

IOWA STATE UNIVERSITY

Tenure Eligible and Tenured Faculty Promotion Session

College of Human Sciences

May 10, 2023

Joining Us Today



Mandatory candidates preparing materials now and in the future (Assistant to Associate Professor with tenure)



Non-mandatory candidates preparing materials now and considering for the future (Associate to Professor)



Chairs/director



Candidate mentors



P&T support staff



P&T committees

Agenda



Welcome from Dean Jolly



Observations from the Provost's Office



Candidate and Committee Preparation and Process



University Criteria



Piece by Piece



Resources

**Welcome from
Dean Laura Jolly**



Welcome: Timeline Overview

**Preparation of materials
and feedback**
External evaluator
identification

**Submission of
materials to
dept./school**
June 1-15

**Materials
sent/reviewed by
external evaluators**
June-August

**Dept./school
review and vote**
Sept-October

College P & T and Dean Team review
November-December/January

**Provost & President
review**
January-April

BOR Review
April

- Material clarity and accuracy: Candidate works with chair/director
 - No changes after submission
 - Strive for error-free material (facts, formatting, grammar)
- School/department/college: Forward questions, items to clarify or fix
- Materials due to the College November 1

Observations from the Provost's Office



- Follow the written process!
- Know the process is rigorous
- Understand committees, chairs, and deans take their work seriously
- Value training at the department, college, and university levels as it provides positive results

Observations from the Provost's Office



- Communicate continuously the expectations for areas of responsibility
- Expect high quality, clear, and accurate materials
- Consider ongoing and disparate impact of COVID-19

Candidate Preparation and Process



- Review unit, college, and university guidelines
- Leverage opportunities (e.g., CELT, research collaborations and supports)
- Examine online dossiers

Candidate Preparation and Process



- Track impact and assemble materials across time
- Solicit feedback from colleagues, mentors, and people outside of the discipline
- Consider an editor

P&T Committee Preparation and Process



- Required P&T Committee training (unit/college)
 - CHS: All voting faculty must participate in required training
- Meeting with Chair/Dean:
 - Gives charge
 - Sets expectations
 - Reviews criteria
 - Reiterates timeline
 - Identifies ways to improve

P&T Committee Preparation and Process



- Seeks consultation, develops, and communicates adjustments before the process begins
 - COI
 - Other practical considerations
- Ensures one vote

University Criteria



- Key is the Position Responsibility Statement (PRS)
- Important to review the criteria/expectations
- Evaluation is based primarily on evidence of scholarship in:
 - Teaching
 - Research, creative, and/or innovation activities
 - Extension, entrepreneurship, and/or professional practice

University Criteria



- PRS is used to interpret extent, balance, and scope of achievements
- Expectations are the same for faculty using tenure clock extensions or other policies/programs

TABLE 5.1. The Nature of Scholarship

Character of Scholarship	Audiences for Scholarship	Means of Communicating Scholarship	Criteria for Validating Scholarship	Means of Documenting Scholarship
Develops and communicates new understanding and insights. Generates, synthesizes, interprets, critically analyzes, and communicates new knowledge, methods, understandings, technologies, materials, uses, insights, beauty, etc.	Peers, undergraduate students, graduate students, post-doctoral associates, users, patrons, publics, businesses, federal agencies, non-governmental organizations, etc.	Teaching materials and methods, classes, curricula; publications, presentations, exhibits, performances, patents, copyrights, distribution of materials or programs, roles on advisory boards of businesses, governmental organization/non-governmental organizations, etc.	Originality, significance, accuracy, replicability, scope, applicability, breadth, depth and duration of influence, persistence of influence or use, adoption by peers, impact or public benefits, etc.	Present evidence that creative intellectual work was validated by peers; communicated to peers and broader audiences in appropriate ways to demonstrate significant impact for the public and/or for the discipline itself (Including future impact as appropriate.); recognized, accepted, cited, adopted, or used by others. In other words, that it made a difference.

