



## Faculty Tenure Flow Annual Report

March 2022

### Executive Summary

During academic year 2014-15, 138 faculty members entered the tenure track for the first time. At the end of a seven-year period, 75 (54%) had achieved tenure. Those not achieving tenure were not necessarily denied tenure. Several individuals had longer tenure paths due to stays or the newly offered Covid extension.<sup>1</sup> As of August 2021, 30 individuals had taken at least one stay, and 15 (out of an eligible pool of 26) took Covid extensions. Eighteen of these individuals (13% of the original cohort) were still on path, being up for review, taking an extension, or still progressing (including one ten-year track individual). Table 1 summarizes the numbers.

**Table 1: Totals and Tenure Rates for Cohort 2014-15 as of October 2021**

| Cohort Year | # Entrants | # Tenured | % Tenured | # On Path Fall 21 | % On Path | Took Stay* | Took Extension* | Eligible for Extension |
|-------------|------------|-----------|-----------|-------------------|-----------|------------|-----------------|------------------------|
| 2014-15     | 138        | 75        | 54%       | 18                | 13%       | 30         | 15              | 26                     |

The full report provides information on characteristics of entrants and tenure achievement rates, as well as the number of reviews and positive recommendations during the second-, fourth-, and sixth-year reviews. New for this year’s report is a summary of tenure stays and Covid extensions.

Key findings include the following:

- At least for this year and probably throughout the period affected by the Covid extension, many provisional faculty members are taking longer than seven years to achieve tenure. As of Fall 2021 18 were still on path.
- Women outnumber men in taking stays (19 to 11 or 63% to 37%) and extensions (12 to 3 or 19% to 4%). Fourteen out of the 18 individuals still on path were women.

<sup>1</sup> Faculty members who were on path during 2020 have the option to take a one-year extension during any time before April 1<sup>st</sup> of the penultimate year of their probationary period. More information can be found at <https://vpfa.psu.edu/promotion-and-tenure/>.

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## Introduction

For over 20 years, Penn State has analyzed the rates at which provisionally appointed (tenure track) 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 (<https://opair.psu.edu/institutional-research/projects/faculty-tenure-flow-rates/>). 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 2014, Penn State employed 6,000 full-time faculty members, including lecturers, librarians, and research faculty (Table 2). Of these, 48% were tenure line. By Fall 2021, this number was 6,462, with 47% being tenure line. Since both Fall 2020 and Fall 2021 were exceptional years due to the Covid-19 pandemic, Fall 2019 is also provided for comparison.

**Table 2: Full-Time Faculty<sup>2</sup> by Tenure Status: Fall 2014<sup>3</sup> compared with Fall 2019<sup>4</sup>, 2020, and 2021**

| Faculty type                        | Fall 2014    |             | Fall 2019    |             | Fall 2020    |             | Fall 2021    |             |
|-------------------------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|
|                                     | Number       | %           | Number       | %           | Number       | %           | Number       | %           |
| Tenured                             | 2,239        | 37%         | 2,145        | 34%         | 2,161        | 33%         | 2,169        | 34%         |
| Tenure track (Provisional)          | 640          | 11%         | 884          | 14%         | 910          | 14%         | 898          | 14%         |
| <b>Subtotal Tenure Line Faculty</b> | <b>2,879</b> | <b>48%</b>  | <b>3,029</b> | <b>47%</b>  | <b>3,071</b> | <b>47%</b>  | <b>3,067</b> | <b>47%</b>  |
| Other                               | 3,121        | 52%         | 3,363        | 53%         | 3,395        | 53%         | 3,395        | 53%         |
| <b>Total</b>                        | <b>6,000</b> | <b>100%</b> | <b>6,392</b> | <b>100%</b> | <b>6,466</b> | <b>100%</b> | <b>6,462</b> | <b>100%</b> |

The years leading up to 2014 were part of a long-term trend where the number of overall faculty slowly increased. This trend continued through 2021 as virtually the same number of faculty were employed during Fall 2020 and Fall 2021. The slight dip in tenured faculty from 2014 to 2019 can be attributed to the VRP (Voluntary Retirement Program) of 2016-17, as can the subsequent rise in tenure track faculty during the following years to maintain tenure-line numbers. Despite Covid pandemic stressors, the faculty counts remained steady, at least at the overall University level. This lack of volatility, especially within tenure-line faculty, suggests that policies such as tenure stays and the Covid extension (both discussed later) likely contributed to the stability and, at the very least, were not detrimental.

<sup>2</sup> Includes Hershey affiliate faculty.

<sup>3</sup> Fall 2014 is retrieved from the Official Human Resources table.

<sup>4</sup> Fall 2019, 2020, and 2021 are from *HR Data Digest*, <https://datadigest.psu.edu/faculty-and-staff/>

## Tenure-Track Progression of Assistant Professors

### Overall Statistics

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. While unusual for a faculty member to stop the tenure clock more than once, University policy does allow it. The cohort of 2014 saw eight individuals take two stays during their provisional period while 22 took one stay. Table 3 shows the typical timeline for those on the tenure-track. Those taking no time off would go up for tenure in 2019-2020 and, if successful, have tenure conferred on June 30, 2020, at the end of Year 6. Those taking one stay with no other pauses would go up for review in 2020-2021 and have tenure conferred on June 30<sup>th</sup>, 2021, at the end of Year 7.

**Table 3: “Typical” Tenure-Track Timeline for the 2014 Cohort**

| Time          | Year | Event   |
|---------------|------|---|
| July 1, 2014  |      | Effective date of appointment on the tenure track |
| 2014-2015     | 1    | Annual review                                     |
| 2015-2016     | 2    | Second-year review                                |
| 2016-2017     | 3    | Annual review                                     |
| 2017-2018     | 4    | Fourth-year review                                |
| 2018-2019     | 5    | Annual review                                     |
| 2019-2020     | 6    | Sixth-year review (for tenure decision)           |
| June 30, 2020 |      | Tenure conferred at end of Year 6                 |

The 2014 cohort is complicated by the ongoing pandemic and the resulting temporary option to extend the provisional period by one year for anyone on path during 2020. Fifteen individuals in the 2014 cohort chose to take this extension. The number of stays (38) and extensions (15) suggest that the seven-year tenure rate of 54% for the cohort will continue to increase. As of Fall 2021, 18 individuals are still on path,<sup>5</sup> representing 13% of the original 2014 cohort.

Table 4 (below) shows the tenure achievement rates for each cohort disaggregated by gender. Race and ethnicity are shown in a later table. Over the past ten cohort years, 1,340 faculty members have entered provisional status at Penn State at all locations.<sup>6</sup> During 2014, 138 faculty members started the tenure path and 75 had achieved tenure by June 30, 2021, including eight individuals receiving early tenure.

<sup>5</sup> 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. Attachment A details how faculty are identified for each cohort.

<sup>6</sup> Excluding the Pennsylvania College of Technology.

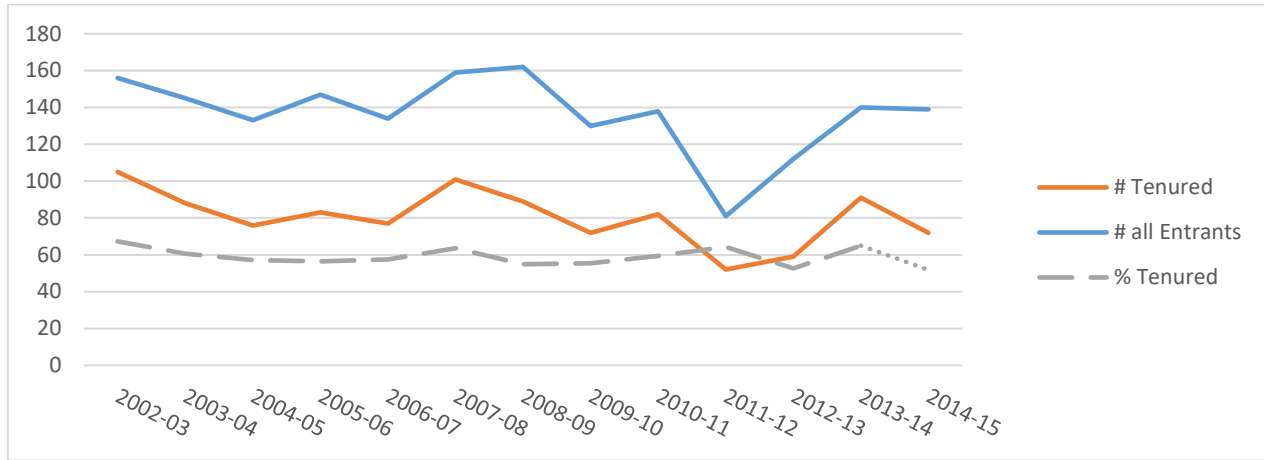
**Table 4: Overall Tenure Rates Since 2002-03 by Gender**

