



Faculty Tenure Flow Annual Report

March 2021

Executive Summary

During academic years 2011-12, 2012-13, and 2013-14, a total of 333 faculty members entered provisional status for the first time (81, 112, and 140, respectively). At the end of a seven-year period for each cohort, 202 had achieved tenure, or 64% for 2011-12, 53% for 2012-13, and 65% for 2013-14. Those not achieving tenure were not necessarily denied tenure. A few faculty members were still on the tenure path, and others left for multiple reasons. Table 1 reports totals by year and group.

Table 1: Totals and Tenure Rates for Cohort Years 2011-12, 2012-13, and 2013-14

Cohort Year	# Entrants	# Tenured	% Tenured
2011-12	81	52	64%
2012-13	112	59	53%
2013-14	140	91	65%

The full report provides additional information on characteristics of entrants and tenure achievement rates, as well as the number of reviews and positive recommendations at years 2, 4, and 6. New for this year’s report is a complete disaggregation of rates by race/ethnicity as well as an analysis of faculty exits at each review year.

Key findings include the following:

- Upper-level review decisions remain aligned with review committee recommendations.
- Fewer women than men enter the tenure pool each year, and a lower percentage are tenured. The proportion of tenure-line women has been growing slowly over the last decade and is now at 37%.
- International faculty are the second largest group of entrants next to White faculty. The proportion of White entrants is greater than the combined proportion of all other groups for the four years where reliable data exist.

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Introduction

For over 20 years, Penn State has analyzed the rates at which provisionally appointed faculty members achieve tenure. Tabulations are shared with Penn State’s administrative and academic leadership and with the University Faculty Senate. This report and an archive of prior years’ reports are available on the Office of Planning, Assessment, and Institutional Research’s web page (<http://www.opair.psu.edu/institutional-research/publications-and-reports/research-and-data-analyses/tenure/>). This report is conducted at the request of and provided to the Faculty Affairs Committee of the University Faculty Senate.

Distribution of Penn State Faculty

In Fall 2011, Penn State employed 5,701 full-time faculty members, including lecturers, librarians, and research faculty (Table 2). Of these, 52% were tenure line. By Fall 2020, this number was 6,466, with 48% being tenure line. Fall 2020 is the most recent year while Fall 2019 is also provided for comparison due to the ongoing Covid-19 pandemic possibly affecting Fall 2020 numbers.

Table 2: Full-Time Faculty by Tenure Status: Fall 2011¹, 2012, and 2013 compared with Fall 2019² and 2020

Faculty type	Fall 2011		Fall 2012		Fall 2013		Fall 2019		Fall 2020	
	Number	%	Number	%	Number	%	Number	%	Number	%
Tenured	2,232	39%	2,222	39%	2,203	37%	2,145	34%	2,161	33%
Tenure-track (Provisional)	719	13%	669	12%	672	11%	884	14%	910	14%
Subtotal Tenure-Line Faculty	2,951	52%	2,891	50%	2,875	49%	3,029	47%	3,071	48%
Other	2,750	48%	2,871	50%	3,014	51%	3,363	53%	3,395	52%
Total	5,701	100%	5,762	100%	5,889	100%	6,392	100%	6,466	100%

Years 2011, 2012, and 2013 were part of a long-term trend where the percent of tenure line faculty slowly decreased. Despite the number of tenure line faculty only dropping by 76 individuals from 2011 to 2013, the percentage dipped from 52% in 2011 to 49% in 2013. This percentage decrease was largely due to the increase in non-tenure line faculty, which rose from 2,750 in Fall 2011 to 3,014 in 2013. Even though the number of tenure line faculty had increased to 3,071 in 2020, the number of non-tenure line faculty had also risen to 3,395, leaving the percentage of tenure line faculty at 48%. The Covid-19 pandemic does not appear to have affected faculty numbers in Fall 2020.

¹ Fall 2011, 2012, and 2013 are retrieved from the iTwo Official Human Resources Model.

² Fall 2019 and 2020 are from *HR Data Digest*, <https://datadigest.psu.edu/dashboards/faculty-and-staff/faculty-and-staff-faculty/>

Tenure-Track Progression of Assistant Professors

Overall Statistics

The advent of Workday in January 2018 introduced new human resources data formats and fields, making it impossible to use previously existing processes to study faculty progression. The Office of Planning, Assessment, and Institutional Research with the advisement of the Office of the Vice Provost for Faculty Affairs rewrote the process for the new data. Attachment A details how faculty are now identified for each cohort.

Over the past ten cohort years, 1,336 faculty members have entered provisional status at Penn State at all locations³. Of these, 59% achieved tenure after seven years. This 10-year achievement rate is similar to the overall achievement rate of 60%. Table 3 shows the tenure achievement rates for each cohort disaggregated by gender. Race and ethnicity are shown in a later table. Tenure rates are calculated from the time of appointment through the seventh year, which allows for a year of tenure stay during the provisional period. It is extremely rare for a faculty member to stop the tenure clock more than once, although it is permitted under University policy. As an example, there was an individual in the 2011-12 cohort who achieved tenure after eight years. Individuals taking a tenure stay are still considered as part of their original cohort unless their unit makes a change to their Tenure Anniversary Date within the HR system. The 2013-14 cohort and future cohorts are also complicated by the ongoing pandemic and the option to confirm extension of the provisional period by one year up until April 1 of the penultimate year. This extension would also not affect the cohort year unless this was changed within Workday.

³ Excluding the Pennsylvania College of Technology.

