

6. Criteria for Promotion and Tenure

Department of Statistics
Oklahoma State University

Criteria for Reappointment, Promotion, and Tenure

A. The Composition and Operation of the Personnel Committee

1. Duties

The Committee shall serve as an advisory body to the Unit Administrator to make recommendations concerning appointments, and requests for reappointment, promotions, and tenure. The Committee shall also consider revision of personnel policies.

2. Composition

The Committee shall consist of all tenured members of the faculty that have the Statistics Department as his or her home department. The Unit Administrator shall not be eligible to serve on the Committee. The chair of the Committee shall be elected by the Committee from among the Committee members. Any faculty member that is being considered for any personnel action by the Committee is ineligible to serve on the Committee. Voting faculty members for reappointment, promotion, or tenure must be at the same level as, or above, that being sought by the candidate. All tenure-track faculty will be given an opportunity to provide input to the Committee regardless of their rank or tenure status. In the event that fewer than three members of the faculty are eligible to vote on an action, faculty members of a sufficient rank will be sought from similar departments within the College of Arts and Sciences to serve on the Committee.

In the event that the Unit Administrator is a candidate for promotion, there will be no recommendation from the Unit Administrator, and the written recommendation of the Committee will be delivered by the chair to the Dean. This letter must give the actual vote, state both majority and minority opinions and be signed by all committee members.

3. Action

The Committee shall act by giving consideration to requests for reappointment, promotion or tenure. Such requests may be initiated by any faculty member including the Unit Administrator. The consequence of the Committee's deliberations will be a favorable or unfavorable recommendation, with supporting written statements, to the Unit Administrator.

4. Confidentiality

All discussions of the Committee shall be confidential.

5. Notification

All candidates for reappointment, promotion or tenure will be invited to submit evidence supporting their candidacy. The Unit Administrator will notify each candidate of the final recommendation and will provide to the candidate copies of letters concerning the recommendation from both the Committee and the Unit Administrator.

B. Documentation to be Sent to the Dean's Office

All personnel actions are to be initiated at the departmental level. The documents to be forwarded to the Dean's office and subsequent levels of administration are to be as follows:

1. Recommendation for Promotion or Reappointment Form

This form is to be completed by the Unit Administrator with the information supplied by the faculty member. The completed personnel action form is also to be attached. If the candidate is the Unit Administrator, then the elected chair of the Personnel Committee will complete this form.

2. A Letter from the Unit Administrator Concerning the Action

The purpose of this letter is to set forth the Unit Administrator's reasons for recommending or denying approval of the action in question. Where the position of the candidate is specialized, differing significantly from normal Departmental assignments, this shall be detailed. If the candidate is the Unit Administrator, then the elected chairperson of the faculty acting as the committee-of-the-whole will complete this form.

3. A Vita for the Individual

The vita should describe in a professional manner the totality of the accomplishments of the individual, as opposed to the individual's most recent contributions.

4. Other Documentation

Any other documentation required by the University or College will also be submitted, including the candidate's Appraisal & Development documents

associated with his or her current rank.

5. Supporting Evidence

A limited amount of evidence in support of the reasons for the resulting recommendations should accompany these documents. Examples of such evidence may include solicited or unsolicited peer review letters or published reviews of the work of the individual. The intent of the evidence is to strengthen the recommendations made by the Unit Administrator and/or the Personnel Committee. It should support the major reasons for the decision, but it should not be voluminous.

C. Level of Achievement for Tenure and Promotion

Principal Activities - The following list of items broadly categorizes the principal activities in which Statistics Department faculty members become involved. The proportion of time allocated to the categories may vary considerably from one faculty member to another.

1. Instruction

This category includes teaching courses, developing new courses, conducting seminars, directing theses, giving colloquia, coordinating multi-selection courses, supervising graduate students, and other duties related to instruction.

2. Advising

As the number of Statistics majors, both undergraduate and graduate, continues to rise, advising becomes an increasingly important departmental function.

