

I&E Changes to P&T Guidelines Timeline & Context

Vice President of Research [Irem Tumer](#) and former Vice Provost of Faculty Affairs [Susan Capalbo](#) jointly chaired in **September 2019** the OSU Innovation & Entrepreneurship (I&E) Promotion & Tenure (P&T) committee co-chaired by [Rich Carter](#) and [Tuba Ozkan-Haller](#) to:

- a. Review the existing OSU P&T guidelines through the evolving lens of innovation and entrepreneurship (I&E) on the OSU campus and beyond in all aspects of a faculty member's position (research, teaching, advising and service).
- b. Compare with other institutions how faculty-led I&E has been fostered, evaluated and rewarded – including within the P&T guidelines as available.
- c. Make formal recommendations to the Office of Faculty Affairs on next steps to support the evolving efforts of I&E on the OSU campus. These recommendations may likely include suggested changes to the P&T guidelines and incentive structures at the college and unit levels, and within the Research Office. All suggested recommendations would be fully vetted through Faculty Senate.

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 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.

The OSU I&E P&T committee met a series of times over a 14-month period to review the existing P&T guidelines, seek additional input from faculty including through an internal, OSU-wide survey on the topic (administered by [Jana Bouwma-Gearhart](#)) that documented the demand and need for this reform from our faculty. As part of this effort, a 5 min video was prepared of OSU faculty speaking on what I&E and societal impact mean to them: <https://oregonstate.box.com/s/jd0zo610p94tn8g5d37te3r94pgkt57k>

Concurrent with this endeavor, OSU has led a national conversation on the same topic known as Promotion & Tenure Innovation & Entrepreneurship (PTIE) that was funded through a grant from the National Science Foundation (CNS-1936073) with Rich Carter as the PI. The leadership team for this effort within OSU 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. The four overarching recommendations are:

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

Please note that recommendations **1** and **2** are agnostic of I&E and create what is referred to as a superstructure to support other evolving forms of faculty impact. In addition, all faculty should benefit in these recommendations through the improvements to the P&T process.

The OSU I&E P&T committee discussed the recommendations that came from the national PTIE effort and voted unanimously on **November 15, 2020**, to put forth the PTIE approved recommendations as their output in response to the committee charge.

The PTIE recommendations were reviewed by the Faculty Senate P&T committee in **March 2021**. [Sunil Khanna](#) (Chair of that committee at the time) stated that the PTIE recommendations “will afford OSU faculty with opportunities to have more of their activities recognized.” In addition, he stated that “the proposal should be considered by the OSU Faculty Senate.”

In **September 2021**, a paper on the PTIE recommendations and this superstructure entitled “Innovation, entrepreneurship, promotion, and tenure” was published in [Science Magazine](#) with Rich Carter, Karl Mundorff, Jana Gearhart-Bouwma and Julie Risien as OSU authors along with co-authors from over a dozen different institutions. This paper has received significant national and international attention.

In **November 2021**, a formal presentation was made to the Executive Committee as well as the full Faculty Senate on the topic.

In addition, the OSU I&E P&T committee, as well as the OSU PTIE leadership team, has had numerous points of engagement on campus to seek input from faculty (in addition to the campus-wide survey). This engagement has included presentations to the Provost’s Council, Associate Deans for Research for the Colleges (ADRAC) and numerous conversations with colleges and departments across campus.

Subsequent to that **November 2021** Faculty Senate presentation, a joint committee was created between the Vice Provost of Faculty Affairs (VPVA) and the Faculty Senate known initially as the Faculty Handbook Revision Committee to discuss changes to the P&T guidelines (this committee is now referred to as the Promotion Criterion Committee). Their work to date has included the creation of a document that contains all relevant edits to the existing guidelines to incorporate the PTIE recommendations

(Note: Process changes are beyond the scope of the P&T guidelines documents and are managed by the VPFA office as well as individual colleges and departments).

OSU has consistently held a leadership role in this I&E P&T space. PTIE has continued to thrive since these recommendations and held a [nationwide conference July 2022](#) with over 75 attendees from around the country. Vice Provost of Faculty Affairs [Rick Settersten](#) and Vice President of Research [Irem Tumer](#) both attended this conference and have consistently supported the PTIE effort.

In addition to addressing a specific action in the OSU Strategic plan, these proposed changes support OSU, state and federal priorities around societal impact (e.g., [Semiconductor Strategy Advisory Committee \(OSU\)](#), [CHIPs and Science Act of 2022](#), New [Technology, Innovation & Partnerships \(TIP\) Directorate](#) at the National Science Foundation). As noted previously, these recommended changes also create a superstructure and roadmap for recognizing other forms of evolving impact by the 21st century faculty member. Two of the PTIE recommendations (university wide language and process changes) are agnostic of I&E and support a more transparent and inclusive evaluation of our faculty. Future reform of P&T guidelines to inclusively recognize other areas of impact need to only identify the metrics to use for evaluation and text for the teaching, scholarship & service criterion.