| Cohort               | Total    |         |     | Female   |         |     | Male     |         |     |
|----------------------|----------|---------|-----|----------|---------|-----|----------|---------|-----|
|                      | Entrants | Tenured |     | Entrants | Tenured |     | Entrants | Tenured |     |
| Cohort               | 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 <sup>7</sup> | 139      | 91      | 65% | 58       | 34      | 59% | 81       | 57      | 70% |
| 2014-15              | 138      | 75      | 54% | 63       | 32      | 51% | 75       | 43      | 57% |
| <b>5 Yr Tot</b>      | 607      | 359     |     | 263      | 145     |     | 345      | 214     |     |
| <b>5 Yr Avg</b>      | 121.6    | 71.8    | 59% | 52.6     | 29      | 55% | 69       | 42.8    | 62% |
| <b>10 Yr Tot</b>     | 1339     | 781     |     | 575      | 304     |     | 765      | 477     |     |
| <b>10 Yr Avg</b>     | 133.9    | 78.1    | 58% | 57.5     | 30.4    | 53% | 76.5     | 47.7    | 62% |
| <b>All Yrs Tot</b>   | 1773     | 1050    |     | 748      | 406     |     | 1026     | 601     |     |
| <b>All Yrs Avg</b>   | 136.4    | 80.8    | 59% | 57.5     | 31.2    | 54% | 77.9     | 49.5    | 64% |

Despite fluctuations in entering cohort size, the tenure achievement rate of each cohort has remained between 53% and 64% over the last 10 years. Figure 1 (below) shows that the proportion of tenure achievement within 7 years hovers between a high of 67% and a low of 53%, which occurred in the cohort of 2012. As discussed previously, the 2014 figure of 54% is likely artificially low due to the number of stays and Covid extensions taken by cohort members. Figure 1 shows the rate for cohort 2014 with a broken line to indicate that the eight or nine-year tenure achievement will be higher, given the number of individuals still on path.

<sup>7</sup> One faculty member was erroneously reported for the 2013 cohort rather than the 2014 cohort. They have been backed out of 2013 and the tables represent the adjusted numbers.

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



### The Covid Pandemic and the 2020 Extension

While academic year 2019-20 started normally, in March of 2020 the State of Pennsylvania shut down and instructional activity went online. Travel for conferences, collaboration, or research was halted and faculty members worked from home, often in less-than-ideal conditions. The shutdown lasted into the spring semester of 2021, negatively affecting many provisional faculty members’ progress towards tenure achievement.

In response to these circumstances, the University announced a one-year extension of the provisional tenure period for all faculty in their probationary period during calendar year 2020.<sup>8</sup> The Covid extension is not a tenure stay, although it effectively acts as a stay since the tenure clock stops for both. However, while any faculty member is eligible to take a stay, only those who were on track during 2020 may take a Covid extension.<sup>9</sup> Additionally, while multiple stays are allowed, only one Covid extension may be taken. If a faculty member takes it but then decides to rescind it, they cannot take it again later. Several faculty members (14 out of 26) opted to take both an extension and a stay.

During the Fall 2020, 26 of 138 individuals remained from the 2014 cohort who were eligible for the extension (Table 5). A total of 15 individuals (58%), took the extension. No one from the 2014 cohort rescinded their extension.

**Table 5: Extensions**

| 2014 Cohort | Eligible for Extension | Took Extension | % of Eligible |
|-------------|------------------------|----------------|---------------|
| 138         | 26                     | 15             | 58%           |

<sup>8</sup> See the Vice Provost for Faculty Affairs website at <https://vpfa.psu.edu/promotion-and-tenure/> for the guideline document and FAQ.

<sup>9</sup> The cohort of 2014 is the first group to overlap 2020 during their seven-year period. Those from 2013 would have been under review during the first part of 2020 and ineligible for the extension.

## Tenure Stays

Tenure stays, which stop the tenure clock for a year, may be granted for reasons including (but not limited to) medical, family, and personal reasons. For the cohort of 2014, 30 (22%) out of the 138 entrants took a stay and eight of these individuals took a second stay, for a total of 38 stays. No one took a third stay. The stays occurred across the probationary period with the majority happening in the third (8), fourth (9), and fifth (10) years.

**Table 6: Timing of Stays taken by the 2014 Cohort**

| Stays              | 2014-15  | 2015-16  | 2016-17  | 2017-18  | 2018-19   | 2019-20  | No Stay Taken | Grand Total |
|--------------------|----------|----------|----------|----------|-----------|----------|---------------|-------------|
| <b>Not Taken</b>   |          |          |          |          |           |          | <b>108</b>    | <b>108</b>  |
| <b>Taken</b>       | <b>1</b> | <b>6</b> | <b>8</b> | <b>9</b> | <b>10</b> | <b>4</b> |               | <b>38</b>   |
| Stay #1            | 1        | 6        | 8        | 7        | 6         | 2        |               | 30          |
| Stay #2            |          |          |          | 2        | 4         | 2        |               | 8           |
| <b>Grand Total</b> | <b>1</b> | <b>6</b> | <b>8</b> | <b>9</b> | <b>10</b> | <b>4</b> | <b>108</b>    |             |

Table 7 provides statistics for tenure achievement within seven years for those taking stays and not taking stays. Only nine out of the thirty individuals (30%) taking a stay ended up achieving tenure within this timeframe.

**Table 7: Tenure Achievement and Stay-Taking**

|                    | Not Tenured in 7 Yrs | %          | Tenured in 7 Yrs | %          | Total      | %           |
|--------------------|----------------------|------------|------------------|------------|------------|-------------|
| Did not Take Stay  | 43                   | 40%        | 65               | 60%        | 108        | 100%        |
| Took Stay          | 21                   | 70%        | 9                | 30%        | 30         | 100%        |
| <b>Grand Total</b> | <b>64</b>            | <b>47%</b> | <b>74</b>        | <b>53%</b> | <b>138</b> | <b>100%</b> |

The above statistic, however, must be taken in context. Table 8 (below) indicates that many individuals took combinations of stays and extensions. Out of the thirty individuals taking at least one stay, eight also took an extension (details regarding extensions are covered in the next section). Thus, it would be more accurate to say that out of the twenty two individuals taking one stay and no extension, nine (41%) achieved tenure within seven years while five (23%) did not. No one on the six-year path without tenure credit would be able to take two stays or a stay plus extension and still achieve tenure in seven years. However, with eighteen individuals still on track in Fall 2021 many are likely to achieve tenure within eight years.

The “on path during 2020” extension criteria falls on this cohort’s Year 7. Thus, it was extremely unlikely that someone would still be on path to take an extension without having taken at least one prior stay. However, the tenure clock also stops for individuals who are on Leave No Pay status for more than six months at a time. Thus, one person ended up taking an extension with no prior stays.

**Table 8: Seven-Year Tenure Achievement by Stays and Extensions**

|                                   | Took 1 Stay | %           | Took 2 Stays | %          | No Stays   | %           | Total Count | Total %     |
|-----------------------------------|-------------|-------------|--------------|------------|------------|-------------|-------------|-------------|
| <b>Tenured within 7 Years</b>     |             |             |              |            |            |             |             |             |
| No Extension                      | 9           | 41%         |              |            | 66         | 61%         | 75          | 54%         |
| <b>Not Tenured within 7 Years</b> |             |             |              |            |            |             |             |             |
| No Extension                      | 5           | 23%         | 2            | 25%        | 41         | 38%         | 48          | 35%         |
| Took Extension                    | 8           | 36%         | 6            | 75%        | 1          | 1%          | 15          | 11%         |
| <b>Total</b>                      | <b>22</b>   | <b>100%</b> | <b>8</b>     | <b>13%</b> | <b>108</b> | <b>100%</b> | <b>138</b>  | <b>100%</b> |

With Table 8 showing various permutations of stopping the clock and the overlap between stays and extensions, it should be noted that 31 individuals (22%) stopped the clock in some way (Table 9). On one hand, this number is in line with anecdotal evidence from previous cohorts regarding the number of stays. On the other hand, 31 is somewhat low considering the total number of individual extensions/stays taken (53, or 15 extensions and 38 stays).