3. Research

Expanding personal statistical understanding and enlarging the body of statistical knowledge are important goals for professional statisticians. Statistical research includes not only the expansion of statistical knowledge but also the application of existing techniques in previously unseen ways to other disciplines. Publication in scholarly journals, presentations at professional meetings, and lectures at other institutions are the principal vehicles for communicating research contributions.

4. Consulting

Statistical consultants play a vital role in the overall conduct of many research programs. The help and advice of a consultant improves not only the analysis and interpretation of data but also, and most importantly, the planning of the research.

5. Professional Involvement

This includes serving a term (or terms) of office in a regional or national statistical association, serving on program committees for meetings, serving on editorial boards of journals, serving on review panels of funding organizations, and related activities that support and complement one's professional development.

6. Service

Service includes those activities that are helpful to the efficient running of the Department, College or University, and which are not a part of the faculty member's normal duties in the categories previously mentioned. Examples include service on the various Departmental committees, transporting and entertaining guests of the department, and service on College-wide and University-wide committees.

7. Extension

These are statistical activities addressed to the off-campus public, and include courses, workshops and lectures.

D. Conditions for Reappointment, Promotion and Tenure

This will be the guiding principle for reappointment, promotion and tenure: the growth of the Statistics Department depends on each faculty member making important contributions in one or more of the above areas of activity or some contributions in a wide range of activities. Minimal involvement is not sufficient to justify academic advancement. The following guidelines and criteria for reappointment, promotion and tenure will be expressed for two types of appointments: 1. Teaching & Research/Consulting; and 2. Teaching Only.

1. Teaching & Research/Consulting Appointment to Assistant Professor

Appointees to this position must demonstrate the potential for:

- a. Effective teaching.
- b. Developing a sound research program **OR** making an important contribution to the consulting function of the department (or both).

2. Teaching & Research/Consulting Reappointment to Assistant Professor

A candidate for reappointment to Assistant Professor:

- a. Must have performed satisfactorily in all functions to which assigned.
- b. Must indicate continued satisfactory performance, with expectation of

promotion and tenure.

- c. Must have academic interests compatible with the goals of the department.

3. Promotion to Associate Professor for Teaching & Research/Consulting Appointment

Promotion to Associate Professor shall confer tenure. This candidate

- a. Must have demonstrated competence in effective instruction.
- b. Must have made progress either in developing a research program or in becoming an effective statistical consultant.
- c. Must have demonstrated some professional involvement or service function.

4. Promotion to Professor for Teaching & Research/Consulting Appointment

Promotion to Professor is in recognition of continued superior performance. The candidate for promotion must meet all of the requirements for promotion to Associate Professor, but over a longer period of time. Additionally, the candidate must be superior in one of the areas mentioned in the criteria for promotion to Associate Professor, or very good in all areas.

5. Teaching Only Appointment to Assistant Professor

Appointees to this position must demonstrate the potential for:

- a. Superior teaching.
- b. Developing or revising statistics curricula to aid the department in attaining its educational goals.
- c. Becoming a national proponent of statistical literacy and education.

6. Teaching Only Reappointment to Assistant Professor

A candidate for reappointment to Assistant Professor:

- a. Must have performed satisfactorily in all functions to which assigned.
- b. Must indicate continued satisfactory performance, with expectation of promotion and tenure.

- c. Must have academic interests compatible with the goals of the department.
- d. Must have demonstrated superior teaching ability.

7. Promotion to Associate Professor for Teaching Only Appointment

Promotion to Associate Professor shall confer tenure. This candidate

- a. Must have demonstrated superior performance in effective instruction.
- b. Must have been an important contributor to the development and/or revision of departmental curricula.
- c. Must have demonstrated some professional involvement or service function.
- d. Must have demonstrated national involvement in statistical education and literacy issues.