Table 3: Overall Tenure Rates Since 2002-03 by Gender

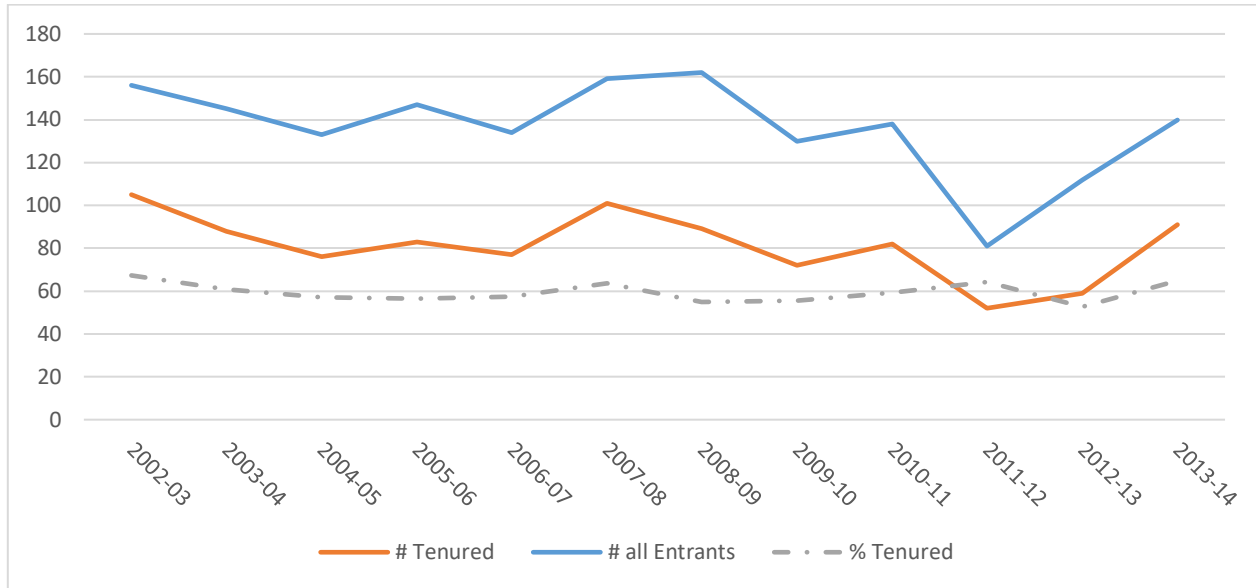
Cohort	Total			Female			Male		
	Entrants	Tenured		Entrants	Tenured		Entrants	Tenured	
	N	N	%	N	N	%	N	N	%
2002-03	156	105	67%	65	40	62%	91	65	71%
2003-04	145	88	61%	65	41	63%	80	47	59%
2004-05	133	76	57%	43	21	49%	90	55	61%
2005-06	147	83	56%	65	32	49%	82	51	62%
2006-07	134	77	57%	64	34	53%	70	43	61%
2007-08	159	101	64%	67	35	52%	92	66	72%
2008-09	162	89	55%	59	31	53%	103	58	56%
2009-10	130	72	55%	57	27	47%	73	45	62%
2010-11	138	82	59%	59	35	59%	79	47	59%
2011-12	81	52	64%	36	22	61%	45	30	67%
2012-13	112	59	53%	47	22	47%	65	37	57%
2013-14	140	91	65%	58	34	59%	82	57	70%
5 Year Total	601	356		257	140		344	216	
5 Year Avg	120.2	71.2	59%	51.4	28	54%	68.8	43.2	63%
10 Year Total	1336	782		555	293		781	489	
10 Year Avg	133.6	78.2	59%	55.5	29.3	53%	78.1	48.9	63%
All Years Total	1637	975		685	374		952	601	
All Years Avg	136.4	81.3	60%	57.1	31.2	55%	79.3	50.1	63%

The number of provisional status entrants has fluctuated over time between 112 and 162, but in 2011-12, the number dropped from 138 to 81, an all-time low. In context, the Pennsylvania state appropriation was rescinded part-way through 2011⁴. This event likely explains the sudden dip in provisional entrants. The number of entrants rose to 112 in 2012-13 and again to 140 in 2013-14.

Despite fluctuations in entering cohort size, the tenure achievement rate of each cohort has remained steady over time. As seen in Figure 1, the proportion of tenure-achieving individuals remains relatively stable (dashed line). Within the last 10 years, the achievement rate has not fallen below 53% nor risen above 65%. Since 2002, it has not fallen below 53% nor risen above 67%.

⁴ Retrieved from the Budget Office website at <https://budget.psu.edu/botjuly/boarddocuments%2019-20/web%20state%20appropriations-%20details%201855%20-%20present.xlsx>

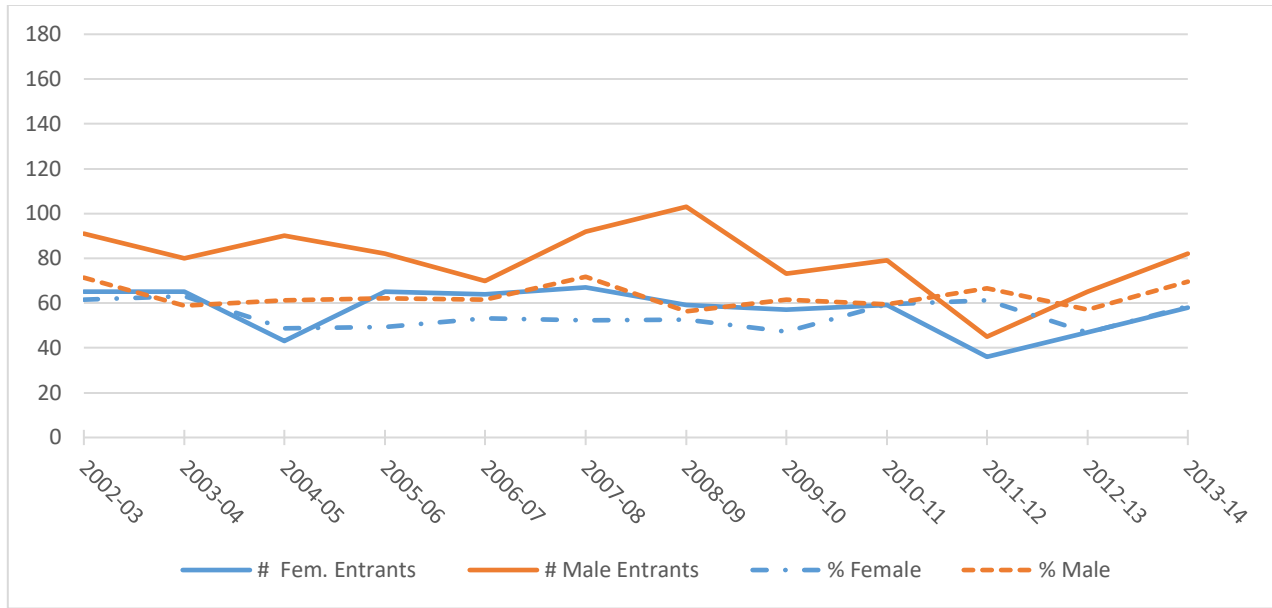
Figure 1: Count and Percent of All Entrants Achieving Tenure by Year



Gender

Over the past 3 cohorts, 141 women entered and 78 (55%) achieved tenure. A total of 192 men entered and 124 achieved tenure (65%). These numbers are consistent with trends across the entire time of the study and tell two separate, but equally important stories. First, since 2002-03, the number of men entering the tenure-track each year has consistently exceeded the number of women. The greatest difference appeared in 2004-05 when the pool held 47 more men than women. The smallest difference occurred in 2006-07 when the difference was only six. Over the past ten years, the cumulative difference between entering men and women was 226 (781 men vs 555 women). The overall cumulative difference between entering men and women since 2002-03 is 267 (952 men vs 685 women). For reasons beyond the scope of this study, 39% more men than women have entered the tenure pool over the last 13 cohort years. This rate shrinks to 34% when only the last five years are considered. Over the course of the last 13 cohorts, roughly a third more men than women have entered the tenure pipeline.

Figure 2: Tenure Achievement Counts and Percentages by Gender



The second gender-related story regards seven-year tenure achievement. Men, for the most part, achieved tenure at higher rates than did women both during the last ten years and throughout the period going back to 2002-03. Within the last ten years, the difference crested at 20% in 2007-08 (72% male vs 52% female). It was reversed only during 2003-04 (63% women vs 59% men). However, in terms of raw numbers, more men were tenured from that cohort year (47 men and 41 women). Additionally, this reversal only happened during 2003-04. In comparison, men achieved tenure by a margin of at 10% or more in 7 out of the remaining 12 years.

