College of Engineering Spring 2024
Promotion and Tenure Workshop

Agenda
• Introduction
• Overview of P&T and COE specifics
  • Criteria
  • Process
  • COE template documents (these have been updated), best practices and things to look out for
• Discussion, Q&A:
  • Issues arising in recent cycles
  • Send questions via chat or raise hand via reactions in zoom panel
**Lunch sessions with Dean’s office**

- Follow up on specific questions or information you might like to get

- Friday March 22 and Friday March 29
  - Noon – 1 pm. Lunch provided

- RSVP @ https://iastate.yul1.qualtrics.com/jfe/preview/previewld/03a619b5-732e-440c-b838-63a95f9ad95e/SV_dmM54IrxFtziF42?Q_CHL=preview&Q_SurveyVersionID=current

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**College of Engineering Spring 2021**

**Promotion and Tenure Workshop**

- **Ashraf Bastawros**, T.A. Wilson Professor of Aerospace Engineering and Co-chair of the College P&T Committee
- **Zhengyi Shao** – Associate Professor of Chemical and Biological Engineering and Vernon Guse Faculty Fellow
- **Michelle Soupir** – Professor of Agricultural and Biosystems Engineering and Equity Advisor, College of Engineering
- Moderated by **Sriram Sundararajan**, Associate Dean for Academic Affairs, College of Engineering

Recording posted: https://www.youtube.com/watch?v=oLaI2y13OvE
S24 Pre-workshop RSVP and survey responses

- 26 respondents
- 16 Assistant, 5 Associate, 1 Full, 3 Other from across all 8 academic departments

Requirements for Associate Professor

**ISU FH 5.2.3.2 Associate Professor and/or Tenure**

An associate professor should have a solid academic reputation and show promise of further development and productivity in his/her academic career. The candidate must demonstrate the following:

- **Excellence in scholarship** that establishes the individual as a significant contributor to the field or profession, with *potential for national distinction*
- Effectiveness in areas of position responsibilities
- Satisfactory institutional service

Furthermore, a recommendation for promotion to associate professor and granting of tenure must be based upon an assessment that the candidate has *made contributions of appropriate magnitude and quality* and has a *high likelihood of sustained contributions* to the field or profession and to the university.
Requirements for Full Professor

ISU FH 5.2.3.3 Professor
A professor should be recognized by his/her professional peers within the university, as well as nationally and/or internationally, for the quality of the contribution to his/her discipline. The candidate must demonstrate the following:

- **National distinction in scholarship**, as evident in candidate's wide recognition and outstanding contributions to the field or profession
- Effectiveness in areas of position responsibility
- **Significant institutional service**

- A recommendation for promotion to professor also must be based upon an assessment of the record, since the last promotion, regardless of the institution that granted the promotion.

The PRS is critical

- Your Position Responsibility Statement (PRS) 'states your path'
- Sets the context for your contributions by stating proportion of effort in areas of responsibility for reviews by:
  - Letter writers
  - Department
  - College P&T committee and beyond
- Review your PRS with your chair regularly to ensure effort percentages are properly reflective of your situation
Advancement Process – who reviews my case?

**Department**
- Dossier is completed including external letters
- Faculty committee reviews and makes recommendation to Department chair*
- Eligible Faculty Voting*
- Department Chair reviews and makes recommendation to Dean

**College**
- College P&T committee reviews and makes recommendation to the Dean
- Dean’s advisory committee (Associate Deans) reviews and makes recommendation to the Dean
- Dean reviews and makes recommendation to Provost

**Senior Administration**
- Provost (SVPP) reviews and makes recommendation to President
- President makes decision to be ratified by Board of Regents (candidate gets ‘official’ decision)
- March-May – letters from SVPP/President

*Candidate is informed in writing of recommendation

*(see department governance for more details)

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Tenure Clock Related Points

- **Mandatory vs Non-Mandatory**
  - **Mandatory**
    - Prescribed timeline (Assistant to Associate - 6th year)
    - In some cases, for associate professors as mentioned in offer letter
    - Goes all the way to President/Board of Regents
  - **Non-mandatory**
    - “Early” cases for Assistant to Associate
    - All associate to full (exceptions as noted above)
    - Department, Dean or SVPP may decide not to forward
Tenure Clock Extensions

- A faculty member may seek an extension of the tenure clock for reasons pertaining to personal matters and/or other exceptional considerations that affect the faculty member’s ability to meet their position responsibilities. See FH 5.2.1.4 for more information
  - Arrival/adoption of children: granted automatically upon request
  - Medical and extreme extenuating circumstances (needs approval by department, college and SVPP)
    - Major disruptions to laboratory, significant delay in space/facilities setup
    - Personal or family related issues pertaining to health, care etc.
  - COVID-19 related extension – no longer applies
- Once an extension is granted, your appointment term is adjusted and your mandatory year changes accordingly

Advancement Materials (The Dossier)