University Criteria: Tell Your Story and Show Impact

5.2.3.2 Associate Professor with tenure	5.2.3.3 Professor
<p>Solid academic reputation and promise of further development and productivity in academic career. Must demonstrate:</p>	<p>Recognized by peers within the university, as well as nationally and/or internationally, for the quality of contribution to discipline. Must demonstrate:</p>
<p>1. Excellence in scholarship that establishes individual as a significant contributor to the field or profession with potential for national distinction</p>	<p>1. National distinction in scholarship, as evident in candidate's wide recognition and outstanding contributions to the field or profession</p>
<p>2. Effectiveness in areas of position responsibilities</p>	<p>2. Effectiveness in areas of position responsibilities</p>
<p>3. Satisfactory institutional service</p>	<p>3. Significant institutional service</p>
<p>...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.</p>	<p>There is no set timeline... The faculty member's entire academic career must be considered in the evaluation of whether or not the candidate has met these criteria...assessment of the record, since the last promotion, regardless of the institution that granted the promotion. The candidate is expected to have made contributions of appropriate magnitude and quality and demonstrated the ability to sustain contributions to the field or profession and to the university.</p>

University Criteria: Provost Instructions

COMING JUNE 1!

<https://www.provost.iastate.edu/faculty-success/advancement/promotion-and-tenure>

1. Electronic P&T review materials shall be submitted as one PDF file labeled: LAST NAME_FIRST NAME_P&T2023
2. Please organize materials in a single pdf file and with sections bookmarked in the following order:
 - a. University P&T checklist
 - b. Coversheet
 - c. Tab 1 materials:
 - i. Factual Summary Sheet
 - ii. PRS
 - iii. Vita
 - d. Tab 2 materials:
 - i. faculty member's portfolio summary (25-page maximum)
 - e. Tab 3 materials:
 - i. department evaluation with recommendation indicated
 - ii. department chair's evaluation with recommendation indicated
 - f. Tab 4 materials:
 - i. college P&T committee evaluation and recommendation
 - ii. college dean's evaluation and recommendation
 - g. Tab 5 materials:
 - i. description of external evaluator selection process
 - ii. copy of letter sent to external evaluators
 - iii. log of external evaluators (use university template)
 - iv. brief biographical sketch of each evaluator (no more than one page per evaluator)
 - v. each external letter

Piece by Piece

Speaking to Diverse Audiences



- External evaluators
- School/department faculty members
- School/department committee members
- Chair/director
- College committee members
- Dean's team
- Office of the SVPP
- University President
- Board of Regents

Piece by Piece

COVID-19 Consequences



- Long-term aftermath exists
- Inequalities exist
- Candidates can detail consequences
- Evaluators need to acknowledge consequences

Piece by Piece

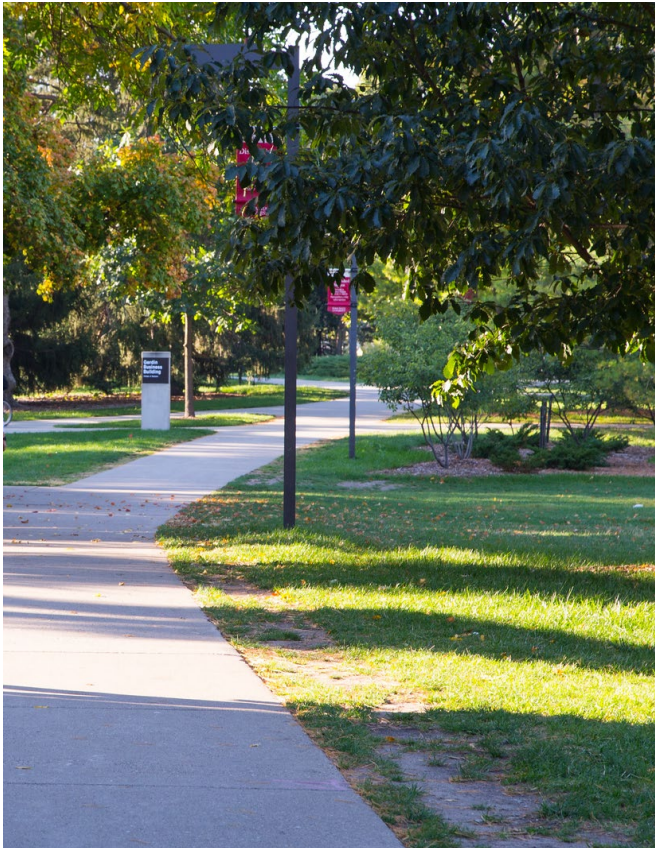
COVID-19 Consequences: External Evaluators

