



Oregon State
University

VALUING INNOVATION & ENTREPRENEURSHIP (I&E) IMPACT FOR FACULTY

“Translational research activities at ART awardee institutions should be treated on par with fundamental research activities in faculty recruitment, tenure, and promotion decisions.”

From National Science Foundation’s (NSFs) Advancing Research Translation (ART) 2023 solicitation.

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Faculty Lead for Innovation Excellence
and Professor of Chemistry
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Website: <https://ptie.org>

What is the Promotion & Tenure Innovation & Entrepreneurship (PTIE) effort all about?

- Created through a grant from the NSF (CNS-1936073), Follow-on funding (TIP-2430589)
- Focuses on the inclusive recognition of I&E impact by faculty.
- Coalition-based approach involving over 65 universities.
 - Identify best practices, suggested language, metrics and process reform for evaluation of faculty promotion cases containing I&E impact.
 - Support concurrent efforts for reform in other areas of promotion & advancement and address bias within the process.
 - Created detailed set of PTIE recommendations collaboratively.



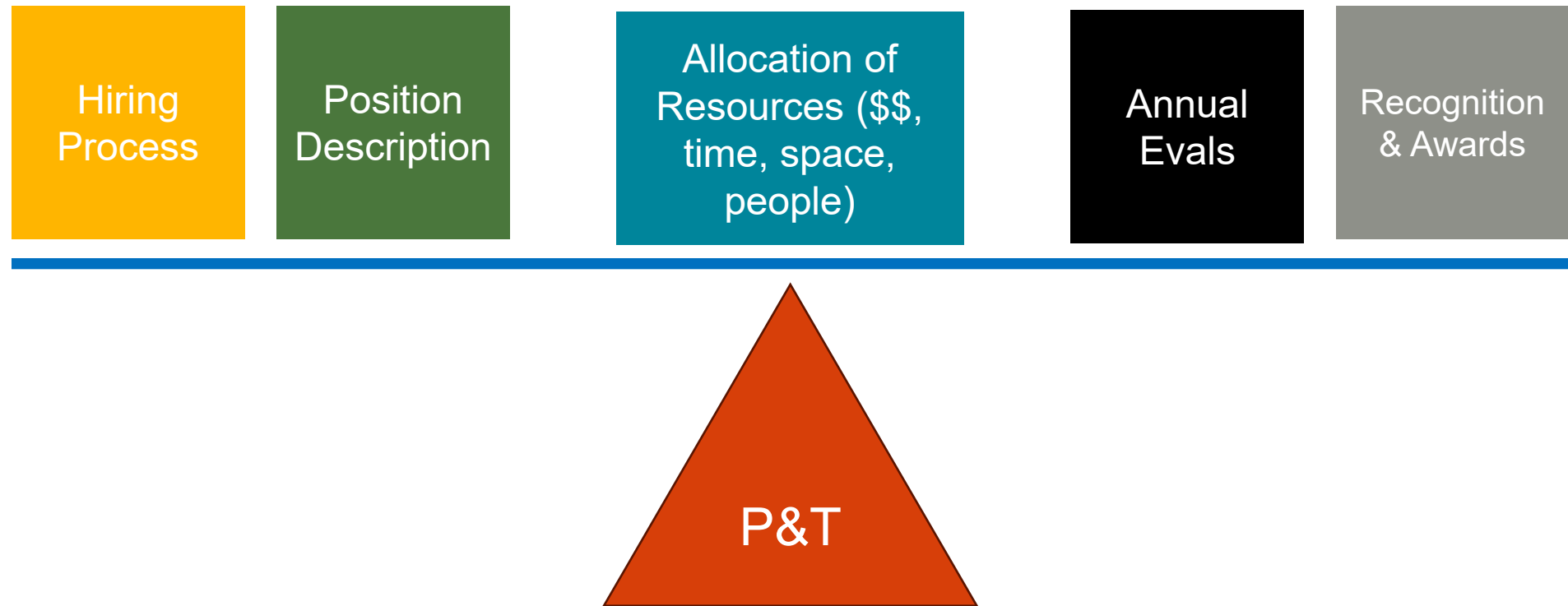
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Intent of this Effort