The male and female tenure rates reflect the percent of people who achieved tenure. However, the number of people who are denied tenure cannot be derived from the remainder as faculty leave for different reasons (e.g., tenure denial or early exit). We know that the rates are different but not why.

The two patterns of lower female entrance numbers and often lower female tenure rates likely contribute to the smaller numbers of tenured female faculty members over time. Table 4 illustrates the continuing gap between male and female tenured faculty from 2008⁵ through 2019. As can be seen, the proportion of women has risen gradually, from 31% in 2008 to 37% in 2020.

⁵ 2008 is the earliest year that Official Human Resources data are available in iTwo.

Table 4: Tenured and Tenure-Track Faculty by Year and Gender⁶ across all Penn State Locations⁷

Gender	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Female	901	939	958	966	934	938	945	967	985	1,000	1,070	1095	1124
Male	2,013	2,023	2,025	1,985	1,957	1,937	1,934	1,944	1,945	1,871	1,926	1934	1947
Total	2,914	2,962	2,983	2,951	2,891	2,875	2,879	2,911	2,930	2,871	2,996	3,029	3,071

31%	32%	32%	33%	32%	33%	33%	33%	34%	35%	36%	36%	37%
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Race/Ethnicity

Table 5 shows thirteen years of race/ethnicity data for the 2002-03 through 2013-14 cohorts. Of note are several categories containing empty or small cell values. Changes in Penn State processes explain the appearance of *unknown* numbers in 2006-07 while the change in federal reporting guidelines starting in 2010 added formal categories for International, Multi-racial, and Undeclared groups. These guidelines also formalized the rules regarding reporting international students and employees.

⁶ Source: 2008-2015 is from iTwo Official Human Resources. 2016-2020 is from the HR Data Digest.

⁷ Does not include Penn College.

Table 5: Entrants by Race/Ethnicity Since 2002-03

Cohort	Total			Asian			Black			Hispanic			American Indian/ Native Alaskan			International			Multi-Racial			Unknown			White				
	En-trants	Tenured		En-trants	Tenured		En-trants	Tenured		En-trants	Tenured		En-trants	Tenured		En-trants	Tenured		En-trants	Tenured		En-trants	Tenured		En-trants	Tenured			
	N	N	%	N	N	%	N	N	%	N	N	%	N	N	%	N	N	%	N	N	%	N	N	%	N	N	%		
2002-03	156	105	67%	29	18	62%	16	8	50%	3	2	67%															108	77	71%
2003-04	145	88	61%	19	7	37%	9	5	56%	7	3	43%	1	1	100%												109	72	66%
2004-05	133	76	57%	19	13	68%	7	2	29%	4	3	75%															103	58	56%
2005-06	147	83	56%	28	17	61%	18	6	33%	5	4	80%	1		0%												95	56	59%
2006-07	134	77	57%	28	16	57%	6	4	67%	7	4	57%										4	3	75%		89	50	56%	
2007-08	159	101	64%	36	22	61%	11	4	36%	4	2	50%										6	5	83%		102	68	67%	
2008-09	162	89	55%	23	10	43%	7	3	43%	7	3	43%										12	7	58%		113	66	58%	
2009-10	130	72	55%	38	21	55%	6	3	50%	3	1	33%				1						3	3	100%		79	44	56%	
2010-11	138	82	59%	4	1	25%	7	4	57%	8	5	63%	2	1	50%	30	13	43%				4	4	100%		83	54	65%	
2011-12	81	52	64%	6	5	83%	3	2	67%	1	1	100%	1	1	100%	18	12	67%				6	3	50%		46	28	61%	
2012-13	112	59	53%	14	10	71%	2	1	50%	3	2	67%				25	12	48%	1		0%	9	4	44%		58	30	52%	
2013-14	140	91	65%	7	5	71%	4	2	50%	6	5	83%				31	19	61%	1		0%	12	7	58%		79	53	67%	
5 Yr Tot	601	356		69	42		22	12		21	14		3	2		105	56		2	0		34	21			345	209		
5 Yr Avg	120.2	71.2	59%	13.8	8.4	61%	4.4	2.4	55%	4.2	2.8	67%	0.6	0.4	67%	21	11.2	53%	0.4	0	0%	6.8	4.2	62%		69	41.8	61%	
10 Yr Tot	1336	782		203	120		71	31		48	30		4	2		105	56		2	0		56	36			847	507		
10 Yr Avg	133.6	78.2	59%	20.3	12	59%	7.1	3.1	44%	4.8	3	63%	0.4	0.2	50%	10.5	5.6	53%	0.2	0	0%	5.6	3.6	64%		84.7	50.7	60%	
All Yrs Tot	1637	975		251	145		96	44		58	35		5	3		105	56		2	0		56	36			1064	656		
All Yrs Avg	136.4	81.3	60%	20.9	12.1	58%	8.0	3.7	46%	4.8	2.9	60%	0.4	0.3	60%	8.8	4.7	53%	0.2	0.0	0%	4.7	3.0	64%		88.7	54.7	62%	

While the overall number of entrants has usually remained between 130 and 150, the proportions of each race/ethnicity group have changed over time. After 2010, the White and Asian groups (largest and second largest, respectively), decreased in conjunction with the introduction of reporting the International category. White entrants remain the largest group, comprising over 50% of the total pool each year. However, Asian entrants drop off and the second largest group becomes International entrants.

The introduction of the International category does not seem to affect Hispanic or American Indian/Native Alaskan Entrants. These groups remain steadily low throughout the period of study. Black entrants decrease slowly over time. The decrease could be related to some earlier International entrants being categorized as Black; the ability of participants to select “unknown” or “multi-racial,” or overall lower numbers of Black entrants.

Estimates of Pre-2010-11 Data

The race/ethnicity data prior to 2010 have several caveats that make them difficult to accurately interpret. It is known that the number of faculty members categorized in the Asian and White populations decreased after the implementation of the International category. Unfortunately, the number of International entrants who were classified as White or Asian before 2010 cannot be ascertained. In addition, the system prior to 2006-2007 did not allow for the undeclared ethnicities. Individuals with an undeclared ethnicity were *assigned* a race/ethnicity in the system. Moreover, international employees were not identified and were often listed as a different race/ethnicity category, such as Asian.

Because international entrants have been the second largest group next to White entrants after the implementation of the new reporting category in 2010, an estimated ethnicity was created based on additional citizenship information obtained from official records. Using the same logic that applies to the international category today, non-citizens and non-permanent residents were assigned to the international category for the purposes of this report, regardless of what may have originally been assigned. While these assignments are not official and should be taken with a margin of error, the estimated data, when graphed, show that the international population has likely been steady since 2002-03, and that past Asian and White counts may have been inflated due to the inclusion of international entrants. Figures 3a and 3b show what these estimated counts look like over time.