<https://www.provost.iastate.edu/faculty-success/advancement/promotion-and-tenure>

The Office of the Senior Vice President and Provost has issued clear communication and acknowledgment of the impacts of the challenges posed by the COVID-19 pandemic which continue to unfold for our faculty and affect their work. The variability in pandemic-related experiences has affected faculty goals and productivity differently based on their respective disciplines, experiences, privileges, and constraints. Faculty have the opportunity to document the impacts of the pandemic on their scholarship through COVID impact statements included in their promotion and tenure materials. You are asked to take into consideration the impact of the ongoing global pandemic on the candidate's work.

Piece by Piece

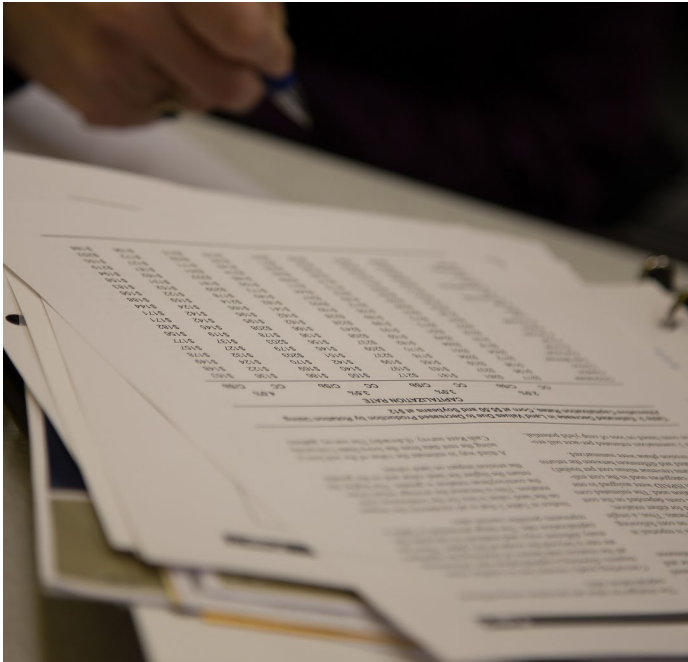
Checklist and Cover Sheet



- Updated forms posted June 1
- Checklist and Coversheet (staff)
 - Picture of the process

Piece by Piece

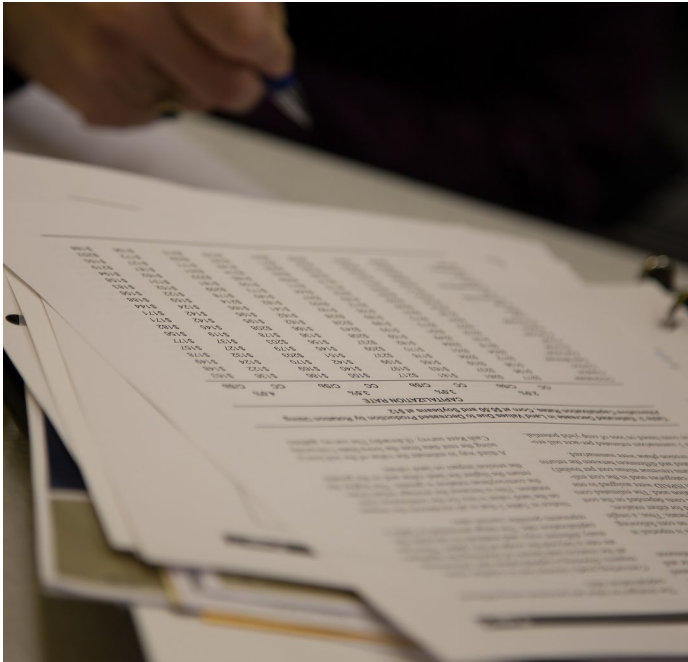
Tab 1: Factual Information Summary



- Factual Information Summary (candidate)
 - Summary of duties
 - Reviewed by director/chair
 - ***Accuracy and Consistency!***