What it is not	Intent
<p>✗ This effort does not seek to make I&E a required component for faculty or dilute (or raise) the requirements for advancement.</p>	<p>✓ The intent is to broaden the bar of promotion and tenure to be more inclusive of faculty not fully valued under the current paradigm.</p>
<p>✗ This effort does not seek to reduce or remove the importance of basic research in any way.</p>	<p>✓ The intent is to provide equal representation for other areas of scholarship not currently valued fully in the current paradigm.</p>
<p>✗ This effort is not seeking to make faculty into business people.</p>	<p>✓ The intent is to support faculty who have desire to seek impacts beyond the publication/grant paradigm.</p>
<p>✗ This effort is not supportive of justifying a focus on I&E as a money-making mechanism.</p>	<p>✓ This intent is to be an essential component of realizing the institution's mission to society.</p>

Promotion & Tenure (P&T) is the Fulcrum



<https://ptie.org>

Language Matters



Societal impact /
public impact

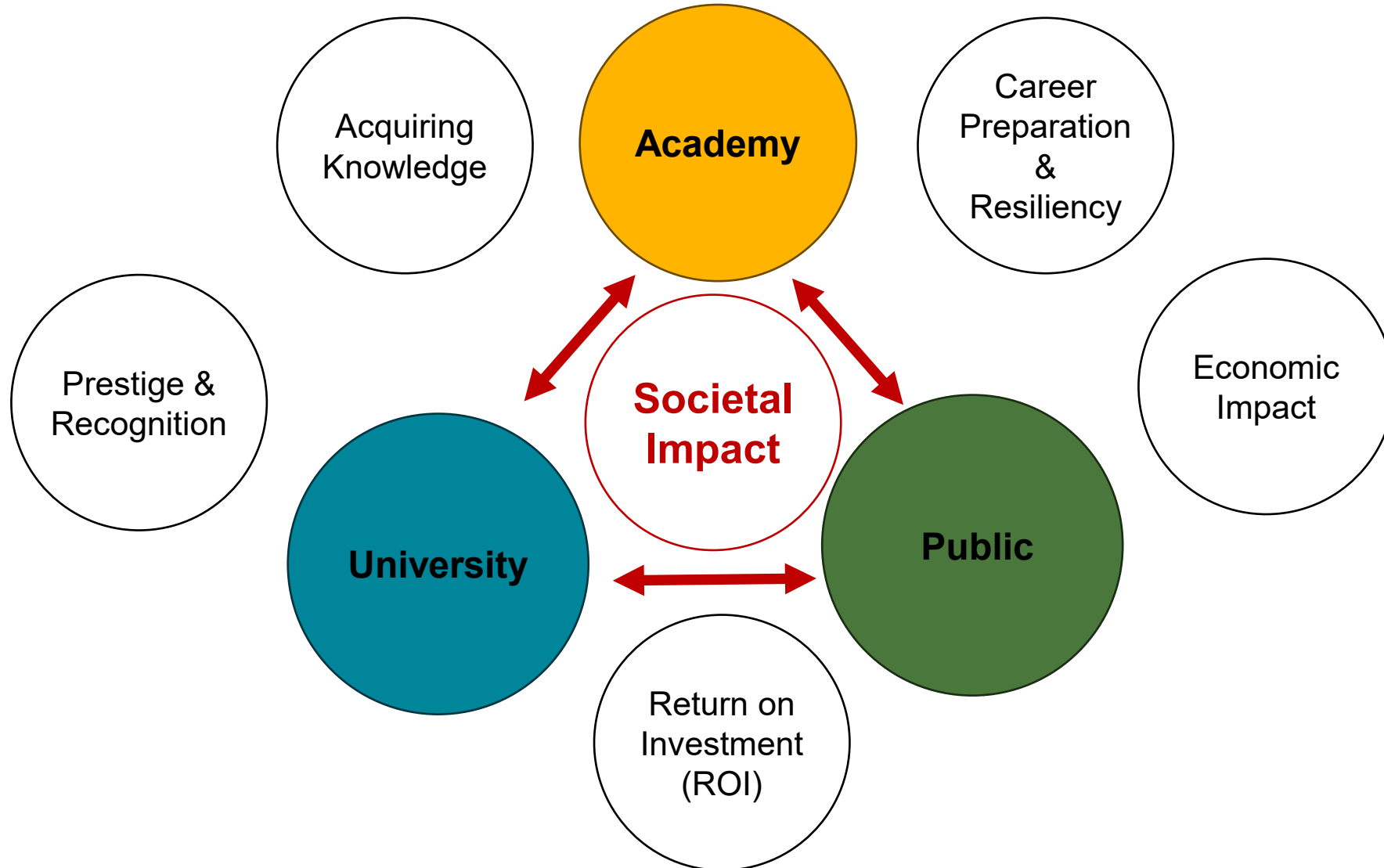


Innovation



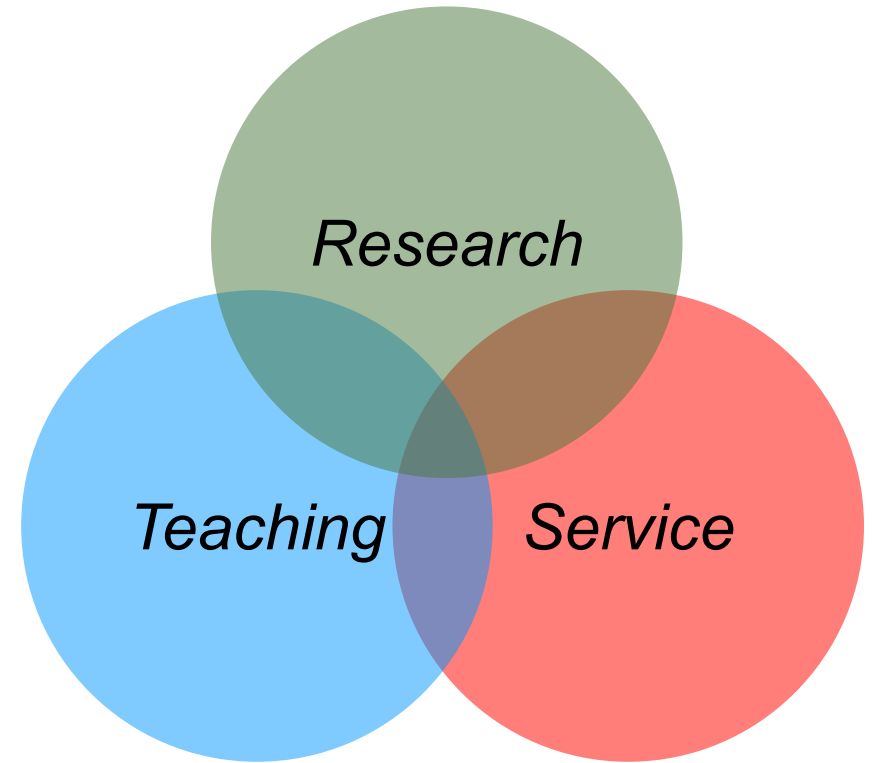
Inclusive

Aligning Values



Breadth of I&E Impact

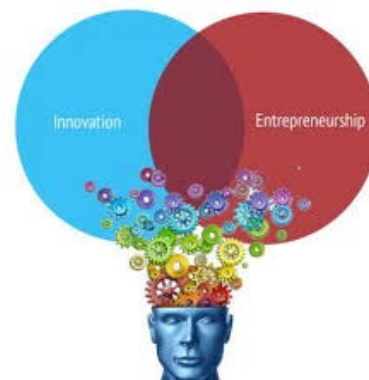
- I&E-impact can occur in **all** areas – not just research
- PTIE recommendations focus in valuing I&E within each all three areas
- PTIE embraces a broad interpretation of I&E to ensure that the effort is inclusive across the institution and academic disciplines, including the arts and humanities.