Figure 3a: Estimated counts for White, International, Black, and Asian Entrants

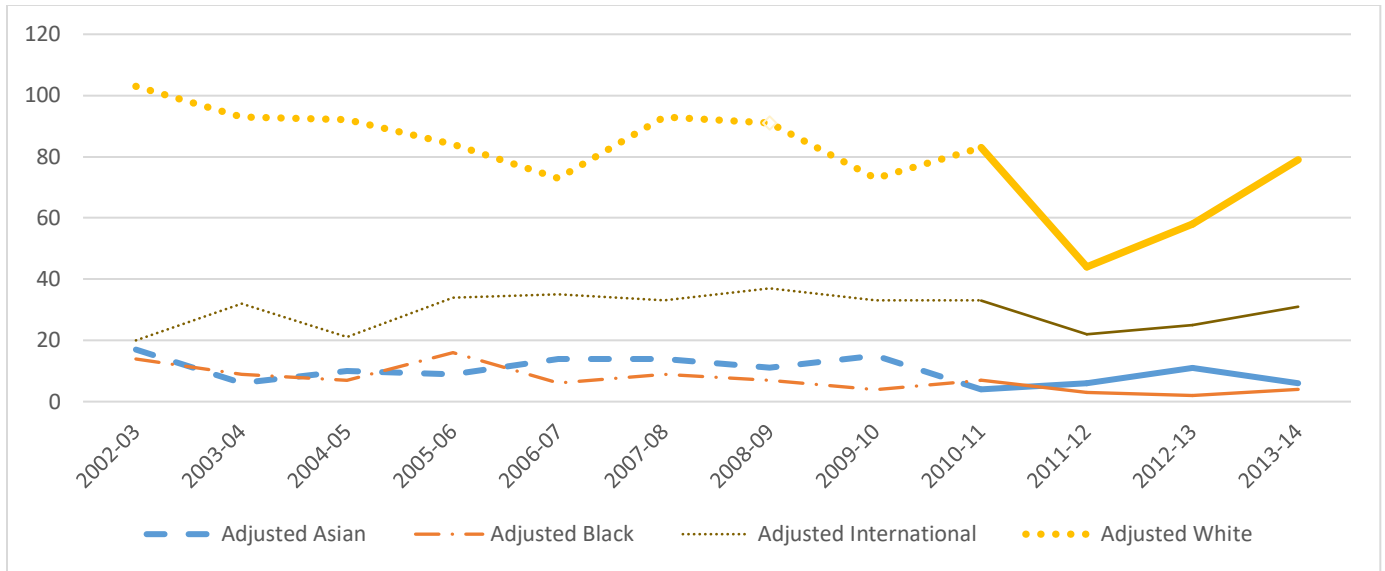
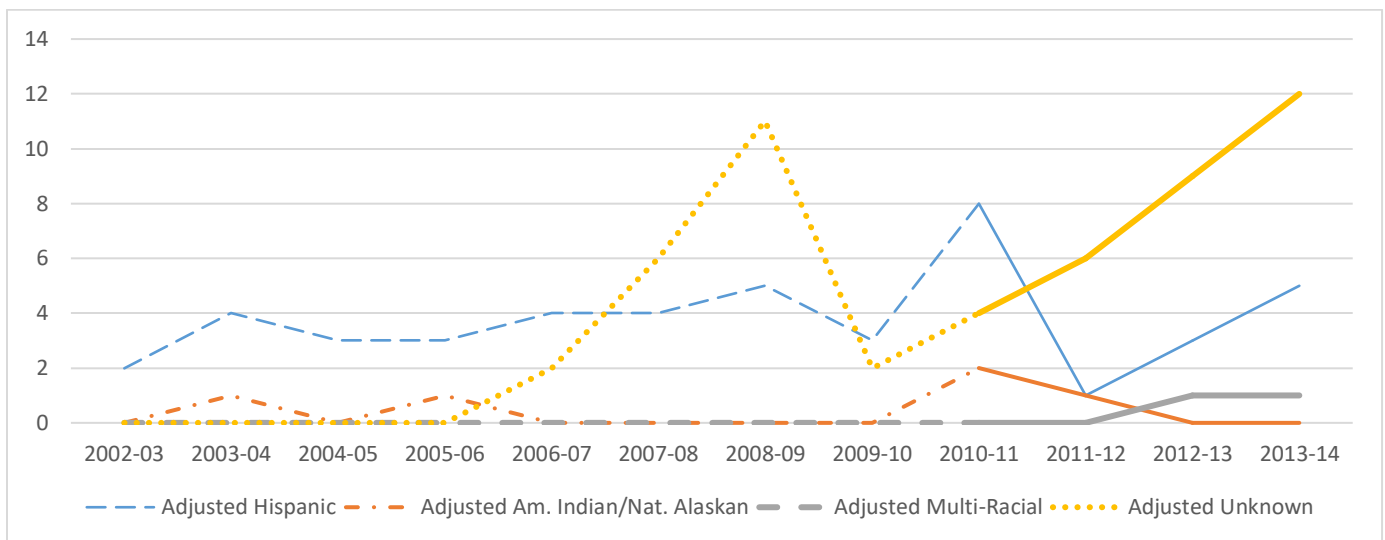


Figure 3b: Estimated Counts for Hispanic, American Indian/Nat. Alaskan, Multi-Racial, and Unknown Entrants*



* Note the scale change due to smaller numbers

In Table 5, the number of White entrants rose to over 100 during several years. However, in Figure 3a, it only tops 100 during 2002-03 and remains below 100 thereafter. Likewise, the Asian entrant count before 2010 was always greater or equal to 19. However, in Figure 3a the count stays below 20. Although these figures are only estimates, we can likely conclude that a steady minority of international entrants has existed since 2002-03 and that many are represented within the White and Asian counts.

Approval Percentages of Upper-Level Reviews

This section summarizes review data for the 2011, 2012, and 2013 cohorts, including Hershey⁸ and Dickinson, but excluding the Pennsylvania College of Technology. The tables below reflect second, fourth, and sixth-year reviews happening within a seven-year period, which accommodates one year of tenure stay. Individuals taking a tenure stay would normally have their sixth-year review during year 7. Thus, the sixth-year review outcomes reflected in Tables 12, 13, and 14 do not differentiate between individuals who have their sixth-year review in year six or year seven.

Many possible paths exist through the review process (with campus committees, department, division, and school committees, college committees, and the University committee). These tables present the most common decision points in the tenure review process. In brief, for Abington, Altoona, Berks, Erie, and Harrisburg, the respective chancellors sign off at the dean/vice president level – that is, they are *not* tallied in the campus chancellor column. For the other 14 campuses comprising the University College, *both* the campus chancellor *and* the vice president for commonwealth campuses and executive chancellor (who serves as dean of the University College) sign off. Great Valley faculty fall under the purview of the vice president for commonwealth campuses and executive chancellor. Faculty in the Applied Research Lab are eligible for promotion only, not tenure, and are not reflected in these data. Appendix B of this report provides a general guide to the tenure review levels at Penn State.

Tables 6 through 14 show the number of reviews and the number of positive recommendations at each year by total, gender, and race/ethnicity. The majority of upper-level reviews at Penn State are consistent with recommendations coming from departments and campuses. Final outcomes have, likewise, historically been consistent with the recommendations that the University committee, Provost, and President receive. Because the review path differs by unit, the number of reviews cannot be summed across the rows to get the total number of faculty reviewed.

The 2011 cohort included 81 faculty members. One individual received two years of tenure credit and is reflected in Tables 9 and 12 (Years 4 and 6) but not Table 6 (Year 2). Three individuals received early tenure. They are reflected in all three tables because their fourth-year review counted for both the fourth and sixth years.

