



**Oregon State**  
University

## PTIE INTRODUCTION:

# VALUING INNOVATION & ENTREPRENEURSHIP (I&E) IMPACT FOR FACULTY PROMOTION & TENURE (P&T)

2023 PTIE Workshop  
Jackson State University  
November 1-2, 2023

# What is the Promotion & Tenure Innovation & Entrepreneurship (PTIE) effort all about?

- Created through a grant from the National Science Foundation (CNS-1936073).
- Focuses on the inclusive recognition of I&E impact by faculty.
- Coalition-based approach involving over 65 universities.
  - Identify best practices, suggested language, metrics and process reform for evaluation of faculty promotion cases containing I&E impact.
  - Support concurrent efforts for reform in other areas of promotion & advancement and address bias within the process.
  - Created detailed set of PTIE recommendations collaboratively.



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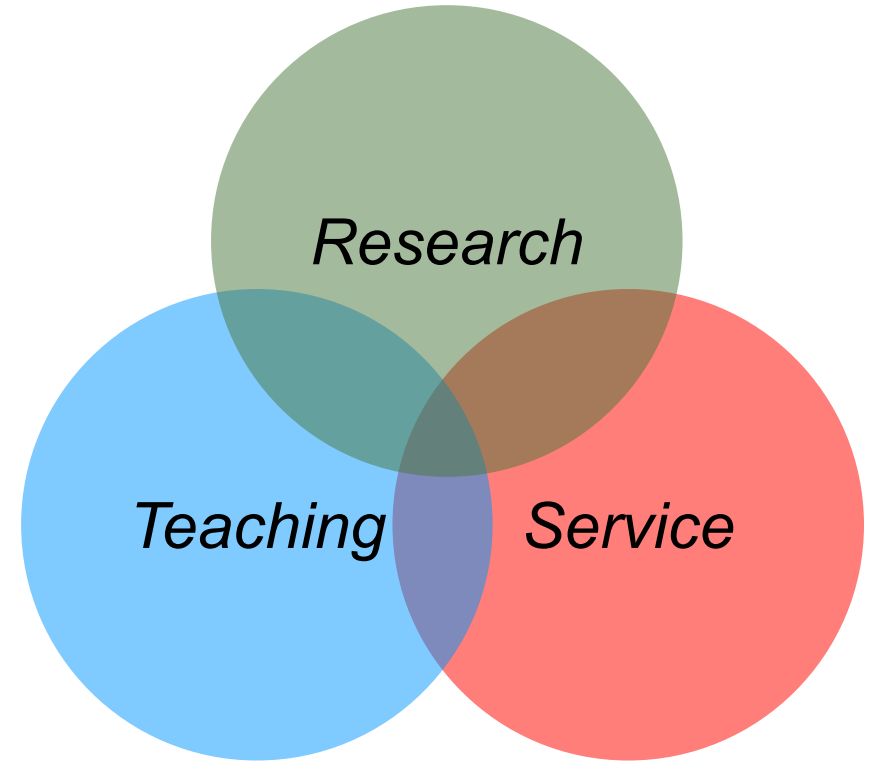


# Intent of this Effort

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

# Breadth of I&E Impact

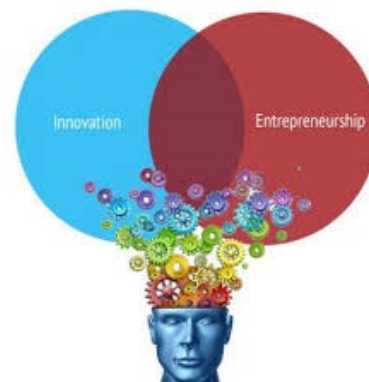
- I&E-impact can occur in **all** areas – not just research
- PTIE recommendations focus in valuing I&E within each all three areas
- PTIE embraces a broad interpretation of I&E to ensure that the effort is inclusive across the institution and academic disciplines, including the arts and humanities.



# Supporting the Pursuit of Knowledge



Pursuit of knowledge is a core value of universities.



I&E-informed research should be valued the same as other areas.



This freedom enables discovery.



Current paradigm for I&E **retards** (not protects) the pursuit of knowledge.