Piece by Piece

Tab 1: PRS and CV



- PRS
 - Retrieve from Workday
- Curriculum Vita
 - Use CHS electronic shell
 - Add headers throughout
 - At rank/prior to rank
 - ISU/other institutions
 - Use consistent formatting and citation style
 - Include all authors and contributors
 - Denote student co-authors
 - Indicate grant PIs, lead institution and subawards

Piece by Piece

Tab 2: Narrative Summary



- Communicate how scholarship meets University, College, and School/Departmental criteria
- Provide evidence of quality and impact, etc:
 - Research/Creative Activities
 - Citation indices, textbooks, grants funded, etc.
 - Teaching
 - Student evaluations, peer review of teaching, etc.
 - Extension/Professional Activities
 - Reach, changes in behavior for individuals, families, companies, etc.
 - Institutional Service
- Limit is 25 pages
- Say no to appendices (CHS)

Piece by Piece

Tab 2: Best Practices



Highlight	Highlight impact and trajectory
Avoid	Avoid exaggerations
Explain	Explain potential concerns (e.g., lower teaching evaluation, year of productivity)
Detail	Detail your intellectual contributions to a manuscript, team, project, grant
Distinguish	Distinguish between ISU/non-ISU, prior to rank/current rank
Avoid	Avoid personal information related to extensions
Include	Include visual displays – figures, charts, etc.
Match	Match your numbers across dossier (e.g., fact sheet, CV, Tab 1, Tab 2)

Piece by Piece

Tab 2: Best Practices - Clarity Regarding Scholarly Independence



- Demonstrate independence as a scholar
- Address extensive publishing with doctoral mentor, post-doc advisor, colleagues from previous institution, etc.
- Detail role in collaborative activities or funding

Piece by Piece

Tab 2:

Best Practices - Clarity Regarding Funding



- Clarify type and amount of funding awarded
 - Internal vs. external
 - Competitive vs. non-competitive
 - Total funds awarded vs. portion to candidate

Piece by Piece

Tab 3: Department/School Letters



- Ensure votes by faculty at or above proposed rank
- Provide evaluative assessment
- Focus on quality, reputation, impact, trajectory, unique contributions
- Address weaknesses
- Give significant consideration and weight to external reviews
 - Expect six letters from different peer or aspirant institutions
 - Exclude COI (dissertation advisor, significant co-author, etc.)
 - Limit international and non-academic evaluators

Piece by Piece

Tab 3: Department/School Letters



- Committee and chair/director letters
 - Address timing of the case: Why now?
 - Outline process and voting procedures
 - Provide evaluation, context, and perspective
 - Assess quality and impact
 - Clarify, explain, and provide context for questions or inconsistencies

Piece by Piece

Tab 4: College Letters



- CHS committee and dean letters
 - Address timing of the case: Why now?
 - Outline process and voting procedures
 - Provide evaluation, context, and perspective
 - Assess quality and impact

Piece by Piece

Factual Review and Updates

5.2.4.2.7 Treatment of Late-Developed Information

'Late-developed information' is information that becomes available after the departmental P&T committee recommendation has been sent to the college, and that either the candidate or the department chair considers to be of potential relevance (whether favorable or unfavorable) to the case. Such information must be forwarded by the department chair to the next level in the administrative chain that has not yet made its decision. In the case of unfavorable information, the candidate must also be notified of its nature and the evidence on which it is based. Transmittal of late-developed information must include an indication of when the information became available and which evaluators have had access to it. It is the responsibility of recipients of late-developed information to consider it, determine the degree of its relevance, and decide upon what weight it ought to have in making their decision.



