Promotion and Tenure Guidelines
IST_AC-18 Administrative Guideline

The faculty of the College of Information Sciences and Technology recognize the overarching promotion and tenure policy AC-23 as the basis for its promotion and tenure process.

The Committee will base its recommendations on the scholarly achievements of faculty members including research, teaching and other scholarly services to the academic community, profession, and society.   We define scholarship as the public distribution of critically evaluated outputs that can be used and built upon by a scholarly community. As an interdisciplinary college, the Committee recognizes norms concerning scholarly achievements vary by discipline. To that end, we provide several criteria for measuring and evaluating research accomplishments with the understanding that a person need not show equal accomplishment or involvement in all areas, but those accomplishments should be commensurate with the person's discipline and goals.

A. Tenure – The Committee's recommendations for tenure will be based on the merits of individuals, their academic achievements and their potential for contributing to the success of the College in achieving its mission:

> *Through our teaching, research, and service we will change the world with inspired solutions based on humanized technologies and the conversion of data to information, information to knowledge, and knowledge to wisdom. In so doing, we will empower people, organizations, and communities to make the best decisions that can be made.*

Faculty under consideration will be evaluated on the following criteria:

1. **Teaching:** The teaching record should demonstrate a commitment to quality instruction and an ability to convey the subject matter of a course to students in an effective manner. Judgment will be based on peer reviews from college faculty members, student evaluations, and other evidence (such as teaching awards). Additional evidence of teaching and mentoring effectiveness will include mentoring of graduate students, serving on PhD committees and/or supervising graduate and undergraduate research (e.g., Schreyer Undergraduate Honors Thesis).

2. **Research:** The applicant should have an area of specialization wherein a major portion of the research effort is concentrated. The candidate's overall research record must show a high standard of research proficiency as demonstrated by continued, sustained, and significant contributions such that the candidate's research expertise is recognized within his or her subject area. The applicant's record should demonstrate the ability to carry out independent, high-quality research that has been disseminated through recognized outlets appropriate to the norms of the scholarly area (e.g. publications appropriate to the candidate's

area of specialization, likely to include articles in top-quality journals, highly competitive refereed conferences, refereed research-oriented books or book chapters, textbooks, or design portfolios). The candidate's research proficiency should also be demonstrated by participation in the successful pursuit and conduct of research grants from government agencies, foundations, corporations, and Penn State / IST centers and institutes. Additional evidence of research proficiency may come from invited academic or professional presentations, preparation of expert testimony that becomes part of the public record, or research awards from professional societies, journals, conferences, or government agencies.

  3. Service: The applicant should show evidence of involvement in professional and learned societies and participation in College and University affairs. Evidence may include contributions to conference organizing, membership on editorial boards for major professional journals, reviewing for journals and conferences, membership on government review boards and panels, active participation in professional societies, policy making, etc.

A. Promotion – Consideration for promotion shall employ the same general criteria as held for tenure. However, neither is simultaneous, and neither one guarantees the other.

  B.1. Promotion to Associate Professor

  Consideration for Promotion to Associate Professor

  1. **Teaching:** The teaching record should demonstrate a commitment to quality instruction and an ability to convey the subject matter of a course to students in an effective manner. Judgment will be based on peer reviews from college faculty members, student evaluations, and other evidence (such as teaching awards). Additional evidence of teaching and mentoring effectiveness will include mentoring of graduate students, serving on PhD committees and/or supervising graduate and undergraduate research (e.g., Schreyer Undergraduate Honors Thesis).
  2. **Research:** The applicant should have an area of specialization wherein a major portion of the research effort is concentrated. The candidate's overall research record must show a high standard of research proficiency as demonstrated by continued, sustained, and significant contributions such that the candidate's research expertise is recognized within his or her subject area. The applicant's record should demonstrate the ability to carry out independent, high-quality research that has been disseminated through recognized outlets appropriate to the norms of the scholarly area (e.g. publications appropriate to the candidate's area of specialization, likely to include articles in top-quality journals, highly competitive refereed conferences, refereed research-oriented books or book chapters, textbooks, or design portfolios). The candidate's research proficiency should also be demonstrated by participation in the successful pursuit and conduct of research grants from government agencies, foundations, corporations, and Penn State / IST centers and institutes. Additional evidence of research proficiency may come from invited academic or professional presentations, preparation of expert testimony that becomes part of the public record, or research awards from professional societies, journals, conferences, or government agencies.
  3. **Service:** The applicant should show evidence of involvement in professional and learned societies and participation in College and University affairs. Evidence may include contributions to conference organizing, membership on editorial boards for major professional journals, reviewing for journals and conferences, membership on government review boards and panels, active participation in professional societies, policy making, etc.

