinary, longer-term
- **Risk**: Playing to one's strength → Risk-taking, expanding or more challenging topics
- **Reputation**: Local, regional, national (international) → National, international
- **Service**: Less → More or different
### Why consider promotion to Full Professor?

<table>
<thead>
<tr>
<th>Status and prestige in your field.</th>
<th>May opens new opportunities within your field and within the university.</th>
<th>Potential increase in influence within your unit and beyond.</th>
<th>May contributes positively to the recruitment of quality students.</th>
</tr>
</thead>
<tbody>
<tr>
<td>May strengthen your ability to secure grants and funding.</td>
<td>Not just individual success, but institution rankings and community perceptions.</td>
<td>Increased freedom to work on new projects, topics, or areas of interest.</td>
<td>Increase in salary.</td>
</tr>
</tbody>
</table>

---

*PennState Faculty Affairs*
COACHE DATA

The following data represent the opinions of over 5,000 Associate Professors in the rank for 6+ years

45% Somewhat or Strongly Disagree
With the statement
“My department has a culture where associate professors are encouraged to work towards promotion to full.”

40% Have No Plans...
... to submit their dossier for promotion to full professor

Common Barriers to Seeking Promotion

- Exhaustion after tenure
- Overwhelmed by the context or environment at home or work
- Insufficient research and/or creative accomplishment or productivity
- A fear of failure
- Workload paralysis
- Inertia
Myths about promotion to Full....

- You decide when time is right for your promotion review.

- After gaining tenure and being promoted to associate professor, a certain number of years of service are required before you can be nominated for a promotion review.

- If you are unsuccessful at being promoted to Full you must wait for a certain amount of time before being nominated for review again.

- There is a university-wide formula for what excellence in teaching, research, and service are.
Penn State Rank Data
(Number of faculty by rank in fall semesters, 2018-2021)

Tenured/Tenure Track - Rank Grouping by Rank

- Professor
- Associate Professor
- Assistant Professor

Fall Semester

2018 2019 2020 2021

1,206 1,209 1,221 1,253
941 959 967 959
767 783 803 782
When should I consider going up?

FACULTY IN HIGHER EDUCATION SURVEY 2018
Tenure-Track Faculty Rank and Age Distribution

Shaded area represents 100% of tenure-track faculty surveyed.

Percentage of Faculty

Age

Professor
Associate Professor
Assistant Professor
New Assistant Prof.
Instructor
We want you to be promoted!

Concerns about the health of a program

Potential lack of faculty leadership

Critical representation

- Certain committees (such as university-wide promotion committees) require that their members be full professors
- Too few can amount to an overburdening of those able to serve
Criteria and Expectations for Seeking Promotion
<table>
<thead>
<tr>
<th>Assistant Professor</th>
<th>Associate Professor</th>
<th>Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>The assistant professor should possess a terminal degree or its equivalent in organized research or professional practice; must have demonstrated ability as a teacher or research worker; and must have shown definite evidence of growth in scholarly, artistic, or professional achievement.</td>
<td>The associate professor should possess the same qualifications as the assistant professor but must also provide evidence of an established reputation in scholarly, artistic, or professional achievement.</td>
<td>The professor should possess the same qualifications as the associate professor but must also provide evidence of a substantial record of advanced research and/or creative work, and of leadership in their field of specialization. This rank should be reserved for persons of proven stature in teaching and/or research.</td>
</tr>
</tbody>
</table>
Specific criteria and expectations for successful promotion reside within the units.

Speak with academic unit leaders.

Speak with recently promoted faculty members.

“Shop around” your materials and ask for advice.

Take the feedback you receive in annual reviews seriously.

Ensure your academic unit leader knows you are interested in promotion.
Goal: Full Professor

What do you spend the majority of your day doing?

Which of those activities are getting you to the goal of being a Full Professor?
Map out your time.

Choose commitments carefully.
The Review Process
What is tenure at Penn State? (AC 23)

AC23 Promotion and Tenure Procedures and Regulations (HR23)

- **Academic quality** will be the basis for academic personnel decisions.
- **General and broad guidelines** permit:
  - Judgments by faculty and academic administrators in their interpretation.
  - Each academic unit may develop its own specific expectations and standards as the operational basis for tenure and promotion recommendations.
- **Academic Excellence:**
  - Teaching and scholarly activity, both understood in their broadest sense.
Where to find information on promotion ...

• Website of the Vice Provost of Faculty Affairs
  • https://www.vpfa.psu.edu/promotion-and-tenure/
    • Policies AC 21 and AC 23
    • Administrative Guidelines (includes timeline)
    • P&T FAQs
• College or Campus Specific Guidelines
  • Guidelines
  • P&T Annual Timeline (unit specific)
• Unit Websites

Need help navigating through all of this – ASK!