8. Promotion to Professor for Teaching Only Appointment

Promotion to Professor is in recognition of continued superior performance. Not only must the candidate for promotion meet all of the requirements for promotion to Associate Professor over a longer period of time, this person must also demonstrate superior national involvement in the area of statistical education. This must be demonstrated by participation in nationally recognized panel discussions, published articles, refereed research publications on statistical education issues, significant extramural funding for statistical education research, or other nationally-recognized scholarly activities.

9. Other Ranks

Lecturers and visiting faculty members, as temporary faculty members, shall not be eligible for tenure or promotion.

E. Judging the Quality of Performance of a Faculty Member

1. Activity Area: Teaching

The quality of teaching efforts of a faculty member will be based on a composite assessment which involves the following:

- a. What have been the results of the student evaluations, taking into consideration size of class and class function to include informal discussions with students?
- b. Does the person have a genuine interest and excitement about the students and the subject matter material?

- c. Does the person generally make himself available to assist students during non-class hours?
- d. Is the person prepared when conducting class? Is the person aware of what is needed by the students of the class? Are the person's students well prepared for taking subsequent courses which depend on the person's course?
- e. Has the person developed or suggested new courses? Has the person developed materials for the classes assigned? Is the material presented relevant to the goals of the profession?
- f. Has the person participated in the advisement of graduate or undergraduate students?
- g. Does the person have any journal articles published on the teaching of statistics? Has the person written any successful textbooks?
- h. What are the impressions of colleagues about the person's teaching? If the person has taught at other universities, what are the impressions of those people concerning the person's teaching? What are the impressions of the person's teaching from those who have graduated from the university?
- i. Do other teachers seek this person's assistance with teaching problems?

Among the criteria that may be used, the following will assess whether a candidate's teaching can be considered "superior".

- j. Has the person been named as a finalist for any campus-wide, regional or national teaching awards?
- k. Has the person's student evaluations supported the fact the he or she is an outstanding teacher?
- l. Have letters from on-campus academic advisors been written commending the person on his or her teaching?

2. Activity Area: Research and Professional Activities

A determination of the quality of performance in research and professional activity will be based on a composite assessment which involves the following:

- a. Have any books been published or submitted? What are the reviews of these books?

- b. Have any journal articles been published or submitted? Which journals?
- c. Have any papers been presented at local, state, regional, national, or international meetings?
- d. Is the person involved in any editorial capacity on any journal? Does the person participate in refereeing activities?
- e. Have any grant proposals been funded? For what period and to what extent?
- f. Is the person excited and interested in doing research?
- g. What is the person's degree of involvement in professional activities including on campus student organizations, the state statistical association, and national organizations?
- h. Have any students come to study under this person specifically?
- i. What is the person's degree of participation in graduate student committees?

3. Activity Area: Consulting

In addition to the usual academic activities of teaching and research, a large component of departmental activity is centered on assisting researchers both on and off the campus with the design, analysis and interpretation of data. The quality of the performance of those persons who are involved in these activities will be based on a composite assessment of the following:

- a. Is there a demand for the person as a consultant, both on and off campus?
- b. Are evaluations available from the consultant's clientele either verbal or written?
- c. Have there been joint publications?
- d. Is the consultant personable? Can the person communicate the need for statistical consulting to those persons who may not be aware of its relevance?
- e. Is there an effort by the consultant to develop skills in new statistical methods and new computing capabilities?
- f. Is there a demand for the person to serve on graduate Student committees outside the Department of Statistics? Is the consultant willing to serve?
- g. What is the reputation of the consultant locally, regionally, or nationally?

- h. Is there a demand for the person's services as a consultant in industry, government, or business? For what period? To what extent?

4. Activity Area: Service to the University

Faculty members are expected to accept some responsibilities with regard to service to the university. The quality of the service given to the university will be based on a composite of the following:

- a. Is the person serving on departmental committees?
- b. Is the person involved in advising activities?
- c. Is the person serving on any college or university committees?
- d. Is the person involved in any community activities?

5. Activity Area: Extension

The quality of any extension activity may be evaluated using the previously defined criteria for teaching and consulting when appropriate.

