

Inclusive Recognition of Innovation & Entrepreneurship

OSU Strategic Plan 4.0, Action 15, Tactic 3

Faculty Senate – May 11, 2023



Oregon State
University



Creation of OSU Innovation & Entrepreneurship (I&E) Promotion & Tenure (P&T) Committee

- **September 2019.** Vice President of Research Irem Tumer and former Vice Provost of Faculty Affairs Susan Capalbo jointly charged the OSU I&E P&T committee co-chaired by Rich Carter (COS) and Tuba Ozkan-Haller (CEOAS).
 - The OSU I&E P&T committee was created to support Strategic Plan 4.0 Action 15 (Strengthen our support system for innovation and entrepreneurship) Tactic 3 (Revise Promotion and Tenure (P&T) guidelines to support I&E activities).
 - The OSU I&E P&T committee felt strongly that any recommendations should support a “broadening of the bar” for P&T that created a more inclusive environment that recognizes faculty I&E impact.
 - In addition, any changes should be **optional** and **not a required component** for promotion.
 - Faculty currently satisfied with the existing P&T criterion **should not be negatively impacted in any way** by these optional criteria.



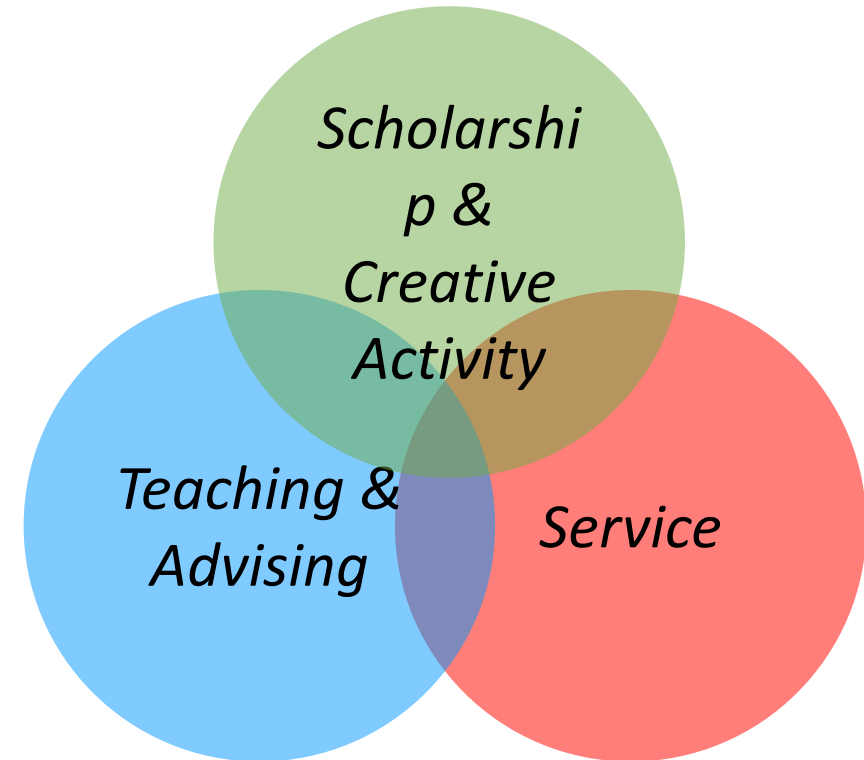
Intent of Effort

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



I&E Impact

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





Why OSU? Promotion & Tenure – Innovation & Entrepreneurship Coalition

- Concurrent with internal effort, OSU has led a national conversation on the same topic known as Promotion & Tenure - Innovation & Entrepreneurship (PTIE).
 - This work was funded through a grant from the National Science Foundation (CNS-1936073) with Rich Carter as the PI.
 - The OSU leadership team for this effort included Jana Bouwma-Gearhart, Karl Mundorff, Julie Risien, Brian Wall, Tuba Ozkan-Haller and Irem Tumer.
- As part of this national effort, the PTIE Coalition was created that contains over 65 institutions from around the country.
- The PTIE Coalition generated a detailed set of recommendations that were unanimously approved at the **September 2020** PTIE Virtual Summit.
- This coalition’s work has resulted in multiple publications on the topic.
 - **September 2021**. Manuscript entitled “Innovation, entrepreneurship, promotion, and tenure” was published in Science Magazine led by OSU with co-authors from over a dozen different institutions. (DOI: <https://doi.org/10.1126/science.abj2098>)



PTIE Overarching Recommendations

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

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).