In 2012, a total of 112 individuals entered provisional status. Seven individuals received tenure credit and are not reflected in Table 7 (Year 2) but are reflected in Tables 10 and 13 (Years 4 and 6). Two individuals received early tenure, one of whom was also part of the tenure credit-receiving group and is only reflected in Tables 10 and 13 (Years 4 and 6). The other individual is reflected in Tables 7, 10, and 13 (Years 2, 4, and 6, respectively).

The 2013 cohort included 140 individuals. Eight individuals received tenure credit and are not reflected in Year 2 (Table 8) but are reflected in years 4 and 6 (Tables 11 and 14). Eight individuals received early tenure and are reflected in years 4 and 6.

⁸ College of Medicine faculty are reported using the 2, 4, and 6-year tables even if some are on a 10-year track. Those still on track at year six are mentioned in the corresponding section as still pursuing tenure.

Second-Year Review

By the start of the second-year review, 66 out of the initial 81 individuals remained in the 2011 cohort (81%), 95 out of the initial 112 remained in the 2012 cohort (85%), and 128 out of the initial 140 (91%) remained in the 2013 cohort. These numbers include individuals receiving tenure credit and who are not part of the second-year review process. Upper-level decisions were aligned with committee recommendations with no recommendations being overturned.

Table 6: Second-Year Tenure Reviews – 2011 Cohort

Second Year Tenure Review 2011	Dept/Div/School Head		Campus Chancellor		College Dean	
Cases Remaining in Cohort (N=66 includes 2 with tenure credit)	56		14		59	
Female Cases Reviewed	26		3		26	
Male Cases Reviewed	30		11		33	
Asian Cases Reviewed	4		0		4	
Black Cases Reviewed	2		0		2	
Hispanic Cases Reviewed	1		0		1	
Am. Indian/Native Alaskan Cases	1		0		1	
International Cases Reviewed	13		3		12	
Multi-racial Cases Reviewed	0		0		0	
Unknown Cases Reviewed	4		1		4	
White Cases Reviewed	31		10		35	
Total Positive Recommendations	55	98%	14	100%	59	100%
Female Positive	25	96%	3	100%	26	100%
Male Positive	30	100%	11	100%	33	100%
Asian Positive	4	100%	0		4	100%
Black Positive	2	100%	0		2	100%
Hispanic Positive	1	100%	0		1	100%
Am. Indian/Nat. Alaskan Positive	1	100%	0		1	100%
International Positive	13	100%	3	100%	12	100%
Multi-racial Positive	0		0		0	
Unknown Positive	4	100%	1	100%	4	100%
White Positive	30	97%	10	100%	35	100%
Overturned at Head Level	0	0%				
Overturned at Chancellor Level			0	0%		
Overturned at Dean Level					0	0%

Table 7: Second-Year Tenure Reviews- 2012 Cohort

Second Year Tenure Review 2012	Dept/Div/School Head		Campus Chancellor		College Dean	
Cases Remaining in Cohort (N=101 includes 5 with tenure credit)	79		11		95	
Female Cases Reviewed	31		6		39	
Male Cases Reviewed	48		5		56	
Asian Cases Reviewed	7		0		9	
Black Cases Reviewed	1		1		2	
Hispanic Cases Reviewed	3		0		3	
Am. Indian/Native Alaskan Cases	0		0		0	
International Cases Reviewed	18		0		20	
Multi-racial Cases Reviewed	1		0		1	
Unknown Cases Reviewed	5		3		8	
White Cases Reviewed	44		7		52	
Total Positive Recommendations	79	100%	10	91%	94	99%
Female Positive	31	100%	5	83%	38	97%
Male Positive	48	100%	5	100%	56	100%
Asian Positive	7	100%	0		9	100%
Black Positive	1	100%	1	100%	2	100%
Hispanic Positive	3	100%	0		3	100%
Am. Indian/Native Alaskan Positive	0		0		0	
International Positive	18	100%	0		20	100%
Multi-racial Positive	1	100%	0		1	100%
Unknown Positive	5	100%	2	67%	7	88%
White Positive	44	100%	7	100%	52	100%
Overtuned at Head Level	0	0%				
Overtuned at Chancellor Level			0	0%		
Overtuned at Dean Level					0	0%

Table 8: Second-Year Tenure Reviews- 2013 Cohort

Second Year Tenure Review 2013	Dept/Div/School		Campus		College	
Cases Remaining in Cohort	Head		Chancellor		Dean	
(N=128)	102		17		120	
Female Cases Reviewed	44		5		49	
Male Cases Reviewed	58		12		71	
Asian Cases Reviewed	4		1		4	
Black Cases Reviewed	2		1		3	
Hispanic Cases Reviewed	5		1		6	
Am. Indian/Native Alaskan Cases	0		0		0	
International Cases Reviewed	25		6		31	
Multi-racial Cases Reviewed	1		0		1	
Unknown Cases Reviewed	5		2		7	
White Cases Reviewed	60		6		68	
Total Positive Recommendations	102	100%	17	100%	119	99%
Female Positive	44	100%	5	100%	48	98%
Male Positive	58	100%	12	100%	71	100%
Asian Positive	4	100%	1	100%	4	100%
Black Positive	2	100%	1	100%	3	100%
Hispanic Positive	5	100%	1	100%	6	100%
Am. Indian/Nat Alaskan Positive	0		0		0	
International Positive	25	100%	6	100%	31	100%
Multi-racial Positive	1	100%	0		0	
Unknown Positive	5	100%	2	100%	7	100%
White Positive	60	100%	6	100%	68	100%
Overtuned at Head Level	0	0%				
Overtuned at Chancellor Level			0	0%		
Overtuned at Dean Level					0	0%

Fourth-Year Review

Tables 9 through 11 show figures for the fourth-year reviews and recommendations. Sixty of 81 faculty remained in the 2011 cohort (74%), 92 of 112 faculty remained in the 2012 cohort (82%), and 113 of 140 faculty remained in the 2013 cohort. Upper-level decisions remained largely aligned with lower level recommendations. The 10% difference at the Chancellor level is due to one case out of 10. One case was overturned in the 2011 cohort, 3 in the 2012 cohort, and 2 in the 2013 cohort.