**Table 9: Stopping the Clock**

|                                 | Count      | %           |
|---------------------------------|------------|-------------|
| Stopped the clock at least once | 31         | 22%         |
| Did not stop the clock          | 107        | 78%         |
| <b>Total</b>                    | <b>138</b> | <b>100%</b> |

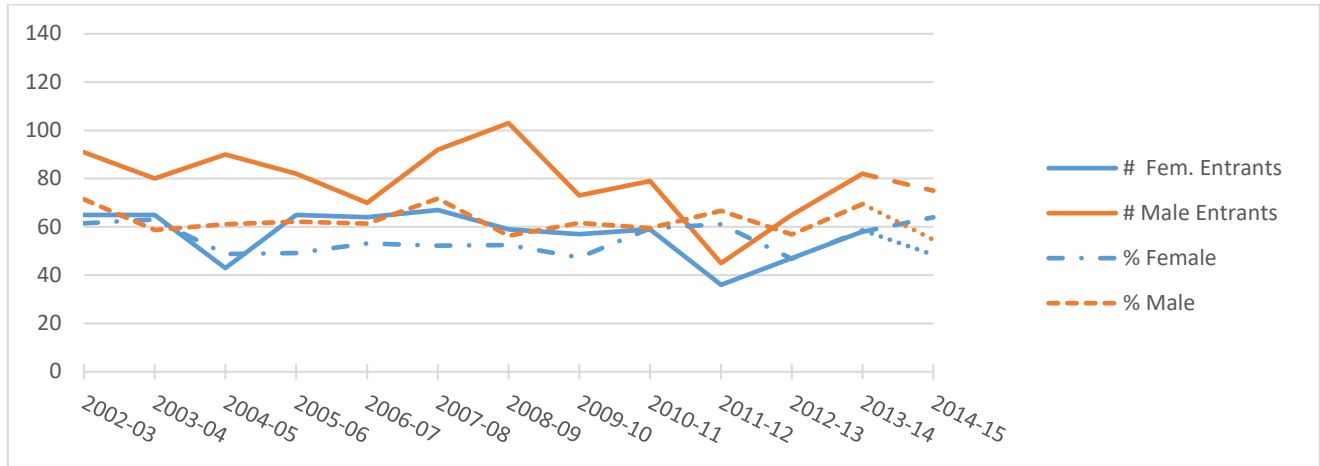
## Gender

In 2014, 63 women entered the tenure path and 32 (51%) achieved tenure by Spring 2021 (Table 4). During the same time, 75 men entered and 43 achieved tenure (57%). These numbers are in line with previously documented trends in the Spring 2021 version of this report.<sup>10</sup> Over the last decade nearly one third more men than women have entered the tenure track and a greater proportion typically receive tenure at the end of seven years. Notably, as of Fall 2021 eighteen individuals were still on path and fourteen of these were women. The overall tenure rate for women in the 2014 cohort will likely be higher.

<sup>10</sup> Source: March 2021 Faculty Tenure-Flow Rates <https://opair.psu.edu/institutional-research/projects/faculty-tenure-flow-rates/>



**Figure 2: Tenure Achievement Counts and Percentages by Gender**



The male and female tenure rates reflect the percent of people who achieved tenure within seven years. However, the number of people who are denied tenure cannot be derived from the remainder even if discounting the 18 individuals still on path. Table 10 shows that many faculty members left prior to 2019 during what are typically Years 2, 4, and 5.

**Table 10: Number Leaving Penn State by Gender**

|                      | 2014     | 2015     | 2016     | 2017      | 2018      | 2019     | 2020     | Total Leaving | In Cohort  | % Leaving  |
|----------------------|----------|----------|----------|-----------|-----------|----------|----------|---------------|------------|------------|
| Female               | 1        | 3        | 2        | 2         | 7         | 2        | 1        | 18            | 63         | 29%        |
| Male                 |          | 6        | 4        | 9         | 4         | 1        | 5        | 29            | 75         | 39%        |
| <b>Total Leaving</b> | <b>1</b> | <b>9</b> | <b>6</b> | <b>11</b> | <b>11</b> | <b>3</b> | <b>6</b> | <b>47</b>     | <b>138</b> | <b>32%</b> |

Notably, Table 10 shows that although women enter in smaller numbers, they left at a lower rate than did men during the first seven years on path. Couple this with the statistic that 14 out of the 18 individuals still on path are women, it is not unreasonable to hypothesize that the overall tenure rates for men and women will be similar even though the seven-year rates favor men. The findings of this report suggest that one measurement at the close of Year 7 is not enough to understand tenure achievement patterns for this cohort. Reporting should continue at least through Year 8.

*Gender and the Covid extension*

Out of the 26 individuals eligible to take the Covid-19 extension in 2020, 18 were women and 8 were men. While roughly the same number of men and women decided to forego the extension (6 women and 5 men), the six women represented 33% of eligible women while the 5 men represented 62% of the eligible men. On the other hand, disproportionately more women (67% versus 38% of men) chose to take the extension. This choice helps explain the disproportionate number of women still on path in Fall 2021 (14 women as opposed to 4 men).

**Table 11: Extensions by Gender**

|                    | Did not Take | %          | Took Extension | %          | Total Count | Total %       |
|--------------------|--------------|------------|----------------|------------|-------------|---------------|
| Female             | 6            | 33%        | 12             | 67%        | 18          | 100.0%        |
| Male               | 5            | 62%        | 3              | 38%        | 8           | 100.0%        |
| <b>Grand Total</b> | <b>11</b>    | <b>42%</b> | <b>15</b>      | <b>58%</b> | <b>26</b>   | <b>100.0%</b> |

*Gender and Tenure Stays*

Women, though fewer in number within the cohort, took little over twice as many stays as did men (19 versus 11). Moreover, seven out of eight of the second stay takers were women (not shown). However, it is too soon to know the tenure outcome as many of these individuals are still on path. One or two stays will delay additional salary monies but may be the difference between achieving and not achieving tenure.

**Table 12: Stays by Gender**

|                    | Female    | %          | Male      | %          | Total      | Total %     |
|--------------------|-----------|------------|-----------|------------|------------|-------------|
| Did not take stay  | 44        | 41%        | 64        | 59%        | 108        | 100%        |
| Took stay          | 12        | 55%        | 10        | 45%        | 22         | 100%        |
| Took 2 stays       | 7         | 87%        | 1         | 13%        | 8          | 100%        |
| <b>Grand Total</b> | <b>63</b> | <b>46%</b> | <b>75</b> | <b>54%</b> | <b>138</b> | <b>100%</b> |

**Race/Ethnicity**

Table 13 (next page) shows the last five years of race/ethnicity data for the 2010-11 through 2014-15 cohorts while Table 14 and Table 15 break out men and women. This report only focuses on the years 2010-11 through 2014-15 due to changes in data collection in 2006-07 and again in 2010 that make comparisons misleading.<sup>11</sup>

<sup>11</sup> Changes are detailed in the [March 2021 Tenure Flow Report](#) along with estimates of earlier numbers based on application of the 2010 rules

**Table 13: Entrants by Race/Ethnicity Since 2010-11**

| Cohort   | Total     |      |         | Asian     |     |         | Black     |    |         | Hispanic  |     |         | American Indian/<br>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    | %       |
| 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  | 139       | 90   | 65%     | 7         | 5   | 71%     | 3         | 1  | 33%     | 6         | 5   | 83%     |                                    |     |         | 31            | 19   | 61%     | 1            | 0% |         | 12        | 7  | 58%     | 79        | 53   | 67%     |
| 2014-15  | 138       | 75   | 54%     | 9         | 6   | 67%     | 6         | 2  | 33%     | 7         | 1   | 14%     |                                    |     |         | 39            | 21   | 54%     |              |    |         | 7         | 7  |         | 70        | 38   | 54%     |
| 5 Yr Tot | 608       | 358  |         | 40        | 27  |         | 21        | 10 |         | 25        | 14  |         | 3                                  | 2   |         | 143           | 77   |         | 2            | 0  |         | 38        | 25 |         | 336       | 203  |         |
| 5 Yr Avg | 121.6     | 71.6 | 59%     | 8         | 5.4 | 68%     | 4.2       | 2  | 48%     | 5         | 2.8 | 56%     | 0.75                               | 0.5 | 67%     | 28.6          | 15.4 | 54%     | 0.5          | 0  | 0%      | 7.6       | 5  | 66%     | 67.2      | 40.6 | 60%     |

