

Spring 2024

PROMOTION AND TENURE WORKSHOP

IOWA STATE UNIVERSITY

College of Engineering

1

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

IOWA STATE UNIVERSITY

College of Engineering

2

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/previewId/03a619b5-732e-440c-b838-63a95f9ad95e/SV_dmM54lrxFtzjF42?Q_CHL=preview&Q_SurveyVersionID=current

IOWA STATE UNIVERSITY

College of Engineering

3

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>

IOWA STATE UNIVERSITY

College of Engineering

4

S24 Pre-workshop RSVP and survey responses

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



IOWA STATE UNIVERSITY

College of Engineering

5

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.

IOWA STATE UNIVERSITY

College of Engineering

6

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.

IOWA STATE UNIVERSITY

College of Engineering

7

The PRS is critical

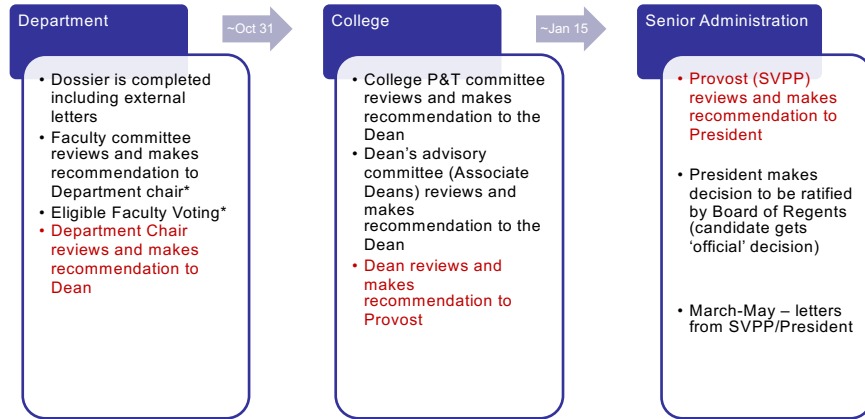
- Your Position Responsibility Statement (PRS) 'states your path'
- Sets the context for your contributions by stating proportion of effort in areas of responsibility for reviews by:
 - Letter writers
 - Department
 - College P&T committee and beyond
- Review your PRS with your chair regularly to ensure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

IOWA STATE UNIVERSITY

College of Engineering

8

Advancement Process – who reviews my case?



*(see department governance for more details)

Candidate is informed in writing of recommendation

IOWA STATE UNIVERSITY

College of Engineering

9

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

IOWA STATE UNIVERSITY

College of Engineering

10

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

IOWA STATE UNIVERSITY

College of Engineering

11

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;

IOWA STATE UNIVERSITY

College of Engineering

12

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)

IOWA STATE UNIVERSITY

College of Engineering

13

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

Action	Yes	No	% Yes
Promotion to Professor (already tenured)	42	3	93%
Promotion to Associate Professor with Tenure (Mandatory)	43	3*	93%
Promotion to Associate Professor with Tenure (Non-mandatory)	8	2**	80%
Tenure as Associate Professor	4	0	100%
Total	97	8	92%

*2 recommended for an extension

**Both withdrew prior to college decision

IOWA STATE UNIVERSITY

College of Engineering

14

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>) 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

IOWA STATE UNIVERSITY

College of Engineering

19

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

IOWA STATE UNIVERSITY

College of Engineering

20