B.2. Promotion to Professor

Nominations for Promotion to Professor

Per official university guidelines, faculty can be nominated for consideration for promotion to Professor, by an "appropriate academic administrator" or the "department review committee after consultation with the appropriate academic administrator." In the context of the College of Information Sciences and Technology, where we do not have departments, this translates to being nominated by the dean or by the college's P&T committee after consultation with the dean. In practice, the college P&T committee does not nominate individuals itself, but it is involved in the nomination process. If an individual has not been nominated for formal review for promotion by the time of their second AC-40 extended review, the individual may self-nominate for formal review one time.

Each spring, faculty interested in being considered for promotion to Professor are invited to express their interest in being formally reviewed. Each individual who asks to be considered is instructed to submit a current CV and a narrative statement outlining contributions through teaching, research, and service in the context of the college's guidelines. STREs for the courses the individual has taught since the most recent promotion are added to candidate's materials.

The materials (i.e., CV, narrative statement, SRTEs) are shared with individuals, who hold the rank of Professor, who are on currently on the P&T committee as well as individuals who will be joining the P&T for the upcoming review cycle for review. The dean meets with this group to discuss each potential nominee. The discussion focuses on whether the individual may be successful in being promoted if they are nominated. The threshold for nominations is intended to avoid nominating individuals where there are obvious concerns that would prevent promotion. The intent is to allow individuals to be nominated when there is a chance of promotion, such that individuals who are nominated may or may not ultimately be promoted. Based on the conversation with this group, the dean notifies each individual who requested consideration of the outcome.

For those individuals where the feedback did not support nomination, the dean drafts a response outlining areas of concern, suggestions, and when appropriate a recommended timeline for seeking nomination. The draft is shared with the Professors consulted previously to ensure that all issues that contributed to not nominating the individual are addressed. Once there is agreement that the message effectively summarizes the concerns and suggestions of the group, the potential nominee is notified of the outcome.

Requests to be nominated are accepted once per year. If an individual has requested to be considered for formal review but was not nominated to proceed, they are strongly encouraged to wait at least as long as was suggested in the feedback provided by the dean. If the same individual requests consideration again (for the second time) and is once again denied, they are strongly encouraged to wait at least as long as was suggested in the feedback provided by the dean. At this point, when the individual requests consideration again (for the third time), they will be nominated for formal review with no feedback being provided regarding the materials that were submitted.

For those individuals where the feedback supported nomination, they are notified that they can proceed with submitting their materials for formal consideration for promotion to Professor.

Consideration for Promotion to Professor

Consideration for promotion to professor involves the same three areas of criteria (viz. 1/research, 2/teaching and 3/service) as for promotion to associate professor, but at a commensurately higher level of achievement. In promotion to professor, it is necessary that the candidate be an established, internationally recognized scholar, and an accomplished teacher and mentor. It is expected that the candidate will not only carry out the teaching, research and service responsibilities at a level expected of tenured faculty, but will provide leadership in some areas. This status will be indicated by external letters as well as involvement in some of the following activities. (Note: this list is not an exclusive one, it is not rank ordered and it is not expected that candidates will have engaged in all the items on this list.)

- Mentoring of PhD and MS students
- Leadership in research projects
- Leadership in College, University, state, national and international decision-making
- Participation in formulation of industry, professional, state, national or international science, technology or educational policies
- Leadership in the successful pursuit and conduct of research grants
- Significant involvement in academic societies such as chairing divisions/special interest groups, serving on conference program committees or overall service on conference planning
- Serving as editor, associate editor, special issue editor or editorial board member of high quality research journals
- Membership on government advisory boards and panels
- Preparation of expert testimony that becomes part of the public record
- Research awards

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