**Table 14: Women by Race/Ethnicity**

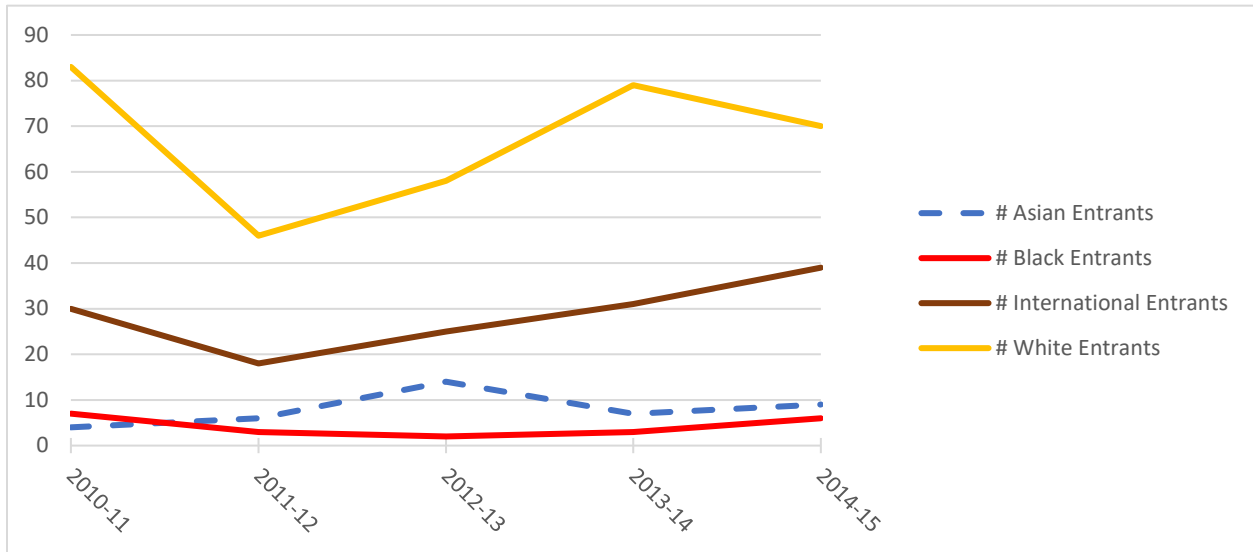
| Cohort   | Total     |         |     | Asian     |         |      | Black     |         |      | Hispanic  |         |      | Amer Indian/<br>Nat Alaskan |         |     | International |         |     | Multi-Racial |         |    | Unknown   |         |      | White     |         |     |
|----------|-----------|---------|-----|-----------|---------|------|-----------|---------|------|-----------|---------|------|-----------------------------|---------|-----|---------------|---------|-----|--------------|---------|----|-----------|---------|------|-----------|---------|-----|
|          | 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       | %   |
| 2010-11  | 59        | 37      | 63% | 2         |         | 0%   | 2         | 2       | 100% | 4         | 2       | 50%  | 2                           | 1       | 50% | 11            | 4       | 36% |              |         |    | 2         | 2       | 100% | 36        | 26      | 72% |
| 2011-12  | 36        | 23      | 64% | 3         | 2       | 67%  | 2         | 1       | 50%  | 1         | 1       | 100% | 1                           |         | 0%  | 3             | 2       | 67% |              |         |    | 4         | 1       | 25%  | 23        | 16      | 70% |
| 2012-13  | 47        | 22      | 47% | 5         | 3       | 60%  | 2         | 1       | 50%  |           |         |      |                             |         |     | 9             | 3       | 33% |              |         |    | 6         | 3       | 50%  | 25        | 12      | 48% |
| 2013-14  | 58        | 34      | 59% | 3         | 2       | 67%  | 2         |         | 0%   | 2         | 2       | 100% |                             |         |     | 6             | 1       | 17% | 1            |         | 0% | 6         | 5       | 83%  | 38        | 24      | 63% |
| 2014-15  | 63        | 32      | 51% | 2         | 2       | 100% | 5         | 1       | 20%  | 4         | 1       | 25%  |                             |         |     | 13            | 5       | 38% |              |         |    | 3         | 3       | 100% | 36        | 20      | 53% |
| 5 Yr Tot | 263       | 148     |     | 15        | 9       |      | 13        | 5       |      | 11        | 6       |      | 3                           | 1       |     | 42            | 15      |     | 1            |         |    | 21        | 14      |      | 158       | 98      |     |
| 5 Yr Avg | 52.6      | 29.6    | 56% | 3         | 2.25    | 75%  | 2.6       | 1.25    | 48%  | 2.75      | 1.5     | 55%  | 1.5                         | 1       | 67% | 8.4           | 3       | 36% | 1            |         | 0% | 4.2       | 2.8     | 67%  | 31.6      | 19.6    | 62% |

**Table 15: Men by Race/Ethnicity**

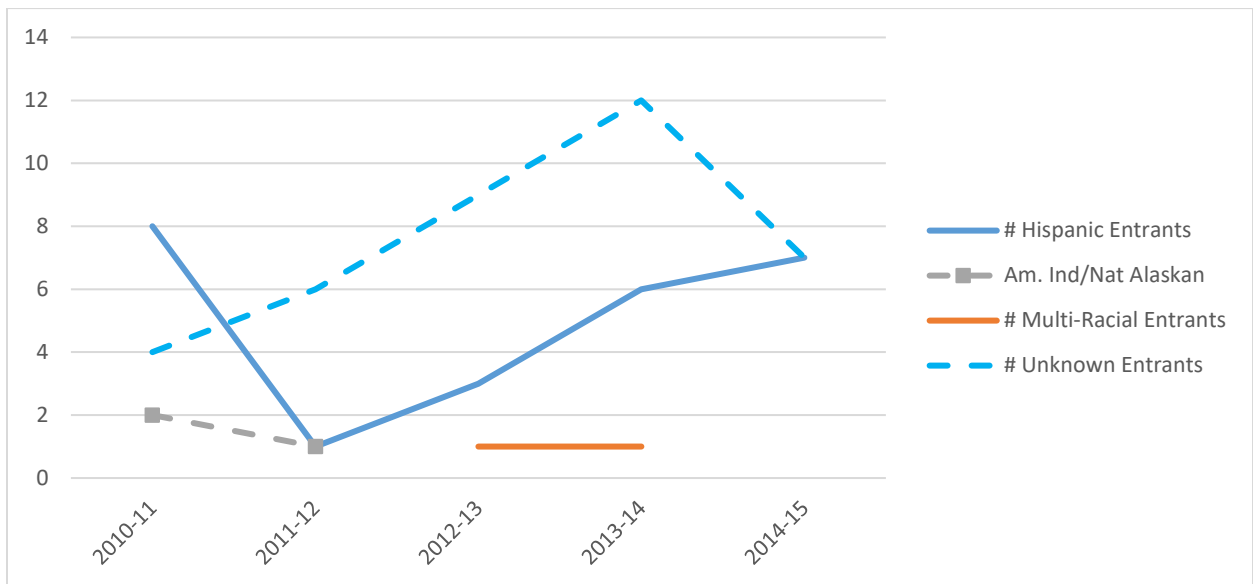
| Cohort   | Total     |         |     | Asian     |         |      | Black     |         |      | Hispanic  |         |     | Amer. Indian/<br>Nat. Alaskan |         |      | International |         |     | Multi-Racial |         |      | Unknown   |         |      | White     |         |     |
|----------|-----------|---------|-----|-----------|---------|------|-----------|---------|------|-----------|---------|-----|-------------------------------|---------|------|---------------|---------|-----|--------------|---------|------|-----------|---------|------|-----------|---------|-----|
|          | 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       | %   |
| 2010-11  | 79        | 48      | 61% | 2         | 1       | 50%  | 5         | 3       | 60%  | 4         | 3       | 75% |                               | 1       |      | 19            | 10      | 53% |              |         |      | 2         | 2       | 100% | 47        | 29      | 62% |
| 2011-12  | 45        | 30      | 67% | 3         | 3       | 100% | 1         | 1       | 100% |           |         |     | 1                             | 1       | 100% | 15            | 10      | 67% |              |         |      | 2         | 2       | 100% | 23        | 13      | 57% |
| 2012-13  | 65        | 37      | 57% | 9         | 7       | 78%  |           |         |      | 3         | 2       | 67% |                               |         |      | 16            | 9       | 56% | 1            | 1       | 100% | 3         | 1       | 33%  | 33        | 18      | 55% |
| 2013-14  | 81        | 56      | 69% | 4         | 3       | 75%  | 1         | 1       | 100% | 4         | 3       | 75% |                               |         |      | 25            | 18      | 72% |              |         |      | 6         | 2       | 33%  | 41        | 29      | 71% |
| 2014-15  | 75        | 43      | 57% | 7         | 4       | 57%  | 1         | 1       | 100% | 3         |         | 0%  |                               |         |      | 26            | 16      | 62% |              |         |      | 4         | 4       | 100% | 34        | 18      | 53% |
| 5 Yr Tot | 345       | 214     |     | 25        | 18      |      | 8         | 6       |      | 14        | 8       |     | 1                             | 2       |      | 101           | 63      |     | 1            | 1       |      | 17        | 11      |      | 178       | 107     |     |
| 5 Yr Avg | 69        | 42.8    | 62% | 5         | 3.6     | 72%  | 2         | 1.5     | 75%  | 3.5       | 2.67    | 76% | 1                             | 1       | 100% | 20.2          | 12.6    | 62% | 1            | 1       | 100% | 3.4       | 2.2     | 65%  | 36        | 21      | 60% |