Faculty Advancement and Review

Excellent faculty are the heart and soul of an excellent university. At Iowa State University, we strive to support faculty success in teaching, research, professional practice, and extension through constructive mentoring and regular developmental feedback by department chairs and senior colleagues. Review processes to guide faculty advancement include:



Annual Performance Evaluation



Term Faculty Advancement



Preliminary (Third Year) Review



Promotion and Tenure Review



Post Tenure Review



Contact:

Dawn Bratsch-Prince,
Associate Provost for Faculty,
515-294-6410,
deprince@iastate.edu

Akelo Harris,
Faculty Personnel Data and Analytics Specialist,

Promotion and Tenure Review



Information for colleges and department chairs

- Promotion and tenure process for AY2022-2023 (PDF, 159KB)
- Process guidelines for promotion and tenure review (PDF, 1.16MB)
- Best practices for successful preparation and review of P&T cases (PDF, 800KB)
- Timing of promotion and tenure review (PDF, 268KB)



Forms and materials for promotion and tenure process

- Checklist (PDF, 865KB)
- Cover sheet (DOC, 96KB | PDF, 152KB)
- Factual information summary (PDF, 267KB | DOC, 134KB)
- Sample letters to external evaluators (DOC, 54KB | PDF, 101KB)
- Log of external letters (PDF, 108KB | DOC, 73KB)
- Excerpts from Faculty Handbook (PDF, 129KB)



College templates for candidate preparation of promotion and tenure dossier

- Agriculture and Life Sciences (PDF, 339KB)
- Ivy College of Business (DOC, 25KB)
- Design
- Engineering
- Human Sciences
- Liberal Arts and Sciences
- Library (PDF, 149KB)
- Veterinary Medicine (DOC, 39KB)



2024-2025 Deadline for College Submission to the Office of the Senior Vice President and Provost:

Thursday, January 11, 2024

Faculty Approved for Promotion and Tenure



Contact:

For questions about policy:

Dawn Bratsch-Prince,
Associate Provost for Faculty,
515-294-6410,
deprince@iastate.edu

For questions about process:

Kati Gorman,

Documentation for Promotion and Tenure Process

- Writing an Innovation and/or Entrepreneurship Philosophy Statement (PDF, 254KB)
- Documenting Your Innovation and Entrepreneurship (PDF, 265KB)
- Guidelines and Examples for Voluntary Faculty Documenting of Equity, Diversity, and Inclusion Efforts (PDF, 151KB)
- Guidelines on Documenting Contributions to Multi-authored Scholarship (PDF, 324KB)
- Presenting your tenure file (PDF, 241KB)
- How to document your teaching

Documentation for Promotion and Tenure Process

- [Writing an Innovation and/or Entrepreneurship Philosophy Statement \(PDF, 254KB\)](#)
- [Documenting Your Innovation and Entrepreneurship \(PDF, 265KB\)](#)
- [Guidelines and Examples for Voluntary Faculty Documenting of Equity, Diversity, and Inclusion Efforts \(PDF, 151KB\)](#)
- [Guidelines on Documenting Contributions to Multi-authored Scholarship \(PDF, 324KB\)](#)
- [Presenting your tenure file \(PDF, 241KB\)](#)
- [How to document your teaching](#)
- [Teaching portfolio contents](#)
- [Writing a teaching philosophy statement](#)
- [Student ratings of teaching](#)
- [Scholarship of teaching and learning](#)

Promotion to Professor

- [Best practices in mentoring and promotion of associate professors \(PDF, 90KB\)](#)
- [Mid-career faculty planning \(PDF, 109KB\)](#)
- [Resources for associate professors \(DOC, 82KB\)](#)

Documenting impact of the COVID-19 global pandemic on faculty work

The Provost's Office has issued clear communication to address impacts of the sudden disruption and unprecedented challenges posed by the COVID-19 pandemic. Relevant communications include:

- [Documenting impact of the COVID-19 global pandemic on faculty work \(PDF, 164KB\)](#)
- [Faculty Annual Evaluation Guidance for CY2021](#)
- [Tenure-clock Extensions for Pre-tenure Faculty Due to COVID-19](#)
- [Best Practices for Documenting the Impact of the COVID-19 Pandemic on Faculty Workload](#)

Exemplary Promotion and Tenure Dossiers

The Office of the Senior Vice President and Provost makes a selection of exemplary Promotion and Tenure dossiers available for faculty review throughout the year. These dossiers (Tab 2 faculty narratives) offer good examples of the variety of ways in which faculty summarize and present their work and scholarly impact as part of their promotion and/or tenure case. These dossiers are available for faculty review via CyBox. If you are interested in reviewing these dossiers, please read the [guidelines](#) and contact Mel Lee at mkleee@iastate.edu or call 515-294-9591.