Supporting the Pursuit of Knowledge



Pursuit of knowledge is a core value of universities.



I&E-informed research should be valued the same as other areas.



This freedom enables discovery.



Current paradigm for I&E **retards** (not protects) the pursuit of knowledge.

Publications on PTIE Work

- PTIE Recommendations: “Expanding Promotion and Tenure Guidelines to Inclusively Recognize Innovation and Entrepreneurial Impact.” (<https://ir.library.oregonstate.edu/concern/defaults/jw827k251>)
- Carter, R. G.; Mundorff, K.; Risien, J.; Bouwma-Gearhart, J.; Bratsch-Prince, D.; Brown, S. A., Campbell, A. L.; Hartman, J. C.; Hasemann, C. A.; Hollenbeck, P. J.; Lupiani, B.; McCarty, O. J. T.; McClure, I. D.; Mealey, K.; Mimura, C.; Romero, A. J.; Sztajn, P.; Van Egeren, L. "Innovation, entrepreneurship, promotion, and tenure." *Science* **2021**, 373, 1312-1314 (DOI: 10.1126/science.abj2098).
- Bouwma-Gearhart, J.; Lenhart, C.; Carter, R.; Mundorff, K.; Cho, H.; Knoch, J. Inclusively Recognizing Faculty Innovation and Entrepreneurship Impact within Promotion and Tenure Considerations. *J. Open Innov. Technol. Mark. Complex.* **2021**, 7, 182 (DOI: 10.3390/joitmc7030182)
- Bouwma-Gearhart, J.; Carter, R. Mundorff, K. "A Call For Promoting Faculty Innovation and Entrepreneurship." *Change* **2021**, 53 (2), 18-24 (DOI: 10.1080/00091383.2021.1883973)