Table 9: Fourth Year Tenure Reviews- 2011 Cohort

Fourth Year Tenure Review 2011	Dept/Div/School Head		Campus Chancellor		College Dean	
Cases Remaining in Cohort (N=60)	52		10		56	
Female Cases Reviewed	23		3		24	
Male Cases Reviewed	29		7		32	
Asian Cases Reviewed	6		0		6	
Black Cases Reviewed	2		0		2	
Hispanic Cases Reviewed	1		0		1	
Am. Indian/Native Alaskan	1		0		1	
International Cases Reviewed	12		1		13	
Multi-racial Cases Reviewed	0		0		0	
Unknown Cases Reviewed	3		1		3	
White Cases Reviewed	27		8		30	
Total Positive Recommendations	52	100%	10	100%	55	98%
Female Positive	23	100%	3	100%	24	100%
Male Positive	29	100%	7	100%	31	97%
Asian Positive	6	100%	0		6	100%
Black Positive	2	100%	0		2	100%
Hispanic Positive	1	100%	0		1	100%
Am. Indian/Nat Alaskan	1	100%	0		1	100%
International Positive	12	100%	1	100%	13	100%
Multi-racial Positive	0		0		0	
Unknown Positive	3	100%	1	100%	3	100%
White Positive	27	100%	8	100%	29	97%
Overtuned at Head Level	0	0%				
Overtuned at Chancellor Level			1	10%		
Overtuned at Dean Level					0	0%

Table 10: Fourth Year Tenure Reviews- 2012 Cohort

Fourth Year Tenure Review 2012	Dept/Div/School Head		Campus Chancellor		College Dean	
Cases Remaining in Cohort (N=92)	77		8		89	
Female Cases Reviewed	29		5		36	
Male Cases Reviewed	48		3		53	
Asian Cases Reviewed	10		0		12	
Black Cases Reviewed	1		1		2	
Hispanic Cases Reviewed	3		0		2	
Am. Indian/Native Alaskan Cases	0		0		0	
International Cases Reviewed	15		0		17	
Multi-racial Cases Reviewed	1		0		1	
Unknown Cases Reviewed	4		2		6	
White Cases Reviewed	43		5		49	
Total Positive Recommendations	75	97%	8	100%	86	97%
Female Positive	28	97%	5	100%	35	97%
Male Positive	47	98%	3	100%	51	96%
Asian Positive	10	100%	0		12	100%
Black Positive	1	100%	1	100%	2	100%
Hispanic Positive	3	100%	0		2	100%
Am. Indian/Nat Alaskan Positive	0		0		0	
International Positive	15	100%	0		17	100%
Multi-racial Positive	0		0		0	
Unknown Positive	4	100%	2	100%	6	100%
White Positive	42	98%	5	100%	47	96%
Overturned at Head Level	1	1%				
Overturned at Chancellor Level			0	0%		
Overturned at Dean Level					2	2%

Table 11: Fourth Year Tenure Reviews- 2013 Cohort

Fourth Year Tenure Review 2013	Dept/Div/School Head		Campus Chancellor		College Dean	
Cases Remaining in Cohort (N=113)	94		17		113	
Female Cases Reviewed	38		5		44	
Male Cases Reviewed	56		12		69	
Asian Cases Reviewed	4		1		5	
Black Cases Reviewed	2		1		3	
Hispanic Cases Reviewed	5		1		6	
Am. Indian/Nat Alaskan Cases	0		0		0	
International Cases Reviewed	20		6		26	
Multi-racial Cases Reviewed	0		0		0	
Unknown Cases Reviewed	7		2		9	
White Cases Reviewed	56		6		64	
Total Positive Recommendations	92	98%	17	100%	110	97%
Female Positive	37	97%	5	100%	43	98%
Male Positive	55	98%	12	100%	67	97%
Asian Positive	4	100%	1	100%	5	100%
Black Positive	2	100%	1	100%	3	100%
Hispanic Positive	5	100%	1	100%	6	100%
Am. Indian/Nat Alaskan Positive	0		0		0	
International Positive	20	100%	6	100%	25	96%
Multi-racial Positive	0		0		0	
Unknown Positive	7	100%	2	100%	9	100%
White Positive	54	96%	6	100%	62	97%
Overtuned at Head Level	0	0%				
Overtuned at Chancellor Level			0	0%		
Overtuned at Dean Level					2	2%

Sixth-Year Review

By the seventh year of the 2011 cohort (2017-2018), 56 out of the original of 81 (69%) remained within the tenure pool, including two College of Medicine entrants on the ten-year track. Out of these 56, 52 cases went up for their sixth-year review at the dean level with 51 being approved (98%). A total of 54 cases were reviewed at the university level and 49 were approved (91%). The alignment between recommendations and approvals remained close with only two decisions being overturned at the Head level, two at the Dean level, and one at the University level.

Table 12: Sixth-Year Tenure Reviews- 2011 Cohort

Sixth Year Tenure Review 2011	Dept/Div/School Head		Campus Chancellor		College Dean		Univ. Final Decision	
Cases Remaining in Cohort (N=56)	50		9		52		54	
Female Cases Reviewed	22		3		22		23	
Male Cases Reviewed	28		6		30		31	
Asian Cases Reviewed	5		0		5		5	
Black Cases Reviewed	2		0		2		2	
Hispanic Cases Reviewed	1		0		1		1	
Am. Indian/Nat Alaskan	1		0		1		1	
International Cases	12		1		12		12	
Multi-racial Cases Reviewed	0		0		0		0	
Unknown Cases Reviewed	3		1		2		3	
White Cases Reviewed	27		7		29		30	
Total Positive Recommendations	48	96%	9	100%	51	98%	49	91%
Female Positive	22	100%	3	100%	22	100%	22	96%
Male Positive	27	96%	6	100%	29	97%	27	87%
Asian Positive	5	100%	0		5	100%	5	100%
Black Positive	2	100%	0		2	100%	2	100%
Hispanic Positive	1	100%	0		1	100%	1	100%
Am. Indian/Nat Alaskan	1	100%	0		1	100%	0	
International Positive	10	83%	1	100%	11	92%	9	75%
Multi-racial Positive	0		0		0		0	
Unknown Positive	3	100%	1	100%	2	100%	3	100%
White Positive	27	100%	7	100%	29	100%	29	97%
Overtuned at Chancellor Level	2	4%						
Overtuned at Head Level			0	0%				
Overtuned at Dean Level					2	4%		
Overtuned at the University Level							1	2%

At the time of the 2012 cohort year 7 in 2018-19, 74 individuals remained in the tenure pool, including three who were granted early tenure, two College of Medicine entrants on the ten-year track, and four whose tenure clock was stopped or whose cases were still in review. The three entrants receiving early tenure are included in Table 15 as part of the positive reviews and recommendations. However, the College of Medicine entrants are only included up to the college level and those still in review are included in the overall N but are not reflected in the subsequent numbers.

During this sixth year review, 72 cases out of 112 (63%) made it to the dean level, and 69 of these 71 (96%) received a positive decision. At the University level, 66 cases were reviewed and 59 of the 62 (95%) received a positive decision. Three committee decisions were overturned by the Head level (5%) and 1 at the Dean level (1%)

Table 13: Sixth-Year Tenure Reviews- 2012 Cohort

Sixth Year Tenure Review 2012	Dept/Div/ School Head	Campus Chancellor	College Dean	Univ. Final Decision				
Cases Remaining in Cohort (N=78)	62	7	72	67				
Female Cases Reviewed	24	2	27	25				
Male Cases Reviewed	38	5	45	42				
Asian Cases Reviewed	9	0	11	10				
Black Cases Reviewed	1	0	1	1				
Hispanic Cases Reviewed	2	0	2	2				
Am. Indian/Nat Alaskan Cases	0	0	0	0				
International Cases Reviewed	13	0	14	14				
Multi-racial Cases Reviewed	0	0	0	0				
Unknown Cases Reviewed	3	1	4	4				
White Cases Reviewed	34	6	40	36				
Total Positive Recommendations	58	94%	7	100%	69	96%	63	94%
Female Positive	21	88%	2	100%	26	96%	24	96%
Male Positive	37	97%	5	100%	43	96%	39	93%
Asian Positive	9	100%	0		11	100%	10	100%
Black Positive	1	100%	0		1	100%	1	100%
Hispanic Positive	2	100%	0		2	100%	2	100%
Am. Indian/Nat Alaskan	0		0		0		0	
International Positive	12	92%	0		14	100%	14	100%
Multi-racial Positive	0		0		0		0	
Unknown Positive	3	100%	1	100%	4	100%	4	100%
White Positive	31	91%	6	100%	37	93%	32	89%
Overtuned at Head Level	3	5%						
Overtuned at Chancellor Level			0	0%				
Overtuned at Dean Level					1	1%		
Overtuned at the University Level							0	0%