Process Changes for supporting systemic culture change, improving transparency and addressing bias.

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.

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.

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



Recommended Changes: University-Wide Language

- The addition of a paragraph in this section that links evaluation of the faculty dossier to the university priorities – such that faculty are evaluated (and rewarded) for their support of university priorities. Suggested location for this text is shown below near the beginning of this **Criteria for Promotion and Tenure Section** (added text in red):

*Candidates for promotion and tenure will be evaluated objectively for evidence of excellence in their performance of assigned duties and in their scholarship or creative activity. Each of these responsibilities will be documented in the dossier. **Evaluation of faculty for promotion and/or tenure may include their contributions to the institution's mission and stated priorities. Evidence of the broader societal significance of the work, either now or in the near future, may be included within their personal statement and/or other appropriate portions of their dossier.***



Recommended Changes: I&E Text for Evaluation Criterion – Teaching

- This additional text provides specific examples of I&E-related evidence within the “Assigned Duties” portion of the **Criteria for Promotion and Tenure Section**. Suggested location for this text is shown below near the “Teaching” portion of this section (added text in red):

*Faculty must demonstrate command of their subject matter, continuous growth in the subject field, and ability to organize material and convey it effectively to students. Other activities that provide evidence of a faculty member's particular commitment to effective teaching **may** include:*

- *contribution in curricular development, including collaborative courses and programs;*
- *innovation in teaching strategies, including the incorporation of new technologies and approaches to learning;*
- *documented study of curricular and pedagogical issues, and incorporation of this information into the classroom;*
- *creation and/or incorporation of curricular content that connects the subject matter to societal impact through innovation¹, and/or collaborative approaches to solving complex world problems.*

¹ *“Innovation” has been defined by the National Science Foundation as “the introduction of new or significantly improved products (goods or services), processes, organizational methods, and marketing methods in internal business practices or the marketplace.” <https://www.nsf.gov/eng/iip/innovation.pdf>*



Recommended Changes: I&E Text for Evaluation Criterion – Advising

- This additional text provides specific examples of I&E-related evidence within the “Assigned Duties” portion of the **Criteria for Promotion and Tenure Section**. Suggested location for this text is shown below near the “Service” portion of this section (added text in red):

*Faculty advising may take the form of assisting students in the selection of courses or careers, serving as faculty advisor with student groups, **facilitating experiential and internship opportunities**, assisting learners in educational programs both on and off campus, and mentoring students. For promotion and tenure, performance in such activities must be documented and evaluated. Documentation should include the number of students served and the advising or mentoring services provided. Evaluation will consider the innovation and creativity of the services; it may be based on systematic surveys of and assessments by students and former students who received these services, when signed by the students.*



Recommended Changes: I&E Text for Evaluation Criterion – Service

- This additional text provides specific examples of I&E-related evidence within the “Assigned Duties” portion of the **Criteria for Promotion and Tenure Section**. Suggested location for this text is shown below near the “Service” portion of this section (added text in red):

*Faculty members perform a broad array of services that are vital to supporting and sustaining the quality and effectiveness of the University and its programs (institutional service), and to their disciplines (professional service). Faculty members are expected to provide service to the University, its students, clients, and programs, as collegial and constructive members of the University and the broader community. Examples include service in faculty governance; in academic and student-support units; in international development; in community and state programs; in mentoring students and student groups; appropriate community and/or **industry engagement**; and on department, college, and university committees.*



Recommended Changes: I&E Text for Evaluation Criterion – Scholarship

- This additional text provides specific examples of I&E-related evidence within the “Assigned Duties” portion of the **Criteria for Promotion and Tenure Section**. Suggested location for this text is shown below near the “**Scholarship and Creative Activity**” portion of this section (added text in red, wordsmith in green):