Significant additional content is available on the ptie.org website

1. University-Wide Language



*Institution-specific language
that cites the mission
statement and/or stated
university priority*

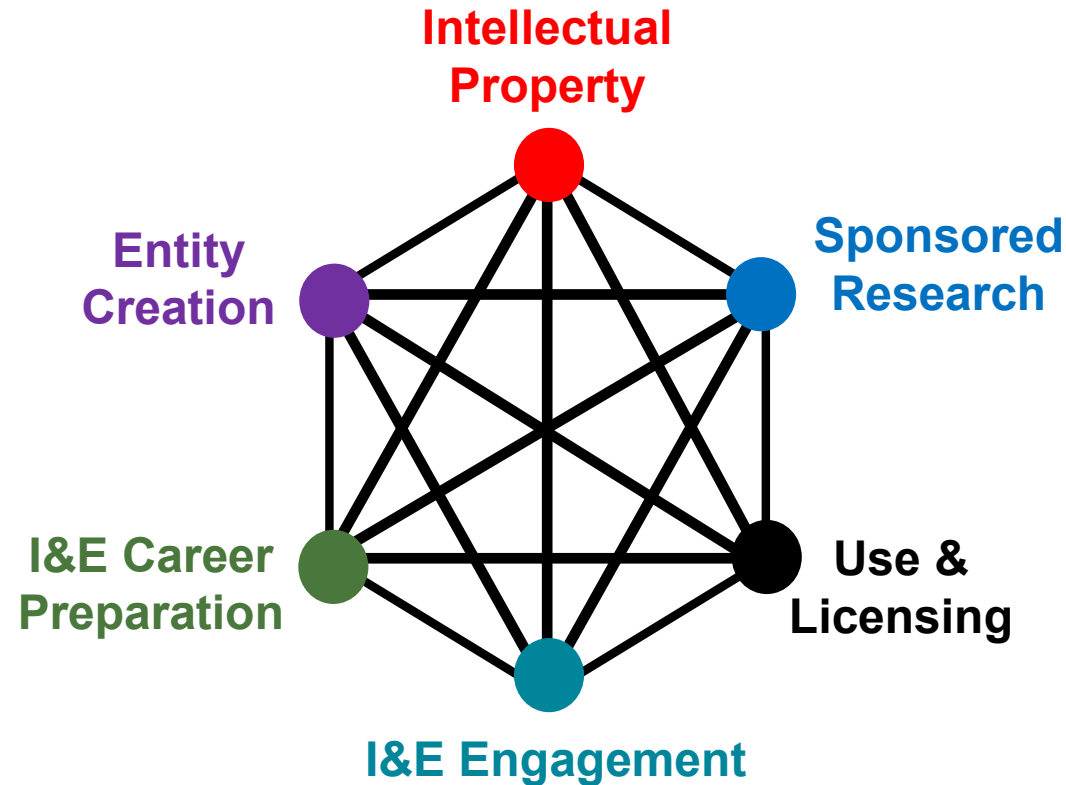


*Link those priorities to the
evaluation process*



*Connect faculty member
contributions to broader
societal impacts*

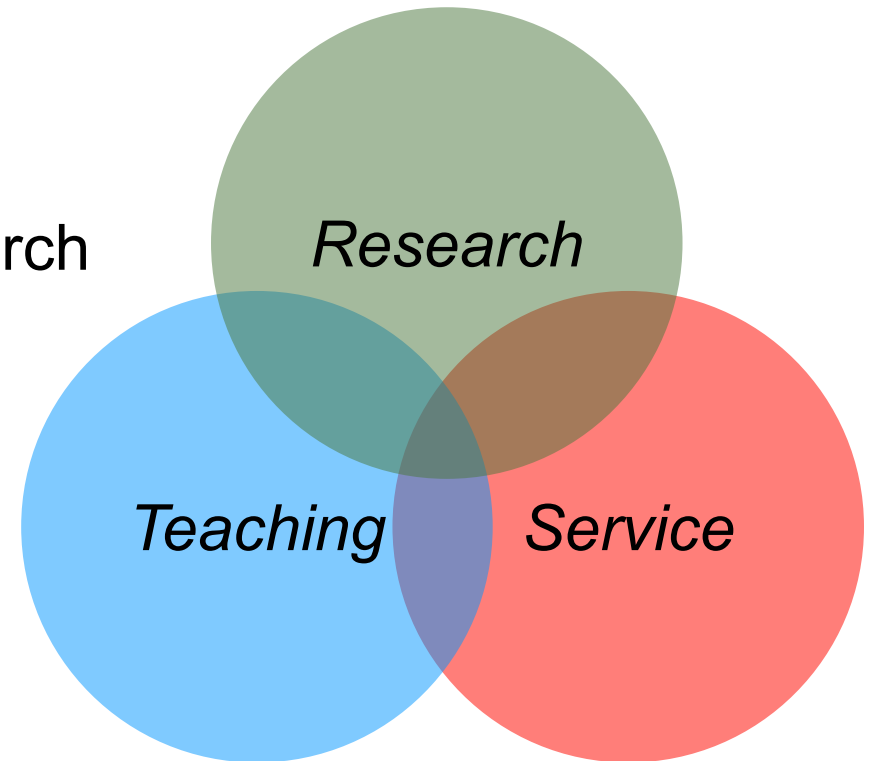
2. I&E Metrics in Teaching, Research & Service



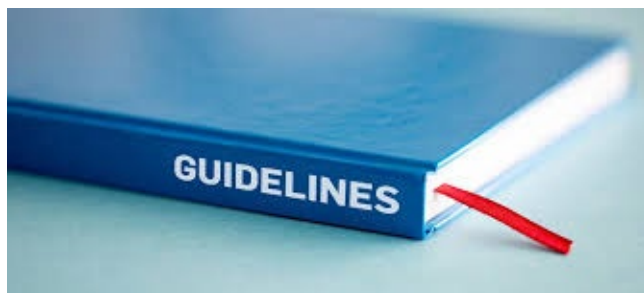
Collection of metrics should be used as indicator data for narrative thesis of impact

3. I&E Text for Evaluation Criterion

- I&E-impact can occur in **all** areas – not just research
- PTIE recommended providing category-specific language and structure that can be utilized as appropriate within P&T guidelines



4. Process Reforms



Changing P&T guidelines alone will **not** change university culture



Also address P&T practices



Align with other efforts to advance change in promotion & advancement

Core Recommendations

URL: <https://ptie.org/ptie-recommendations/>

1. **University-Wide Language** directly linking the evaluation of faculty to institutional mission, values & goals in the university P&T guidelines and additional levels at the institution (e.g., college, school, department).
2. **I&E Metrics** to serve as indicator data to be used in a narrative thesis of impact. Metrics are grouped into six sub-categories: (a) intellectual property, (b) sponsored research, (c) use & licensing, (d) entity creation, (e) I&E career preparation and (f) I&E engagement.
