

## Faculty Meeting Minutes (Open session)

May 9, 2022 | 2:30 - 3:30 pm | Benson Hall Room 109 and ZOOM

Attendance:

Meeting start: 2:30 | Adjourn 3:30

### Faculty Present (blank=absent)

Department Chair, Jim Pfaendtner - Present

Stu Adler	Cole DeForest	P	Jorge Marchand	Ben Rutz	P	Neda Bagheri		
François Baneyx	P	Hugh Hillhouse	P	Shachi Mittal	P	Daniel Schwartz	P	Cao Guozhong
David Beck	Vince Holmberg	P	Elizabeth Nance	P	Eric Stuve	P	Jonathan Posner	
John Berg	P	Samson Jenekhe	P	Rene Overney	P	Stephanie Valleau		
David Bergsman	P	Mary Lidstrom	Lilo Pozzo					
James Carothers	Jun Liu	Buddy Ratner						

### Others Present

Debbie Carnes	Dave Drischell	Nicole Minkoff		
Lindsey Doermann	Andrea Gleichweith			

### AGENDA

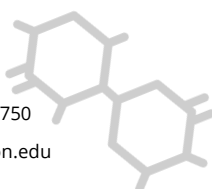
- Approval of minutes from 4/25 faculty meeting
- Announcements/updates
- Discussion of criteria for promotion of teaching faculty. See document attached (Stuve)
- Planning for 2022-23 service items (Pfaendtner)
- Open discussion of 2022-23 hiring plans (Pfaendtner)
- Executive Session (associate and full professors only): Discussion of HR item (Pfaendtner)

### Approval of minutes from 4/25/2022 faculty meeting

No changes or corrections. Minutes are approved

### Announcements/updates

- Lilo won the Anne Mayes Neutron Scattering Prize from the Neutron Scattering Society of America. It recognizes women who excel in research, mentoring and outreach for neutron science
- Isaiah Lemmon is this year's COE Dean's Medalist
- Sophomore Megan Wong is one of 7 UW engineering students chosen for a brand-new Boeing accelerated leadership program. This comes with paid internships for 2 summers, tuition and expenses paid for Jr. and Sr. years, then placement in a full-time role after graduation
- John Berg asked about the status of hiring a replacement for Kameron. Debbie said we're waiting on the compensation office to approve the job description, and it will likely be more than a month before we'll have someone new. In the meantime, Kameron is helping out where he can.



- Department graduation ceremony will be held Friday, June 10, 4:30 p.m. in Kane 130. A reception follows in Benson Hall. Contact Dave if you will be attending so he can assign you a seat. We are hoping to have the ceremony broadcast on YouTube.
- The ChemE External Advisory Board (EAB) annual meeting is June 2 & 3. There will be a reception and dinner at Piatti Restaurant in U-Village on Thursday evening. If you plan to attend, please RSVP to Andrea.

### **Discussion of criteria for promotion of teaching faculty (Stuve)**

The draft guidelines were sent out with the meeting agenda and again by Jim. Eric Stuve gave a high-level overview of the document. The preamble states how undergraduate teaching aligns with the discipline of ChemE; department expectations of teaching faculty (TF); and context in which teaching faculty's accomplishments will be evaluated for promotion.

#### Promotion to Associate Teaching Professor

- The UW Faculty Code lists 3 expectations (teaching, curriculum development, and service), and ChemE can add on what they think is important (developing 1 or 2 courses, classroom or laboratory innovations, translation of current ChemE research to classroom, sustained record of mentoring and advising students). Evaluation is with respect to Attributes of the Chemical Engineering Teaching Professor. The Faculty Support Committee has based the attributes on a document dating back to the 80s.
- For service expectations (ChemE, COE, UW, external), the faculty should provide evidence of contributions beyond the classroom. Refer to "Service Activities of the Chemical Engineering Teaching Professor" for a list of ~20 ways people can engage in service.
- For scholarship, it's not an explicit expectation of TF roles for UW, although ChemE pays attention to quality and breadth of TF scholarly activities, namely visibility in the field and potential for pedagogical and scholarly growth

#### Promotion to Teaching Professor

- The UW Faculty Code lists teaching; curriculum design and innovation; student mentoring; service and leadership with respect to dept., college, university, and field
- ChemE adds these expectations
  - o Sustained success in teaching
  - o Curriculum-wide development
  - o Significant contributions in education innovation
  - o Consistent, high-quality teaching -- by itself -- is not sufficient for promotion to Teaching Professor

Regarding the international recognition item, Francois said it's fine, but we shouldn't make a promotion decision contingent it. Jim agreed. John Berg questioned whether national recognition should even be in there. The focus should be on doing a good job teaching, and he is concerned other expectations, or feeling the need to try unconventional ideas, will compromise solid teaching performance. It's a contradiction to say scholarship isn't important but national recognition is.