# Publications on PTIE Work

- PTIE Recommendations: “Expanding Promotion and Tenure Guidelines to Inclusively Recognize Innovation and Entrepreneurial Impact.” (<https://ir.library.oregonstate.edu/concern/defaults/jw827k251>)
- Carter, R. G.; Mundorff, K.; Risien, J.; Bouwma-Gearhart, J.; Bratsch-Prince, D.; Brown, S. A., Campbell, A. L.; Hartman, J. C.; Hasemann, C. A.; Hollenbeck, P. J.; Lupiani, B.; McCarty, O. J. T.; McClure, I. D.; Mealey, K.; Mimura, C.; Romero, A. J.; Sztajn, P.; Van Egeren, L. "Innovation, entrepreneurship, promotion, and tenure." *Science* **2021**, 373, 1312-1314 (DOI: 10.1126/science.abj2098).
- Bouwma-Gearhart, J.; Lenhart, C.; Carter, R.; Mundorff, K.; Cho, H.; Knoch, J. Inclusively Recognizing Faculty Innovation and Entrepreneurship Impact within Promotion and Tenure Considerations. *J. Open Innov. Technol. Mark. Complex.* **2021**, 7, 182 (DOI: 10.3390/joitmc7030182)
- Bouwma-Gearhart, J.; Carter, R. Mundorff, K. "A Call For Promoting Faculty Innovation and Entrepreneurship." *Change* **2021**, 53 (2), 18-24 (DOI: 10.1080/00091383.2021.1883973)

*Significant additional content is available on the [ptie.org](https://ptie.org) website*

# 1. University-Wide Language



*Institution-specific language  
that cites the mission  
statement and/or stated  
university priority*