Figure 3 and Figure 4 display table totals in graphical format. The steady increase of international entrants is more easily seen in the graph. Likewise, the graph highlights the relatively flat lines for Black/African American entrants and Asian entrants. Although the number of White entrants has varied the most over time, they remain the largest group. The scale for Figure 4 has been increased for readability, as an increase or decrease in one of these groups would be hard to see at the scale of Figure 3.

**Figure 3: Counts for White, International, Black, and Asian Entrants**



**Figure 4: Counts for Hispanic, American Indian/Nat. Alaskan, Multi-Racial, and Unknown Entrants\***



\* Note the scale change due to smaller numbers

While the number of entrants has fluctuated over the last five years, the overall proportions of each racial/ethnic group have remained similar (Table 16 below). White entrants account for at least 50% of the entering pool. Asian, and Race/Ethnicity Unknown entrants fluctuate within a small range (3%-13%).

International entrants comprise the next largest group, the proportions of which have risen from 22% in 2010-11 to 28 % in 2014-15. The proportion of Black and Hispanic entrants fell from already small numbers to one Hispanic entrant in 2011-12 and two Black entrants in 2012-13 and 2013-14. At no time did either of these groups see more than eight entrants within a year, and the proportion has not risen above 6%, the high for Hispanics in 2010-11. During 2012-13 through 2014-15 there were no American Indian/Native Alaskan entrants and during 2010-11, 2011-12, and 2014-15 there were no multi-Racial entrants. Moreover, the number of entrants in both these groups has not exceeded one per year.

**Table 16: Group Proportions by Cohort Year**

| Race/Ethnicity        | 2010-11    |             | 2011-12   |             | 2012-13    |             | 2013-14    |             | 2014-15    |             |
|-----------------------|------------|-------------|-----------|-------------|------------|-------------|------------|-------------|------------|-------------|
|                       | Count      | %           | Count     | %           | Count      | %           | Count      | %           | Count      | %           |
| Asian                 | 4          | 3%          | 6         | 7%          | 14         | 13%         | 7          | 5%          | 9          | 6%          |
| Black                 | 7          | 5%          | 3         | 4%          | 2          | 2%          | 3          | 3%          | 6          | 4%          |
| Hispanic              | 8          | 6%          | 1         | 1%          | 3          | 3%          | 6          | 4%          | 7          | 5%          |
| Am. Indian/Native Am. | 2          | 1%          | 1         | 1%          |            | 0%          |            | 0%          |            | 0%          |
| International         | 30         | 22%         | 18        | 22%         | 25         | 22%         | 31         | 22%         | 39         | 28%         |
| Multi-Racial          |            | 0%          |           | 0%          | 1          | 1%          | 1          | 1%          |            | 0%          |
| Unknown               | 4          | 3%          | 6         | 7%          | 9          | 8%          | 12         | 8%          | 7          | 5%          |
| White                 | 83         | 60%         | 46        | 57%         | 58         | 52%         | 79         | 56%         | 70         | 51%         |
| <b>Total</b>          | <b>138</b> | <b>100%</b> | <b>81</b> | <b>100%</b> | <b>112</b> | <b>100%</b> | <b>139</b> | <b>100%</b> | <b>138</b> | <b>100%</b> |

*Race/Ethnicity and Covid Extensions*

Extension-taking varied by group. Out of the 26 remaining individuals eligible to take the extension, sixteen chose to do so while others either went up for tenure or left the path. Table 17 shows the distribution by group. Table 18 shows the intersection of race/ethnicity and gender.

**Table 17: Extension Taking by Race/Ethnicity**

| Race/Ethnicity     | Did not Take | %          | Took Extension | %          | Total Count | Total%      |
|--------------------|--------------|------------|----------------|------------|-------------|-------------|
| Black/Afr. Amer.   |              | 0%         | 2              | 100%       | 2           | 100%        |
| Hispanic           | 2            | 100%       |                | 0%         | 2           | 100%        |
| International      | 1            | 17%        | 5              | 83%        | 6           | 100%        |
| Unknown            | 2            | 100%       |                | 0%         | 2           | 100%        |
| White              | 6            | 43%        | 8              | 57%        | 14          | 100%        |
| <b>Grand Total</b> | <b>11</b>    | <b>42%</b> | <b>15</b>      | <b>58%</b> | <b>26</b>   | <b>100%</b> |

**Table 18: Extension Taking by Race/Ethnicity and Gender**

| Gender             | Black/Af. Amer. | International | White    | Total     |
|--------------------|-----------------|---------------|----------|-----------|
| Female             | 2               | 4             | 6        | 12        |
| Male               |                 | 1             | 2        | 3         |
| <b>Grand Total</b> | <b>2</b>        | <b>5</b>      | <b>8</b> | <b>15</b> |

*Race/Ethnicity and Tenure Stays*

Numbers were generally too small to draw a conclusion for most groups. However, the two largest groups, White and International, had comparable stay-taking rates. Notably, the third largest group, Asian, did not have anyone who took a stay.

**Table 19: Stay-Taking by Race/Ethnicity**

| Race/Ethnicity | Did not Take Stay |            | Took Stay | %          | Total      | Total%      |
|----------------|-------------------|------------|-----------|------------|------------|-------------|
|                | Stay              | %          |           |            |            |             |
| Asian          | 9                 | 100%       |           | 0%         | 9          | 100%        |
| Black          | 4                 | 67%        | 2         | 33%        | 6          | 100%        |
| Hispanic       | 5                 | 71%        | 2         | 29%        | 7          | 100%        |
| International  | 31                | 79%        | 8         | 21%        | 39         | 100%        |
| Unknown        | 5                 | 71%        | 2         | 29%        | 7          | 100%        |
| White          | 54                | 77%        | 16        | 23%        | 70         | 100%        |
| <b>Total</b>   | <b>108</b>        | <b>78%</b> | <b>30</b> | <b>22%</b> | <b>138</b> | <b>100%</b> |

Table 20 breaks out stays by race/ethnicity and gender. Although cohort 2014 only had four Hispanic women, two of these took a stay. Five of thirteen international women took a stay as well as ten of 36 White women. Comparatively, none of the three Hispanic men, three of 26 international men, and six of twenty-eight White men took stays.