6. Activity Area: Collegiality

Without some degree of collegiality, the utility of a faculty member must be suspect. A person's collegiality will be judged by getting a composite picture of the faculty member while thinking of the following:

- a. Is the person a positive force in the department?
- b. Is the departmental morale higher because of his/her presence? Is the person concerned about the other members of the department including the students?
- c. Is the person self-serving in general attitude? Does the person **use** others or **serve** others?
- d. Does the person perform consistently? Is the person's criticism constructive or destructive?
- e. Is the person's basic attitude one of self-aggrandizement?
- f. Can the person be counted on in a pinch?

The denial of reappointment, promotion or tenure based on the lack of collegiality should

be considered by the Personnel Committee or Unit Administrator only if strong evidence so indicates. “Strong evidence” is taken to mean that there is a documented history of formal sanctions against the candidate and that these sanctions were executed in accordance with the policies and procedures outlined in Appendix D of the University Faculty Handbook.

F. Appraisal & Development

The annual appraisal and development (A&D) evaluation of faculty is a stage in the reappointment, promotion and tenure process. These evaluations are the occasion to identify both the strengths and weaknesses of individual faculty members. If any deficiencies are identified, faculty members have the responsibility to improve through the development process. The Personnel Committee and Unit Administrator will use past A&D documents in the tenure, promotion or reappointment decision process.

G. Peer Review

Peer review will be one of the methods used by the Personnel Committee in assessing quality in the work of a faculty member. Internal peer review will be used in all cases. External peer review shall be used for cases involving promotion and tenure and is optional for reappointment actions not conferring tenure. A minimum of three peer reviews is required. A list of potential reviewers should be compiled by the Personnel Committee and the candidate. The Unit Administrator or the Chair of the Personnel Committee shall contact peer reviewers from this list and forward to the reviewers the materials needed to assess the candidate’s qualifications. It should be remembered that candidates for promotion are covered by the Buckley Amendment: access to review letters must be allowed unless the candidate elects to waive his or her right to such access.

H. Minimum Time in Rank and Prior Service

A faculty member will be recommended for promotion when the person has demonstrated the qualities characterizing that higher rank. The length of time required to demonstrate such qualities should be of sufficient length to indicate continuity in the achievement record of the candidate. The record of the candidate immediately prior to the person’s coming to OSU may be used to demonstrate continuity of achievement.

I. Assessing Departmental Needs in Granting Tenure

New appointments will be made to fulfill the goals and objectives of the department. Thus candidates for reappointment and promotion will be evaluated on their demonstration of satisfying their intended role. The development of additional abilities which are valuable to departmental needs will also be considered.

J. Departmental Goals and Objectives in Establishing Criteria for Promotion and Tenure

Freedom of thought, expression, and action is essential for students, faculty and

staff. However, it is important to realize that the University is a part of a coordinated state system of higher education which must be sensitive to the needs of society. Further, it is important to realize that the welfare of the university as a whole must take precedence over the aspirations of its component parts. It is important, therefore, that the individual faculty member be committed to the goals of the University, College and Department.

1. National Recognition - The Statistics Department would like to be rated in the top 25% of the departments listed annually in *The American Statistician* as having graduate programs in Statistics.
2. Increased Research and Scholarship - The Statistics Department wishes to participate, to the fullest extent possible, in the process of expanding the state of the art in the Statistics profession at large.
3. Dynamic Curriculum - The curriculum in the department must be kept up to date and reflect changing trends and needs within the discipline.
4. Flexibility to Adapt to An Unknown Future - Technological innovations, and changes in the attitudes of society toward issues such as energy and transportation, require new ways to process and interpret data. The Statistics Department must be willing to respond to and adapt to these needs.

K. Concluding Comments

The position of a university faculty member is one with a proud tradition, a position difficult to describe with a very detailed set of statements. It is expected that faculty members will serve in such a way that will contribute to the continuance of this proud tradition. It is expected that a faculty member in addition to assigned duties will engage in creative activities conceived on his own and entered into on his own initiative.