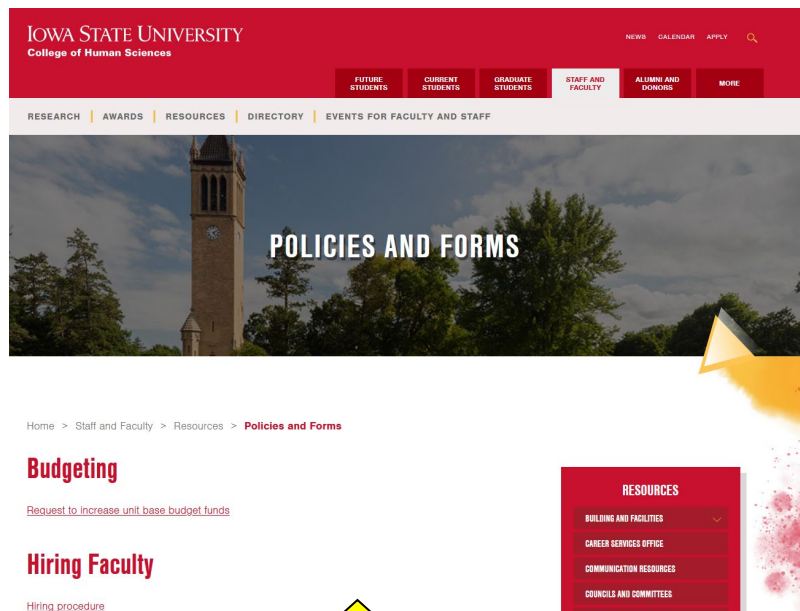
Other Promotion and Tenure References

- [Faculty Handbook](#)
- [Guidelines for Determining Conflicts of Interest in Faculty Review Processes \(PDF, 337KB\)](#)
- [American Council on Education, Good Practice in Tenure Evaluation \(PDF, 187KB\)](#)
- [ISU Library: Electronic promotion and tenure resources for faculty](#)

Dawn Bratsch-Prince,
Associate Provost for Faculty,
515-294-6410,
deprince@iastate.edu

For questions about process:

Kati Gorman,
Administrative Specialist,
515-294-6410,
kati@iastate.edu



Promotion and Tenure

Applying for and being granted promotion and/or tenure is the product of hard work done by the promotion and tenure candidate, their department/school executive officer (DSEO,) faculty colleagues, promotion and tenure committee members, and a support team of administrative assistants, faculty mentors, and other interested parties. The College of Human Sciences provides resources and support to direct the process within the college en route to the Office of the Senior Vice President and Provost (SVPP).

The following documents provide information needed by candidates and their support teams. Read these thoroughly and refer to them when you have questions:

[Guidelines for Promotion & Tenure](#)

[Timeline](#)

- [CHS P & T Meeting \(05.12.21\)](#)
- [CHS P & T Meeting \(05.06.22\)](#)

The following documents/templates are mentioned in the Guidelines and are **required** pieces of the P&T process for CHS faculty. Similar versions of some of these are housed at the SVPP website, but the following are formatted for ease of completion and to include information needed by CHS:

[Checklist](#)

[Cover sheet](#)

[Factual Information Summary](#)

[Log of external reviewers](#)

The [Curriculum Vitae Shell](#) is a template that is mentioned in the Guidelines and is **strongly recommended**, but not required, by the college.

Resources

The following links provide information about the promotion and tenure process at Iowa State University:

[Office of the Senior Vice President and Provost](#)

Additional Resources



- P&T Committee Training
 - <https://www.advance.iastate.edu/initiatives/promotion-and-tenure>
- Library: Metrics Toolkit
 - <https://www.lib.iastate.edu/news/metrics-toolkit-can-assist-impact-and-peer-evaluation>
- Peer Institutions
 - <https://www.ir.iastate.edu/resources/peer-universities>