*All Oregon State University faculty in the professorial ranks have a responsibility to engage in scholarship and creative activity. Scholarship and creative activity are understood to be intellectual work whose significance is validated by peers and which is communicated. More specifically, such work in its diverse forms must be based on a high level of professional expertise; must give evidence of originality; must be documented and validated as through peer review, critique **or validation by evidence of societal or disciplinary usage/benefit**; and must be communicated in appropriate ways so as to have impact on or significance for **the public and/or for the discipline itself (including future impact as appropriate)**. Intellectual work in research, teaching, extension, service, or other assignments is scholarship if it is shared with peers in journals, in formal peer-reviewed presentations at professional meetings, or in **comparable peer-evaluated forums**.*



Recommended Changes: I&E Metrics – Teaching

- This additional text provides specific examples metrics for evaluating I&E-related impact within “**VIII. Promotion and Tenure Vita Section**”. Suggested location for this text is shown below near the “**B. Teaching, Advising and Other Assignments**” portion of this section (added text in red):

- *Innovation and Entrepreneurship (I&E) – Identify students and researchers trained/mentored as part of the work/curriculum, student-led innovations and startups under faculty mentorship, incorporation of I&E skills into classroom, curricular development/enhancements based on I&E work.*



Recommended Changes: I&E Metrics – Scholarship

- This additional text provides specific examples metrics for evaluating I&E-related impact within “**VIII. Promotion and Tenure Vita Section**”. Suggested location for this text is shown below near the “**C. Scholarship and Creative Activity**” portion (added text in red):

*Scholarship and creative activity are understood to be intellectual work whose significance is validated by peers and which is communicated. As specified in the Promotion and Tenure Guidelines, such work in its diverse forms is based on a high level of professional expertise; must give evidence of originality; must be documented and validated as through peer review, critique **or validation by evidence of market acceptance (e.g., outside investments, sales, licensing fees)**; and must be communicated in appropriate ways so as to have impact on or significance for publics beyond the University, or for the discipline itself.*



Recommended Changes: I&E Metrics – Scholarship (Continued)

(added text in red, wordsmith in green):

- 3. *Sponsored Research:*** List grant and contract support (dollar amount) along with funding agency *or organization*, dates and name of principal investigator. *Grant and contract support may also include industry-sponsored activities (contracting and material transfer agreements, research, services and testing), non-profit and foundation support, government commercialization programs (e.g., STTR and SBIR grants, NSF PFI, state and/or local funding opportunities).*
- 4. *Intellectual Property:*** ~~List patent awards, cultivar releases, and inventions, with titles and dates.~~ *List patent applications, patents awarded, copyrights (including software), trademarks, tangible property (e.g., cell lines), trade secrets & know how, germplasm protection, invention disclosures, novel data products, novel processes & procedures, installation of creative works, commissioned works. Include titles and dates as appropriate.*



Recommended Changes: I&E Metrics – Scholarship (Continued)

(added text in red, wordsmith in green):

- **5.** *Use and Licensing: List licensed intellectual property and technologies (e.g., database access, cultivar and software releases, novel animal models for industrial use), royalty generated, usage of product/service/methods, discipline and/or unit-specific evidence of societal impact.*
- **6.** *Entity Creation: List startup/spinout organizations (including for-profit, non-profits and foundations to allow for broad recognition of societal impact) founded on specific university intellectual property including funds raised/follow-on funding (e.g., private and public commercialization funds beyond SBIR/STTR, private equity investment), revenue/funds generated, people impacted & people employed.*
- ~~5.~~ **7.** *List other information appropriate to one's discipline.*



Recommended Changes: I&E Metrics – Service

- This additional text provides specific examples metrics for evaluating I&E-related impact within “**VIII. Promotion and Tenure Vita Section**”. Suggested location for this text is shown below near the “**D. Service**” portion (added text in red):

3. Service to the Public (professionally related)

*List service provided to the public which is consistent with professional training and responsibilities. Provide dates. Service that is relevant to a faculty member's assignment, and which draws upon professional expertise or contributes significantly to university relations, is considered and valued in promotion and tenure decision. **This service can include examples of engaging with industry, government, non-profit, foundation, community and/or other entities/individuals that can be linked to the university mission.***



Next Steps

- In-depth description of recommended additions and changes to Faculty Senate P&T Handbook are included in the Faculty Senate meeting materials
- Qualtrics Survey is available for feedback: [LINK HERE](#)
- Faculty Senate vote on recommendations planned for June 2023 meeting.