Eric went back to the UW Faculty Code to point out that it's not just about teaching. Rene noted that tenure-track P&T committees are tough on those who don't do anything outside of UW. If someone was just doing a good job, they wouldn't be promoted to full professor.

Speaking to John's concern about unintended consequences, Eric suggested eliminating the 4<sup>th</sup> bullet point (see above) to eliminate confusion but otherwise change nothing. John is in favor of eliminating the 3<sup>rd</sup>.

Ben Rutz said he didn't see anything egregious in the draft at first read, but he's also not familiar enough with process to know what might be a problem.

Jim said the international point is likely to go away. Would participation in societies and national conferences be enough for the national piece? Eric said the committee was trying to incentivize this, and there are more examples in the "Attributes" document.

Eric gave a quick overview of the attributes of a ChemE Teaching Professor:

1. Demonstrates proficiency in ChemE fundamentals and in teaching those fundamentals in classroom or laboratory
2. Extends fundamental topics to applied ChemE (discipline) activities:
  - a. Assignments/projects in specific courses
  - b. Capstone design projects
3. Participates in, and promotes, ChemE's DEI mission
4. Mentors and provides opportunities for UG research
5. Develops new educational modules, software, websites, books, etc.
6. Engages in laboratory instruction
  - a. Development of new experiments
  - b. Maintain lab facilities
7. Stays current with ChemE educational discipline
  - a. Attend conferences (ASEE, AIChE)
  - b. Educational workshops
8. Disseminates information:
  - a. Presentations at conferences (ASEE, AIChE)
  - b. Publications (CEE, ASEE, J Chem Educ)
  - c. Host workshops (local, regional, national levels)
9. Secures funding by:
  - a. Negotiations with Chair (Dept. provides budget)
  - b. Proposals to government agencies (NSF)
  - c. Proposals to institutions and foundations (Dreyfus, Gates)
  - d. Proposals to industry
10. Assists ChemE tenure track faculty in implementing educational innovations
11. Collaborates with ChemE faculty:
  - a. NSF REU, broader impacts

- b. Community outreach
- 12. Continuously improves:
  - a. Educational skills
  - b. Breadth of knowledge of ChemE discipline
- 13. Maintains teaching portfolio documenting:
  - a. Teaching effectiveness
  - b. Curriculum development
  - c. Educational innovations
  - d. Teaching-related service activities

Francois was concerned that this sounds like a laundry list that needs to be fulfilled, and it may create a lot of pressure for someone to try to do it all. It should be stated that one is not expected to do all. Jim confirmed that it is explicitly stated in the document and reiterated that it was important that all faculty carefully read the document. Francois confirmed that he had not read the document prior to the meeting.

This doc is modeled off the comparable document for tenure track professors from 1997. Eric reassured that it's not a laundry list. Several faculty suggested possible language changes that could help, and Eric will take that feedback into account when creating the final version. He also said the committee was careful to make these "attributes" and not "metrics."

#### Timelines for promotion

##### Promotion to Associate Teaching Professor

- Years 1-3:
  - o 1 - Proficiency in teaching and fundamentals
  - o 3 - DEI
  - o 4 - Mentorship
  - o 5 or 6 - Classroom or laboratory innovations
- Years 4-6:
  - o As above with
  - o 2 - Extension of fundamentals
  - o 9 - External funding

Concerns were raised about external funding, but it was realized that the doc just says "funding." Elizabeth Nance said that piece is about collaborating with the chair on funding for innovations in the lab, and Eric elaborated that the person shouldn't take a passive stance. Ben thought it makes sense for lab instruction, but how about teaching profs who have more of a classroom focus? Eric said requesting support for travel to conferences, etc, would qualify. Francois said that funding should be set aside for these activities, so it's not subject in administration changes. However, would there be any competitiveness then? Jim gave the example that contracts support a 10<sup>th</sup> month of salary for working on innovations, but you have to request it. So it may be an issue if someone never takes that.

