



Promotion and Tenure Guidelines **[IST HR-05 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.

B. 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

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

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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