As for the 2013 cohort sixth-year review in 2019-20, 98 out of the original 140 were remaining in the pool (70%). Included in this number are eight individuals receiving early tenure. Ninety of these cases made it to the dean level (92%) and 88 were given positive decision. Subsequently, 90 cases went to the university level and 88 were given a positive decision. One recommendation (1%) was overturned at the Head level and five (6%) were overturned at the Dean level.

Table 14: Sixth-Year Tenure Reviews- 2013 Cohort

Sixth Year Tenure Review 2013	Dept/Div/ School Head	Campus Chancellor	College Dean	Univ Final Decision				
Cases Remaining in Cohort (N=98)	74	15	90	90				
Female Cases Reviewed	31	4	35	35				
Male Cases Reviewed	43	11	55	55				
Asian Cases Reviewed	3	1	4	4				
Black Cases Reviewed	1	1	2	2				
Hispanic Cases Reviewed	4	1	5	5				
Am. Indian/Nat Alaskan Cases	0	0	0	0				
International Cases Reviewed	14	5	19	19				
Multi-racial Cases Reviewed	0	0	0	0				
Unknown Cases Reviewed	6	2	8	8				
White Cases Reviewed	46	5	52	52				
Total Positive Recommendations	72	97%	15	100%	88	98%	88	98%
Female Positive	30	97%	4	100%	34	97%	34	97%
Male Positive	42	98%	11	100%	54	98%	54	98%
Asian Positive	2	67%	1	100%	3	75%	3	75%
Black Positive	1	100%	1	100%	2	100%	2	100%
Hispanic Positive	4	100%	1	100%	5	100%	5	100%
Am. Indian/Nat Alaskan	0		0		0		0	
International Positive	13	93%	5	100%	19	100%	19	100%
Multi-racial Positive	0		0		0		0	
Unknown Positive	6	100%	2	100%	8	100%	8	100%
White Positive	46	100%	5	100%	51	98%	51	98%
Overtuned at Head Level	1	1%						
Overtuned at Chancellor Level			0	0%				
Overtuned at Dean Level					5	6%		
Overtuned at the University Level							0	0%

General Patterns within Faculty Cohorts

As noted in Figure 1, the tenure rate remains relatively steady from cohort to cohort. For the 2011, 2012, and 2013 cohorts, this rate was 64%, 53%, and 65%, respectively. Within each cohort, however, some variation occurs as the seven years progress. Table 15 details the number remaining entrants within each cohort at the beginning of each milestone year and the number of entrants tenured at the end. While only 9-10% of entrants had left by the start of Year 2 for the 2012 and 2013 cohorts, 19% had left in the 2011 cohort. However, by the time the provisional period ended, 64% of the 2011 cohort achieved tenure while only 53% of the 2012 cohort had done the same. Individuals taking tenure stays and still completing within seven years are included in the achievement rates. Those taking longer to complete remain within their cohort but are not included in the achievement rate, even if they achieved tenure after the seven-year period ended.

Table 15: Remaining Counts at each Review Year

	Initial Cohort	Year 2	Year 4	Year 6	Tenured within 7 Years		Initial Cohort	Year 2 %	Year 4 %	Year 6 %	Tenured within 7 Years %
2011	81	66	60	56	52		100%	81%	74%	69%	64%
2012	112	101	92	78	59		100%	90%	82%	70%	53%
2013	140	128	113	98	91		100%	91%	81%	70%	65%

Figure 4a and 4b graphs these counts and percentages, showing variations of exit timing within each cohort. In 2011 a larger number of individuals left before Year 2 but fewer exited afterwards. The 2012 and 2013 cohorts share similar characteristics through Year 6. At this time, a higher percentage of entrants in the 2013 cohort achieved tenure than in the 2012 cohort, where only 59 out of the initial 78 achieved tenure. This lower rate caused the dip in percentage seen at the lower right of Figure 6b. However, if the four tenure stays and the two 10-year track College of Medicine faculty were added to the tenure total, the rate would increase from 5% to 59%.

Figure 4a: Remaining Counts at each Review Year

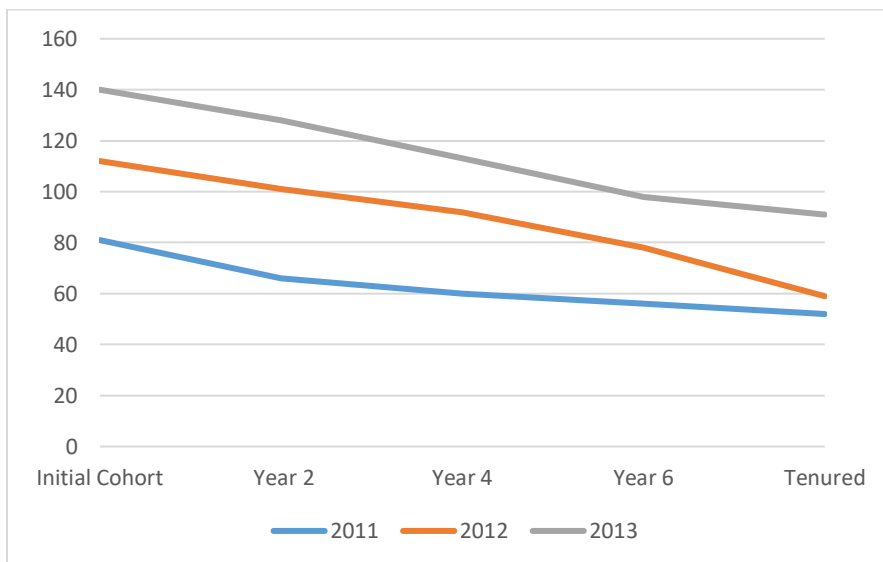
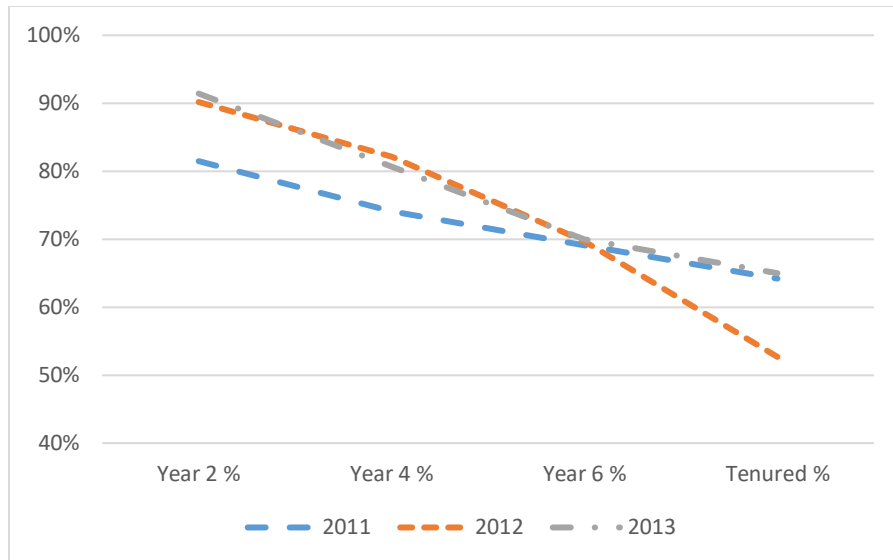