Department Head, Division Head, School Director, or DAA
P&T Committee Member
Mentor
Nomination Process for Promotion

Nominated by an **appropriate academic administrator**

OR

Nominated by the **campus review committee** (if appropriate) or by the **department review committee** after consultation with the appropriate academic administrator.

* For faculty whose tenure is outside of the college of residence, local committees or administrators should not begin the promotion process without consultation with the department head.

* Unless the department head, the department committee, or the dean support a recommendation to begin a promotion review, the process should not be initiated.

* It is also be assumed that for faculty at non-University Park colleges, department heads would consult with campus or college administrators in the college of residence before initiating the promotion process.
Years Reviewed and Materials

Tenure
- Dossier (T, R/CA, S & Narrative Statement)
- CV - List of External Reviewers

Every 5 years after tenure
- Unit Specific

Promotion to full on recommendation
- Dossier (T, R/CA, S & Narrative Statement)
- CV – List of External Reviewers

Required materials are the same for promotion to full. (Content is different.)
P&T FAQs

Great supplement to the policy.
Most Colleges are now using Activity Insight (Faculty Success by Watermark, formerly Digital Measures) to generate dossiers. How does the use of Activity Insight impact the dossier and review process?

Activity Insight is a tool for generating the dossier. The output is consistent with the expectations outlined in the dividers as well as with the Administrative Guidelines.
Did you know...

- Activity Insight (AI) has a support page for all your needs? [https://activityinsight.psu.edu](https://activityinsight.psu.edu)

- You can reach support Monday-Friday 8:00am-5:00pm by email: [AI-Support@psu.edu](mailto:AI-Support@psu.edu)

- "AI" is customized for each College; however, it falls under one main PSU umbrella.

- The University Dossier report in "AI" is customized by the Faculty Affairs office and will put your data in the format recommended by the guidelines.

- Faculty going up for Full professorship can seek help with entering back data.
What does the FAMS Team do for you?

- Import credited course data from LionPath into the List of Credit Courses Taught. Data is automatically entered the 4th week of classes and updated at the end of the semester.

- Import SRTE data from the Schreyer Institute for Teaching Excellence. Data is entered after Final Grade reporting.

- Import Contracts, Grants, Fellowships, Sponsored Research from SIMS. This data is imported bi-weekly on Monday.

- Offer classes on Activity Insight, typically the 2nd week of each semester. Contact your college AI representative for a college level training session.

- Work with other Institutions and Universities that use the "AI" system to make suggested improvements to the Watermark team.
No SRTEs, peer teaching evaluations, or alternative documentation of teaching activities from spring 2020 can be used to penalize candidates.
Provide the faculty member with the opportunity to place their work and activities in the context of their overall goals (e.g., what’s important to the discipline, how will your goals benefit students).

An opportunity to draw attention to your most prominent accomplishments.

COVID explanation: This word limit has been increased from the typical 1600 words to allow for an explanation of ways in which your teaching, research/creative accomplishment/service may have been impacted by COVID.

The production of the narrative has a different timeline than the production of the full Dossier. It will be due prior to the submission of other materials in order to be sent to external reviewers.
Teaching and Advising
• Transitioning courses to remote or hybrid learning
• Creating instructional innovations
• Change in teaching and advising load
• Encountering challenges with technology
• And more....

Research and Creative Accomplishments
• Change in access to studios, performance spaces, laboratories, or other spaces
• Funded research opportunities/complexities
• Encountering travel and field restrictions
• And more....

Service
• Transitioning service activities to online formats
• Changes in access to community service sites
• Disruptions to professional organizations
• And more....

Librarianship
• Changes to in-person services
• Changes to the use of physical spaces
• Managing access to and provisions of materials
• And more....

Patient care
• Additional responsibilities directly related to the care of COVID-19 patients
• Decreasing patient care workload related to the pandemic (e.g. the cancelation or delay in elective surgical procedures)
• Increasing need for continuing education to maintain competency in the rapidly changing treatments for COVID-19
• And more....
Dossier Tips...

- Update regularly
- Ask advice
- Consult the dividers
- Proofread carefully
- Meet all deadlines
- Review and act on advice in previous reviews
- Ask if sample dossier and narrative statements are available in your unit
- Maintain and update your curriculum vita on a regular basis
- SRTEs
Faculty Guests

Dr. Elisa Wu
Professor of Mechanical Engineering at Penn State Behrend, Chair of Mechanical Engineering

Dr. Christopher Zorn
Professor of Political Science and Sociology
The College of the Liberal Arts

Dr. Mallika Bose
Professor of Landscape Architecture, Associate Dean for Research in the College of Arts and Architecture
Thank you!

Questions?

Promotion and Tenure Workshop Series
Ann Clements, Ph.D. Assistant Vice Provost of faculty Affairs – Faculty Development
Kathy Bieschke, Ph.D., Vice Provost of Faculty Affairs
Abby Diehl, Ph.D. Assistant Vice Provost of Faculty Affairs