**Table 20: Stay-Taking by Race/Ethnicity and Gender**

|                    | Did not Take stay |            | Took Stay | %          | Total Count | Total %     |
|--------------------|-------------------|------------|-----------|------------|-------------|-------------|
|                    | Stay              | %          |           |            |             |             |
| <b>Female</b>      |                   |            |           |            |             |             |
| Asian              | 2                 | 100%       |           | 0%         | 2           | 100%        |
| Black              | 3                 | 60%        | 2         | 40%        | 5           | 100%        |
| Hispanic           | 2                 | 50%        | 2         | 50%        | 4           | 100%        |
| International      | 8                 | 62%        | 5         | 38%        | 13          | 100%        |
| Unknown            | 3                 | 100%       |           | 0%         | 3           | 100%        |
| White              | 26                | 73%        | 10        | 27%        | 36          | 100%        |
| <b>Male</b>        |                   |            |           |            |             |             |
| Asian              | 7                 | 100%       |           | 0%         | 7           | 100%        |
| Black              | 1                 | 100%       |           | 0%         | 1           | 100%        |
| Hispanic           | 3                 | 100%       |           | 0%         | 3           | 100%        |
| International      | 23                | 89%        | 3         | 11%        | 26          | 100%        |
| Unknown            | 2                 | 51%        | 2         | 49%        | 4           | 100%        |
| White              | 28                | 82%        | 6         | 18%        | 34          | 100%        |
| <b>Grand Total</b> | <b>108</b>        | <b>78%</b> | <b>30</b> | <b>22%</b> | <b>138</b>  | <b>100%</b> |

## Beyond the Seventh Year

The number of individuals still on path at the end of Year 7 raised the question of overall tenure achievement for previous cohorts. Table 21 below shows the numbers of individuals achieving tenure through 2021 for cohorts 2011-2014. Previous cohort information is not shown because data were not readily available in time for this report. Years 8 and above are highlighted in yellow for readability.

In contrast to the anticipated results for the 2014 cohort, very few individuals achieved tenure after Year 7 in the three previous cohorts. Out of those who did, three individuals were on the ten-year track within the College of Medicine: two from the 2011 cohort and one from the 2012 cohort.

Because 14 out of the 18 individuals still on path in the 2014 cohort were women, the table is broken out by gender. However, in terms of tenure achievement after Year 7, no gender difference can be seen in the previous cohorts.

**Table 21: Tenure Achievement after Year 7**

| Cohort               | 2014     | 2015     | 2016      | 2017      | 2018      | 2019      | 2020      | 2021      | # In Cohort | Tenured in 7 Years | 7 Year Tenure Rate | Total Tenured | Total Tenure Rate |
|----------------------|----------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|--------------------|--------------------|---------------|-------------------|
| <b>2011</b>          | <b>3</b> | <b>4</b> | <b>3</b>  | <b>34</b> | <b>8</b>  | <b>1</b>  | <b>1</b>  | <b>1</b>  | 81          | 52                 | 64%                | <b>55</b>     | 68%               |
| F                    | 1        |          | 2         | 15        | 4         | 1         | 1         |           | 36          | 22                 | 61%                | 24            | 67%               |
| M                    | 2        | 4        | 1         | 19        | 4         |           |           | 1         | 45          | 30                 | 67%                | 31            | 69%               |
| <b>2012</b>          |          | <b>3</b> | <b>8</b>  | <b>5</b>  | <b>40</b> | <b>7</b>  | <b>2</b>  | <b>1</b>  | 112         | 63                 | 56%                | <b>66</b>     | 59%               |
| F                    |          | 1        | 2         | 4         | 13        | 3         | 1         |           | 47          | 23                 | 49%                | 24            | 51%               |
| M                    |          | 2        | 6         | 1         | 27        | 4         | 1         | 1         | 65          | 40                 | 62%                | 42            | 65%               |
| <b>2013</b>          |          |          | <b>3</b>  | <b>6</b>  | <b>4</b>  | <b>65</b> | <b>13</b> |           | 139         | 91                 | 65%                | <b>91</b>     | 65%               |
| F                    |          |          | 2         | 1         |           | 24        | 7         |           | 58          | 34                 | 59%                | 34            | 59%               |
| M                    |          |          | 1         | 5         | 4         | 41        | 6         |           | 81          | 57                 | 70%                | 57            | 70%               |
| <b>2014</b>          |          |          |           | <b>1</b>  | <b>4</b>  | <b>9</b>  | <b>53</b> | <b>8</b>  | 138         | 75                 | 54%                | <b>75</b>     | 54%               |
| F                    |          |          |           | 1         |           | 2         | 25        | 4         | 63          | 32                 | 51%                | 32            | 51%               |
| M                    |          |          |           |           | 4         | 7         | 28        | 4         | 75          | 43                 | 57%                | 43            | 57%               |
| <b>Total Tenured</b> | <b>3</b> | <b>7</b> | <b>14</b> | <b>46</b> | <b>56</b> | <b>82</b> | <b>69</b> | <b>10</b> | 470         | 263                | 56%                | <b>287</b>    | 61%               |

At least for the 2011-2013 cohorts, the seven-year window appears to be adequate in capturing all but the tenure achievement of ten-year track individuals. Additional work will be necessary to go back further or to identify the number of individuals still on track at the close of Year 7.

Moving forward, however, the eighteen individuals within the 2014 cohort who are still on path at the time of this report suggest that the number of faculty members achieving tenure at the end of Year 8 or 9 will not be trivial, at least for the next few years while those affected by the pandemic remain on path. It only makes sense to begin tracking overall tenure achievement for the seven- and ten-year track faculty affected by the pandemic.



## Approval Percentages of Upper-Level Reviews

This section summarizes review data for the 2014 cohort, including Hershey<sup>12</sup> 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 Table 22, Table 23, and Table 24 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 dean of the University College (who is also the vice president for commonwealth campuses and executive chancellor) sign off. Great Valley faculty fall under the purview of the dean of Great Valley and 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.

Table 22, Table 23, and Table 24 show the number of reviews and the number of positive and negative recommendations at each year by total, gender, and race/ethnicity. 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. Instead, the number of individuals reviewed is provided in a separate column.

The 2014 cohort included 138 faculty members. Six individuals received tenure credit, three of whom are not reflected on Table 22 with second-year reviews but are reflected on the tables having the fourth- and six-year reviews. Eight individuals received early tenure. Six are reflected in the fourth and sixth-year tables because their fourth-year review counted towards for both the fourth and sixth years. The other two are on the ten-year track and are only reflected in the sixth-year review table.

<sup>12</sup> 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

A total of 126 individuals went up for a second-year review. Not everyone was reviewed at each level. For example, two individuals had a review at the college committee level but not the dean level and faculty members at UP colleges did not have campus-level reviews. Furthermore, a few individuals did not complete the review process, either due to negative reviews or leaving the University before reviews were complete.

**Table 22: Second-Year Tenure Reviews**

|                        | Distinct<br>Individuals | Camp<br>Comm | Chancellor | Dept<br>Comm | Dept<br>Head | Coll<br>Comm | Dean |
|------------------------|-------------------------|--------------|------------|--------------|--------------|--------------|------|
| <b>Total Reviewed</b>  | <b>126</b>              | 24           | 23         | 105          | 105          | 41           | 123  |
| Positive               |                         | 24           | 23         | 103          | 104          | 40           | 122  |
| Negative               |                         | 0            | 0          | 2            | 1            | 1            | 1    |
| <b>Male Reviewed</b>   | <b>67</b>               | 9            | 8          | 60           | 60           | 19           | 66   |
| Positive               |                         | 9            | 8          | 58           | 59           | 18           | 65   |
| Negative               |                         | 0            | 0          | 2            | 1            | 1            | 1    |
| <b>Female Reviewed</b> | <b>58</b>               | 15           | 15         | 45           | 45           | 22           | 57   |
| Positive               |                         | 15           | 15         | 45           | 45           | 22           | 57   |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |
| <b>Asian</b>           | <b>7</b>                | 1            | 1          | 7            | 7            | 2            | 7    |
| Positive               |                         | 1            | 1          | 7            | 7            | 2            | 7    |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |
| <b>Black</b>           | <b>6</b>                | 2            | 2          | 4            | 4            | 0            | 6    |
| Positive               |                         | 2            | 2          | 4            | 4            | 0            | 6    |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |
| <b>Hispanic</b>        | <b>7</b>                | 1            | 1          | 6            | 6            | 1            | 6    |
| Positive               |                         | 1            | 1          | 6            | 6            | 1            | 6    |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |
| <b>International</b>   | <b>33</b>               | 4            | 4          | 28           | 28           | 12           | 33   |
| Positive               |                         | 4            | 4          | 28           | 28           | 12           | 33   |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |
| <b>White</b>           | <b>65</b>               | 14           | 13         | 55           | 55           | 24           | 64   |
| Positive               |                         | 14           | 13         | 53           | 54           | 23           | 63   |
| Negative               |                         | 0            | 0          | 2            | 1            | 1            | 1    |
| <b>Unknown</b>         | <b>7</b>                | 2            | 2          | 5            | 5            | 2            | 7    |
| Positive               |                         | 2            | 2          | 5            | 5            | 2            | 7    |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |

## Fourth-Year Review

At the time of the fourth-year review, 113 individuals (82% of the original cohort) started the review process, including three who were granted early tenure. As with the second-year review year, some individuals started but did not complete the review process.