Figure 4b: Percentages of Remaining Entrants at each Review Year*



*** Note the scale change**

Summary

This report provides tenure achievement information for the cohorts of 2011-12, 2012-13, and 2013-14 within the context of long-term achievement trends at Penn State. Although a sudden decrease in entering tenure-track faculty occurred in 2011-12, the number rose again in 2012-13 and again in 2013-14. Overall tenure achievement rates have remained relatively consistent since academic year 2002-03 despite fluctuations in entry pool size.

Several key points were illuminated during this study. First, the proportion of women entering the provisional period has historically been lower than the male proportion. Women also achieve tenure at slightly lower rates than men. On the other hand, the gap between female and male tenure-line faculty has slowly been shrinking over the last decade. Women now represent 37% of all tenure-line faculty.

The proportion of White entrants has also historically been larger than all other groups combined (at least for the four years where we have accurate data). International faculty make up the second largest group of provisional entrants and have probably done so since the early 2000's even though we do not have the data to verify. More analysis will be possible as additional years of data are accrued.

An examination of the review and approval steps at the second, fourth, and sixth years indicate that upper level reviews continue to agree closely with committee recommendations.

Although nearly one-third of the 2011 and 2013 cohorts and one-half of the 2012 cohort did not receive tenure, faculty leave for many reasons. This report only tracks the number of cases in the initial cohort, the number in each review year, how many were reviewed at each level, and the number of positive recommendations. It does not delve into why individuals exited the tenure-track.

Appendix A: Methodology of Cohort Constitution and Derivation

The advent of Workday in January 2018 introduced new human resources data formats and fields, making it impossible to use previously existing processes to study faculty progression. The Office of Planning, Assessment, and Institutional Research, with the advisement of the Office of the Vice Provost for Academic Affairs, rewrote these processes and this section details how faculty are now identified for each cohort.

Who is in each cohort?

Cohorts were created using the Tenure Anniversary Date within the old and new HR systems. This date marks the start of the tenure clock. For the 2011 cohort, this date was 07/01/2011. For the 2012 and 2013 cohorts, this date was 07/01/2012 and 07/01/2013, respectively. Each cohort included the following groups of people:

- Assistant professors starting in 2011, 2012, or 2013 whose tenure clock started 07/01/2011, 07/01/2012 or 07/01/2013.
- Faculty members hired as non-tenure-track who were later placed on the tenure-track and had their Tenure Anniversary Date updated to either 2011, 2012, or 2013.
- Librarians of equivalent rank having the same Tenure Anniversary Dates.
- Faculty members who were initially hired with another Tenure Anniversary Date but who were later assigned a new anniversary date of either 07/01/2011, 07/01/2012, or 07/01/2013. If their last Tenure Anniversary date before tenure achievement or exit was in 2011, 2012, or 2013, they were included in the associated cohort.

Why does the data start at 2002-03 and not earlier?

The 2002-03 cohort was the first year in which detail-level data were available so each record could be verified.

What if someone started in 2011, 2012, or 2013 but their Tenure Anniversary Date later changed?

If an individual's tenure anniversary date changed to a later year, they were removed from their initial cohort and reassigned to the cohort of the new Tenure Anniversary Date. For example, if someone had started with a previous tenure anniversary of 07/01/2010 but was then reassigned to 07/01/2011, they were included in this study.

Conversely, if someone began in 2012 and then had their anniversary date set for 07/01/2014, they were removed from the 2012 cohort and will be picked up again when the 2014 cohort is reviewed.

If, for whatever reason, someone began with a 07/01/2011, 07/01/2012, or 07/01/2013 Tenure Anniversary Date but then was retroactively assigned an earlier date, they would not be included in this report.

Does taking a tenure stay affect the cohort year?

No. Cohort year is determined by the Tenure Anniversary Date that each unit enters into the system.

How were people with Tenure Credit handled?

Individuals who came in with credit and achieved tenure after Year 2 or Year 4 were still considered as part of the 2011-2013 cohorts if their Tenure Anniversary Date remained 07/01/2011, 07/01/2012, or 07/01/2013. They are reflected in the statistics for tenure achievement.

What if someone changed their Gender or Race/Ethnicity?

The gender and race/ethnicity at the outset were kept because this study tracks the tenure outcomes of those entering the study. If demographics were changed halfway through, an entering group would have different numbers than the ending group.

What if someone's tenure-granting unit changed?

If the Tenure Anniversary Date did not change, they were reported with their original cohort. If the Tenure Anniversary Year changed, they were removed from their original cohort and flagged to be placed in the cohort associated with the new Tenure Anniversary Date. For example, if the new Tenure Anniversary Date were set to 07/01/2014 their new cohort would be 2014.

How did you handle someone who might have stopped out for more than one year?

Since the study period is seven years, an individual stopping out for 2 or more years would be reported as not achieving tenure within eight years if their Tenure Anniversary Date remains unchanged. In the 13 years where data exists, the average number of individuals taking longer than eight years was 1.5 per year.

How were other possible exceptions handled?

All source data for tenure achievement comes from the HR system and records are reported as they are at the time of census snapshot (typically September 30th). In past years, one or two individuals may have been manually added or subtracted from each cohort based on retroactive actions. The current ability to see an individual's tenure status and anniversary date across all seven years greatly eliminated what would have been these exceptions. Retroactive actions are now readily apparent. However, if something is not correct in the HR system, it must be fixed within the HR system.

Why are some of the numbers in Table 3 a little different than in past reports?

Table 3 reflects all individuals who achieved tenure within 8 years, regardless of whether they stayed at Penn State through Year 8. Depending on the year, some previous report tables only included individuals who achieved tenure and were still here in Year 8. Other reports provided only tenure rates. When actual counts were used in this report, some rounding differences occurred.

Were individuals receiving immediate tenure included in each initial cohort?

No. They are not included in the study.

Appendix B: Levels of Review for Promotion and Tenure

Administrative guidelines to support the implementation of the University's policy on promotion and tenure, AC-23, are available in the document entitled, "Promotion and Tenure Guidelines" (http://vpfa.psu.edu/files/2016/09/p_and_t_guidelines-2i76gdt.pdf). Appendix D outlines the levels of review for promotion and tenure at Penn State.

LEVELS OF REVIEW FOR PROMOTION AND TENURE