- All templates can be found at link below: UPDATED S24 – PLEASE DOWNLOAD!!
  https://www.engineering.iastate.edu/hr/faculty-advancement/
- Vita (college template, updated March 2024)
- Faculty portfolio (college template, updated March 2024)
- Factual Document Summary (Internal Document - template)
- Candidate works with department to ensure accuracy of information
- Peer evaluations of Teaching*
  - You discuss in your portfolio a summary of feedback and any actions taken
- External Letters*
- Committee, Chair Letters* *department will add into dossier

- Updates to Dossier
  - Use college template to report updates (scholarship, grants, graduating students, significant honors/awards)
  - Submitted to chair -> Dean’s office -> Provost’s office
  - Window: Jan 1st week;
Best practices for dossier preparation

- Use the latest COE templates
- Ensure factual summary document is accurate
  - Clearly identify your share of funding, co-advised students etc.
- Portfolio document should build a case/tell a story
  - Scholarship data should support the case
  - Articulate impact of your activities
  - Your story should be accessible by those outside your area of expertise
- Avoid ambiguity
  - Address hurdles/issues ‘head on’ using narrative including impacts due to the COVID pandemic
  - Clearly articulate your role in collaborative work (Section III.A of Portfolio template). Use the tabular format exemplar on website.
  - State significance of awards
  - Focus on accomplishments since last promotion (Associate to Full)

COE P&T cases (2016-17 to 2023-24): Recommendations to Provost’s office

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<th>Action</th>
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<th>No</th>
<th>% Yes</th>
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<tr>
<td>Promotion to Professor (already tenured)</td>
<td>42</td>
<td>3</td>
<td>93%</td>
</tr>
<tr>
<td>Promotion to Associate Professor with Tenure (Mandatory)</td>
<td>43</td>
<td>3*</td>
<td>93%</td>
</tr>
<tr>
<td>Promotion to Associate Professor with Tenure (Non-mandatory)</td>
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<td>2**</td>
<td>80%</td>
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<tr>
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<tr>
<td><strong>Total</strong></td>
<td>97</td>
<td>8</td>
<td>92%</td>
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</tbody>
</table>

*2 recommended for an extension
**Both withdrew prior to college decision
Make sure you address/avoid these issues that have come up recently

Collaborative Activities

- ISU and COE values, recognizes and supports collaborative work.
- We ask faculty to clearly articulate what their role and contributions are to major collaborative efforts.
- Lack of articulation can be problematic and lead to assumptions by reviewers.

Articulate in portfolio document:

- Research and scholarship – there is a specific section in portfolio document (Section III A) for this. Use exemplar format ([https://www.engineering.iastate.edu/hr/files/2021/02/CoE-PT-portfolio-Section-III-A-exemplar.pdf](https://www.engineering.iastate.edu/hr/files/2021/02/CoE-PT-portfolio-Section-III-A-exemplar.pdf)) to discuss roles and contributions.
- Graduate Student Advising – clearly identify co-advised students and discuss role for co-advised students.
Expectations in various areas of responsibility

- **Research**: You should establish and grow a program that is independent of your MS/PhD/Post Doc advisor(s)
  - Minimize or avoid collaborations with your former advisors and focus on expanding your research portfolio via other collaborations until you have established your own program

- **Student Advising/Mentoring**: We expect at least one PhD graduated or close to graduation through the ISU system.

- **Teaching**: We expect excellence in the classroom. If there are issues that were identified via student feedback, peer evaluations, chair feedback – there must be a record of efforts to continuously improve.

- **Service** – Institutional Service is interpreted by COE as service to department, college or university. Representing the institution through high visibility roles via professional service also comes under this expectation.
  - **Associate to Full**: We expect to see significantly more institutional service (leadership roles on committees, more expansive roles within institution, higher level of engagement and leadership at professional level) compared to Assistant to Associate.

**Q & A**
Questions from survey

- Criteria related to choosing/recommending letter writers
  - We aim for 6 letters and need a minimum of 5 letters
  - Established leaders in the field and discipline
  - Predominantly from peer peer/plus institutions
  - Letters from national labs/industry/international institutions ok – but predominantly from US academic institutions
  - No conflict of interest – see COI document in COE website

- Are expectations for non-mandatory cases (Assistant to Associate) different than for mandatory cases? How do prior accomplishments count?
  - No “higher standards” – but expectations must clearly be met
  - We expect there to be no areas with “questions/doubts”
  - Accomplishments prior to ISU career counts, but accomplishments at ISU are necessary

Best practices for career planning

- Be deliberate about your choices of activities
  - Research directions
  - Teaching/education activities
  - Institutional and professional service activities
- Focus on long game – ultimate advancement to full professor
- Be pro-active in asking about your advancement pathway during annual reviews with your chair
- Profession networking/service is very valuable
  - Network of peers to provide you with visibility and opportunities
  - Invited talks/PR
  - Network of peers to help write letters
  - For rank at full professor, committee tends to look for national visibility in terms of professional service and invited talks