Notably, five individuals took stays and/or extensions and have either not yet completed their fourth-year review or were in progress during the 2021-22 academic year.

**Table 23: Fourth Year Tenure Reviews**

|                        | Distinct<br>Individuals | Camp<br>Comm | Chancellor | Dept<br>Comm | Dept<br>Head | Coll<br>Comm | Dean |
|------------------------|-------------------------|--------------|------------|--------------|--------------|--------------|------|
| <b>Total Reviewed</b>  | <b>113</b>              | 16           | 21         | 94           | 95           | 70           | 105  |
| Positive               |                         | 16           | 20         | 94           | 94           | 63           | 99   |
| Negative               |                         | 0            | 1          | 0            | 1            | 7            | 6    |
| <b>Male Reviewed</b>   | <b>59</b>               | 7            | 7          | 51           | 52           | 31           | 57   |
| Positive               |                         | 7            | 7          | 51           | 51           | 28           | 53   |
| Negative               |                         | 0            | 0          | 0            | 1            | 3            | 4    |
| <b>Female Reviewed</b> | <b>54</b>               | 9            | 14         | 43           | 43           | 39           | 48   |
| Positive               |                         | 9            | 13         | 43           | 43           | 35           | 46   |
| Negative               |                         | 0            | 1          | 0            | 0            | 4            | 2    |
| <b>Asian</b>           | <b>7</b>                | 0            | 1          | 7            | 7            | 5            | 6    |
| Positive               |                         | 0            | 1          | 7            | 7            | 5            | 6    |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |
| <b>Black</b>           | <b>6</b>                | 2            | 2          | 4            | 4            | 3            | 6    |
| Positive               |                         | 2            | 1          | 4            | 4            | 2            | 5    |
| Negative               |                         | 0            | 1          | 0            | 0            | 1            | 1    |
| <b>Hispanic</b>        | <b>6</b>                | 1            | 1          | 5            | 5            | 3            | 6    |
| Positive               |                         | 1            | 1          | 5            | 5            | 2            | 5    |
| Negative               |                         | 0            | 0          | 0            | 0            | 1            | 1    |
| <b>International</b>   | <b>30</b>               | 3            | 4          | 26           | 26           | 18           | 29   |
| Positive               |                         | 3            | 4          | 26           | 26           | 16           | 28   |
| Negative               |                         | 0            | 0          | 0            | 0            | 2            | 1    |
| <b>White</b>           | <b>57</b>               | 8            | 11         | 47           | 48           | 35           | 51   |
| Positive               |                         | 8            | 11         | 47           | 47           | 32           | 48   |
| Negative               |                         | 0            | 0          | 0            | 1            | 3            | 3    |
| <b>Unknown</b>         | <b>7</b>                | 2            | 2          | 5            | 5            | 6            | 7    |
| Positive               |                         | 2            | 2          | 5            | 5            | 6            | 7    |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    |

## Sixth-Year Review

Seventy-nine individuals started their sixth-year review (57% of the original cohort) and either completed it or left before completion, either due to negative reviews or leaving the University.

At the time of this report, 18 individuals are either still on path or are currently under review.

**Table 24: Sixth-Year Tenure Reviews-**

|                        | Distinct<br>Individuals | Camp<br>Comm | Chancellor | Dept<br>Comm | Dept<br>Head | Coll<br>Comm | Dean | Univ | Final |
|------------------------|-------------------------|--------------|------------|--------------|--------------|--------------|------|------|-------|
| <b>Total Reviewed</b>  | <b>79</b>               | 11           | 15         | 67           | 68           | 74           | 74   | 71   | 71    |
| Positive               |                         | 10           | 14         | 66           | 68           | 72           | 72   | 71   | 71    |
| Negative               |                         | 1            | 1          | 1            | 0            | 2            | 2    | 0    | 0     |
| <b>Male Reviewed</b>   | <b>47</b>               | 5            | 4          | 42           | 42           | 42           | 47   | 43   | 43    |
| Positive               |                         | 4            | 3          | 41           | 42           | 40           | 45   | 43   | 43    |
| Negative               |                         | 1            | 1          | 1            | 0            | 2            | 2    | 0    | 0     |
| <b>Female Reviewed</b> | <b>32</b>               | 6            | 11         | 25           | 26           | 32           | 27   | 28   | 28    |
| Positive               |                         | 6            | 11         | 25           | 26           | 32           | 27   | 28   | 28    |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    | 0    | 0     |
| <b>Asian</b>           | <b>7</b>                | 0            | 1          | 7            | 7            | 6            | 6    | 6    | 6     |
| Positive               |                         | 0            | 1          | 7            | 7            | 6            | 6    | 6    | 6     |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    | 0    | 0     |
| <b>Black</b>           | <b>2</b>                | 1            | 1          | 1            | 1            | 2            | 2    | 2    | 2     |
| Positive               |                         | 1            | 1          | 1            | 1            | 2            | 2    | 2    | 2     |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    | 0    | 0     |
| <b>Hispanic</b>        | <b>1</b>                | 0            | 0          | 1            | 1            | 1            | 1    | 1    | 1     |
| Positive               |                         | 0            | 0          | 1            | 1            | 1            | 1    | 1    | 1     |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    | 0    | 0     |
| <b>International</b>   | <b>22</b>               | 3            | 3          | 19           | 19           | 21           | 22   | 20   | 20    |
| Positive               |                         | 2            | 2          | 19           | 19           | 20           | 21   | 20   | 20    |
| Negative               |                         | 1            | 1          | 0            | 0            | 1            | 1    | 0    | 0     |
| <b>White</b>           | <b>40</b>               | 5            | 8          | 34           | 35           | 37           | 36   | 35   | 35    |
| Positive               |                         | 5            | 8          | 33           | 35           | 36           | 35   | 35   | 35    |
| Negative               |                         | 0            | 0          | 1            | 0            | 1            | 1    | 0    | 0     |
| <b>Unknown</b>         | <b>7</b>                | 2            | 2          | 5            | 5            | 7            | 7    | 7    | 7     |
| Positive               |                         | 2            | 2          | 5            | 5            | 7            | 7    | 7    | 7     |
| Negative               |                         | 0            | 0          | 0            | 0            | 0            | 0    | 0    | 0     |

## General Patterns within Faculty Cohorts

As noted previously, the seven-year tenure rate for the 2014 cohort was one of the lowest. This difference, however, does not emerge until the sixth-year review. The retention and successful annual reviews for years 2 and 4 are in line with those from 2011 through 2013. Fewer people from the 2014 cohort have gone up for their sixth-year review by the end of the seven-year period. With the onset of Covid-19 and the previous tenure stay policy, eighteen faculty members were either still on path or undergoing their sixth-year review during the academic year 2021-22.

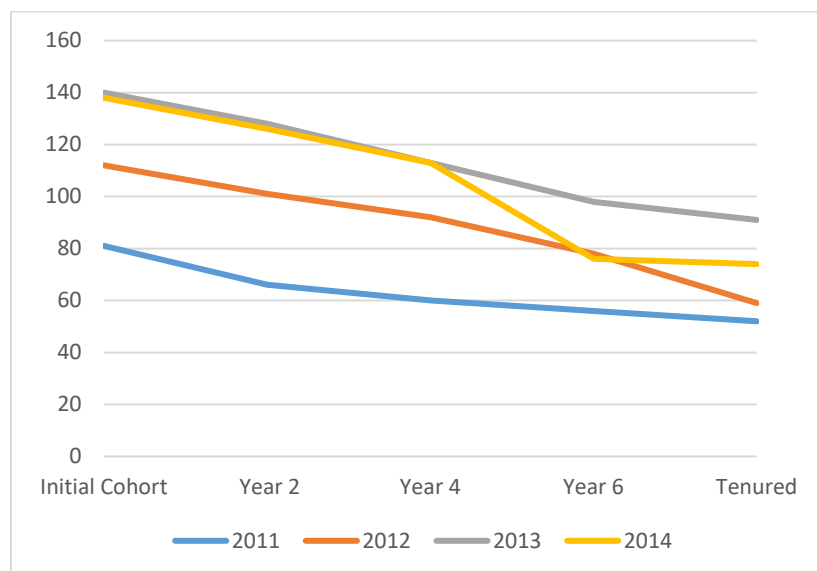
Individuals taking tenure stays and still completing within seven years are included in the achievement rates. Those taking longer to complete remain within their cohort but are not included in the achievement rate, even if they achieved tenure after the seven-year period ended.