3. **I&E Text for Evaluation Criterion** to be incorporated into the (a) research (scholarship & creative activity), (b) teaching & advising and (c) service categories found in university P&T guidelines.
4. **Process Changes** for supporting systemic culture change, improving transparency and addressing bias (e.g., directions for personal statement, external reviewer resource and guidance, involvement of P&T process consultants, expanded training, reframing & importance of DEI).

These core elements are also intended to provide a framework for concurrent efforts to reimagine other areas of scholarship in promotion and advancement.

Early Steps to Support Culture Change



Campus Survey for Faculty Need
(PTIE can provide)



Innovation Advocates



Determine Administrative Alignment

Faculty I&E Video Sent with Survey:

<https://oregonstate.box.com/s/jd0zo610p94tn8g5d37te3r94pgkt57k>

Early Steps to Support Culture Change



Identify a faculty champion(s)



Engage Faculty Senate early



GAP Analysis of campus programs to support I&E

What's Next for PTIE



2024 NSF Award (TIP-2430589) working
with First Accelerating Research
Translation (ART) Cohort

National Effort Supporting I&E
Across the Country

<https://ptie.org>

Resources Available



Site Visits



Training on PTIE



Case Studies



Pilot Programs on
Process Reform



Aligning with
other reforms

<https://ptie.org>



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Questions?



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Perspective Matters



Student



**Government
Official**



Researcher

**Tech Transfer
Manager**

**Industry
Partner**



Regulator



**University
Administrator**



**Faculty
Member**



Lawyer



Entrepreneur / Investor



General Public