Promotion to Associate Teaching Professor

As above with

7 – Stay current with ChemE discipline

8 – Dissemination, publications

9 – Advanced funding

10 – Collaboration with ChemE faculty

11 – Educational support (REU, BI, outreach)

For everyone:

12 – Continuous improvement

13 – Maintain portfolio (bio supplement is one example)

Eric said that the committee wanted to avoid imposing metrics. If you do, then they have to be evaluated for everyone whether or not they apply.

As next steps, Eric and Jim will revise the document and send to all faculty. Jim hopes we can vote on it by the end of the quarter. There were no other comments or feedback. Jim thanked the Faculty Support Committee for all their work on this, as well as Ben and Alex for their feedback. It's good to think about the process now, well in advance.

### **Planning for 2022-23 service items (Pfaendtner)**

We have a set of external committees that faculty serve on. Jim wants to put this on people's radar because he made need to call on more-senior faculty to fill roles. But please volunteer if interested.

The most important that we need to fill are:

- Council on Promotion and Tenure [full professor, year-by-year]
- Graduate School Council [any rank, 2 year term, Rene has been the most recent member]

We also have representatives on:

- > Faculty Senate [not sure if Schwartz term is up, 2 year term, any rank]
- > College Council [associate or full prof, 3 year term, Hillhouse – 6/23 ]
- > Council on Educational Policy [any rank, 3 year term, Nance – 6/24]
- > Molecular Engineering PhD program advisory board [year-by-year, Holmberg]

### **Open discussion of 2022-23 hiring plans (Pfaendtner)**

#### Timeline

- > May 18: ChemE must request hiring plans for next year to COE
- > June: feedback from college (in or out)
- > July: provost approval (COE plan is usually approved)

Jim is not planning any searches for teaching faculty for next year. Debbie's projections show we do not have resources for external senior or mid-career hire.

Jim is looking for input on faculty search next year. Key point and considerations:

- > We could decide not to search because we are projected to have sufficient teaching in 2022/23, 23/24, and 24/25.
- > We do not have resources available for an experimental hire next year due to continued scarcity of startup resources from COE (our fundraising focus in coming years is for startups).
- > Awards (and expenditures) are expected to decline before growing, which will impact RCR in coming 5 years. This creates a continue incentive to keep hiring. However, we've also poured a lot of work into hiring lately.

Jim's recommendation is to pursue a computation-focused hire with open areas including theory, systems, molecular scale phenomena, computational catalysis (especially with Valleau departure). They should support dept. goals in DS. But he would not recommend only searching in this space, as nearly all computational candidates have this expertise now anyway.

Discussion:

Eric asked where we are in terms of target tenure track lines. Jim says Julie will bring us to 17-18. Dean's expectation is 19.5, and the College wouldn't approve above this level. In Eric's days, you could recover expenses from an unfilled line. Jim said we are budgeting a hire every year. Debbie added that startups are the biggest problem, not dependence on vacant lines. Julie fills the Jiang line. We still have the Yu and Valleau lines vacant. But we're using all vacant lines to cover large startups. Jim does a great job at fundraising, and if we have full faculty, she doesn't think operational costs will be an issue. However, there is a lot of recruiting to do before we reach this point.

Dan asked if we didn't recruit, would the recaptured startup allow us to look broader? i.e. What would a pause allow us to do? Jim's instinct is that a pause year would really help us hire an experimentalist. Debbie added that the more we save, the more the Dean knows we have saved, i.e. saving is disincentivized.

Francois asked if there's a big difference between experimental and computational startups? Jim thought computational would be 25-33% cheaper. Amount of savings really depends, but we shouldn't go for the cheapest option.

David Bergsman asked if we have an incentive to fill vacant lines. Jim said no, it's not use it or lose it. Hugh said a pause could have strategic benefits. He thinks next year will be big year for hiring in ChemE, and it's good to be a little out of phase to narrow the competition.

Dan asked if there's anything happening in the college strategically that we would want to hitch onto, also noted that he's excited about a renaissance in systems engineering. Jim said no, the cluster program is winding down, and the quantum initiative isn't going to touch us soon.

Jim said he'd need to put in request soon but is not hearing a lot of enthusiasm. He asked faculty to give it more thought and follow up with email. Otherwise, we're looking at taking a break.

**Executive Session (associate and full professors only): Discussion of HR item (Pfaendtner)  
Meeting adjourned at 3:30**