**Table 25: Entering Counts at each Review Year**

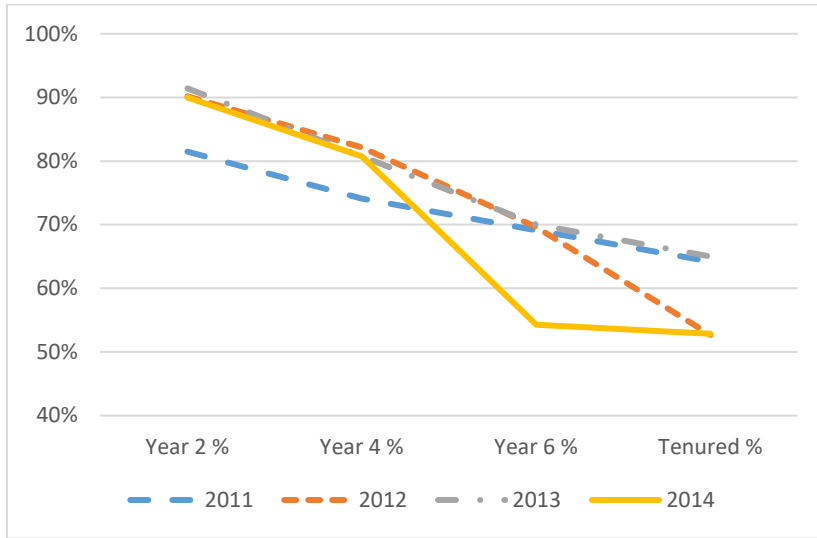
|      | Initial Cohort | Year 2 | Year 4 | Year 6 | Tenured |  | Initial Cohort | Year 2 % | Year 4 % | Year 6 % | Tenured % |
|------|----------------|--------|--------|--------|---------|--|----------------|----------|----------|----------|-----------|
| 2011 | 81             | 66     | 60     | 56     | 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%       |
| 2014 | 138            | 126    | 113    | 76     | 75      |  | 100%           | 90%      | 81%      | 54%      | 54%       |

Figure 5 and Figure 6 graph these counts and percentages, showing variations of exit timing within each cohort. Cohort 2014 closely tracks cohort 2013 for the second- and fourth year review numbers. If not for the pandemic, the sixth-year data point would likely also be similar.

**Figure 5: Entering Counts at each Review Year**



**Figure 6: Percentages of Entering Counts at each Review Year\***



**\* Note the scale change**

## Summary

This report provides tenure achievement information for the cohort of 2014, which is the first cohort to span the Covid pandemic during its seven-year window. Consequently, stay and Covid extension data were also analyzed in anticipation that the pandemic may have negatively affected progression towards tenure.

### Tenure Stays

Prior to the pandemic, faculty members were already taking advantage of the tenure stays as needed. Thirty individuals in the 2014 cohort chose to exercise this right. The number of stays and extensions together indicate that, at least for those taking time out, a fear of negative consequences did not prevent them from stopping the clock. We do not know how many others, if any, might have stopped the clock but chose not to.

While we do not have numbers regarding the stay activity of previous cohorts, anecdotal evidence suggests that thirty individuals are normal for a cohort. Unfortunately, stay information has historically not been maintained in a centralized manner. It may be difficult to collect this information for previous cohorts even though doing so would allow for comparison between pre- and post-Covid-affected cohorts. Faculty members in the next few cohorts may opt for a Covid extension prior to considering a stay.

Additionally, stay reason was not captured consistently in the past. Doing so moving forward will provide valuable information as future cohorts are analyzed.

### Effect of Covid-19

A majority (83%) of faculty members still in their probationary period during 2020 chose to take advantage of the extension and delay their clock one year. Although too early to tell, the extension will probably contribute to greater tenure achievement than may have otherwise occurred.

Moreover, preliminary data suggest that faculty members in future cohorts have also taken advantage of the extension in similar, if not greater numbers. The final number of extensions will illustrate the effect that Covid-19 had on progress towards tenure.

### Extensions, Stays, and Gender

More women than men took stays (19 versus 11) and extensions (12 versus 3), and fourteen out of the 18 individuals still on path as of Fall 2021 are women. Additional information is needed for past and future individuals who stop their clock for any reason. Were they and will they continue to be predominantly women? How is tenure achievement affected? When is the clock stopped and for how long?

□□□

At the end of seven years, the cohort of 2014 had one of the lowest tenure achievement rates since 2002, but the story was by no means complete. Eighteen individuals, or 14% of the cohort, were still on

path. Moreover, the number of extensions alone suggests that the pandemic will continue playing a role in delaying tenure progression for future cohorts.

The gendered nature of stays and extensions calls for attention and more inquiry. This report marked the first time attrition was examined year by year. Opposite to expectations generated by lower tenure rates, women were not leaving the path in greater percentages than men. However, more women than men remained on path at the end of Year 6 and Year 7 as opposed to achieving tenure. Is this pattern an anomaly due to Covid? Or is this a pre-existing pattern that has only now come to light? Did women in previous cohorts also leave in lower proportions than did men? If so, what explains their lower tenure rates?

Future reports will continue tracking stay and extension statistics by group as well as tenure achievement beyond Year 7. Even though delaying tenure puts faculty members at a cumulative financial and professional disadvantage, taking a stay or extension has allowed seventeen faculty on the seven-year track to remain on path within the 2014 cohort (the eighteenth is on the 10-year path). The pattern of exceeding seven years is likely to continue at least through the decade.



## 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 2014 cohort, this date was 07/01/2014. Each cohort included the following groups of people:

- Assistant professors starting in 2014 whose tenure clock started 07/01/2014.
- Faculty members hired as non-tenure-track who were later placed on the tenure-track and had their Tenure Anniversary Date updated to 2014.
- 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 07/01/2014. If their last Tenure Anniversary date before tenure achievement or exit was in 2014, they were included.

### **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 2014 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 07/01/2013 but was then reassigned to 07/01/2014, they were included in this study.

Conversely, if someone began in 2014 and then had their anniversary date set for 07/01/2015, they were removed from the 2014 cohort and will be picked up again when the 2015 cohort is reviewed.

If, for whatever reason, someone began with a 07/01/2014 tenure anniversary date but then was retroactively assigned an earlier date, they would not be included in this report. The one exception to this rule is a particular faculty member who was reported erroneously in 2013. They were included as part of the 2014 cohort and backed out of the 2013 numbers shown 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 2014 cohorts if their Tenure Anniversary Date remained 07/01/2014. 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 07/01/2016 their new cohort would be 2016.

### **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 seven years if their Tenure Anniversary Date remains unchanged. There were seventeen individuals (plus one individual on the ten-year track) still on path or going up for review during the 2021-22 academic year.

### **How were other possible exceptions handled?**

Source data for tenure achievement comes from either the IBIS HR system or Workday and records are reported as they are at the time of census snapshot (typically September 30<sup>th</sup>). This was reconciled with the list of review decisions compiled from the academic units. Although every effort was made to ensure a clean list, a number of discrepancies between the old and new HR systems was found, including differing tenure anniversary dates and individuals wrongly coded as on-path, or whose dates leaving the tenure track differed between systems.

### **Why are some historical numbers different than in past reports?**

The criteria for inclusion in this report has changed slightly over time. 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](http://vpfa.psu.edu/files/2016/09/p_and_t_guidelines-2i76gdt.pdf)). Appendix B outlines the levels of review for promotion and tenure at Penn State.

### LEVELS OF REVIEW FOR PROMOTION AND TENURE