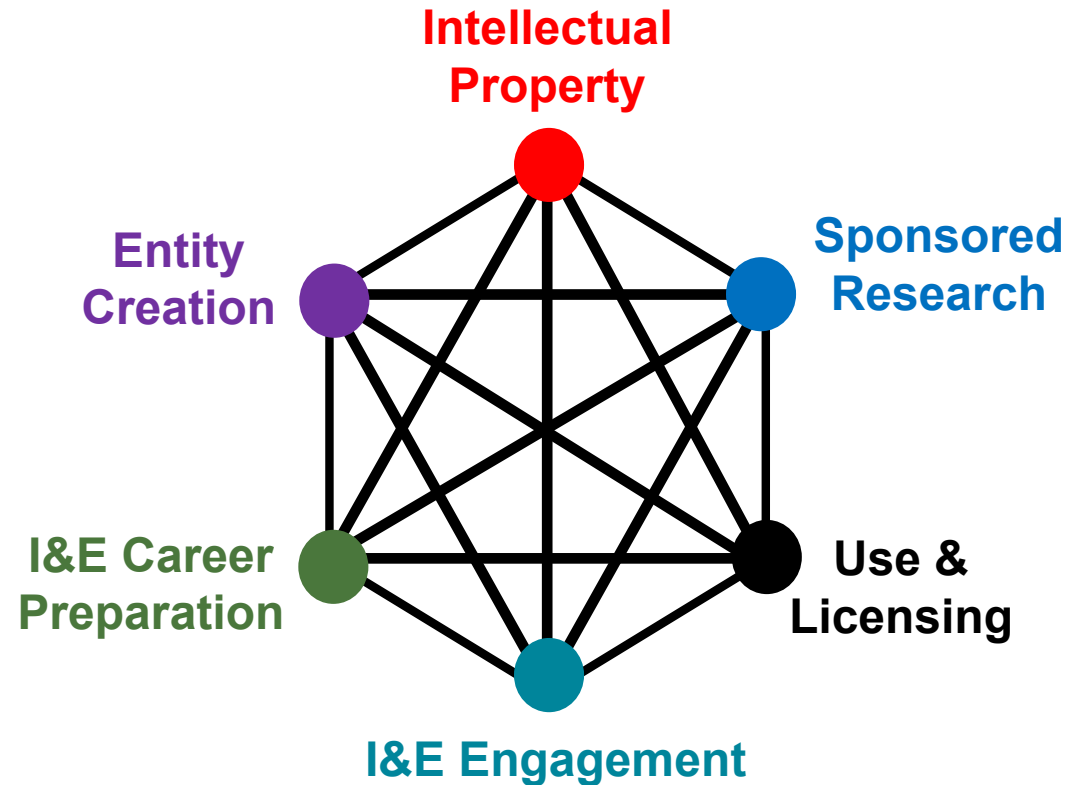


*Link those priorities to the  
evaluation process*



*Connect faculty member  
contributions to broader  
societal impacts*

## 2. I&E Metrics in Teaching, Research & Service



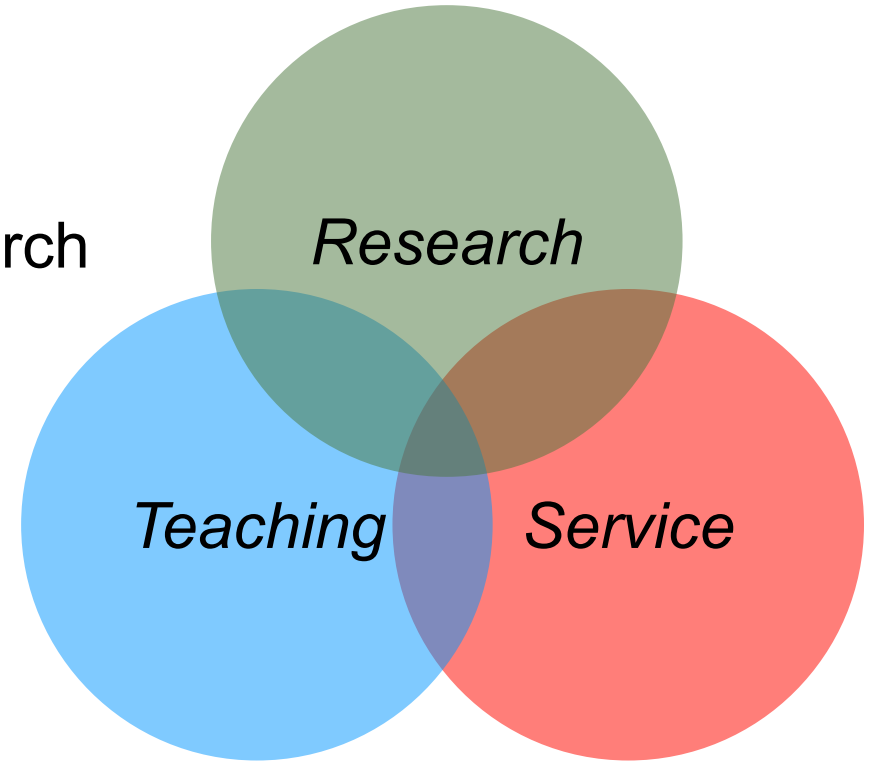
*Collection of metrics should be used as indicator data for narrative thesis of impact*



<b>Metrics</b>	<b>Metric Examples</b>
<b>Intellectual Property</b>	patent applications, patents awarded, copyrights (including software), trademarks, tangible property (e.g., cell lines), trade secrets & know how, germplasm protection, invention disclosures, novel data products, novel processes & procedures, installation of creative works, commissioned works.
<b>Sponsored Research</b>	industry sponsored activities (contracting and material transfer agreements, research, services and testing), non-profit and foundation support, government commercialization programs (e.g., STTR and SBIR grants, NSF PFI, state and/or local funding opportunities)
<b>Use &amp; Licensing</b>	licensed intellectual property and technologies (e.g., database access, cultivar and software releases, novel animal models for industrial use), royalty generated, usage of product/service/methods, discipline and/or unit-specific evidence of societal impact.
<b>Entity Creation</b>	startup/spinout organizations (including for-profit, non-profits and foundations to allow for broad recognition of societal impact) founded on specific university intellectual property including funds raised/follow-on funding (e.g., private and public commercialization funds beyond SBIR/STTR, private equity investment), revenue/funds generated, people impacted & people employed.
<b>I&amp;E Career Preparation</b>	students & researchers trained/mentored as part of the work/curriculum, student-led innovations and startups under faculty mentorship, incorporation of I&E skills into classroom, curricular development/enhancements based on I&E work.
<b>I&amp;E Engagement</b>	engaging with industry, government, non-profit, foundation, community and/or other entities/individuals that can be linked to the university mission, serving in leadership role for university I&E priorities (e.g., Industry-Sponsored Institute, Industry Affiliate Program, IUCRCs, programs that foster entrepreneurialism for students).

# 3. I&E Text for Evaluation Criterion

- I&E-impact can occur in **all** areas – not just research
- PTIE recommended providing category-specific language and structure that can be utilized as appropriate within P&T guidelines



# 4. Process Reforms



Changing P&T guidelines alone will **not** change university culture



Also address P&T practices



Align with other efforts to advance change in promotion & advancement

# Select Examples of Process Reforms

Personal Statement

Letter of Instruction for  
External Reviewers

Proactive Engagement by  
I&E Leadership

External Reviewer  
Resource and Guidance

Process Consultant /  
Proponent

Importance of Diversity,  
Equity and Inclusion  
(DEI)

Utilization of Resources  
to Validate Societal  
Impact

Expanded Training

Engagement with DEI  
Offices

Annual Evaluations

Alignment of Interest  
Review and Reframing

University Level  
Commitments to DEI and  
I&E

# Core Recommendations

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

1. **University-Wide Language** directly linking the evaluation of faculty to institutional mission, values & goals in the university P&T guidelines and additional levels at the institution (e.g., college, school, department).
2. **I&E Metrics** to serve as indicator data to be used in a narrative thesis of impact. Metrics are grouped into six sub-categories: (a) intellectual property, (b) sponsored research, (c) use & licensing, (d) entity creation, (e) I&E career preparation and (f) I&E engagement.
3. **I&E Text for Evaluation Criterion** to be incorporated into the (a) research (scholarship & creative activity), (b) teaching & advising and (c) service categories found in university P&T guidelines.
4. **Process Changes** for supporting systemic culture change, improving transparency and addressing bias (e.g., directions for personal statement, external reviewer resource and guidance, involvement of P&T process consultants, expanded training, reframing & importance of DEI).

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