

Admin Council Meeting Minutes

April 29, 2024, 4:00-5:00 PM

Agenda

- Remembrance of Keith Julien
- Deans' Updates
 - Leadership Change Updates
 - EAC Meeting Debrief
 - Operational Planning Debrief
 - Engagement Listening Sessions
 - Crucial Accountability
- Communications Team Update
- Faculty Advancement Policies
 - Proposed teaching professor contract policy (attached)
 - Proposed policies and procedures on teaching professor and SIR reappt and promotion (attached)
- Engineering Education Program Update
- Open Discussion

Dean Keith Molenaar began the meeting at 4:00 p.m.

Remembrance of Keith Julien

Keith Julien, chair of Applied Math, passed away on April 14, 2024. The council took a moment to remember our colleague and friend, and his significant and lasting impact on the university, the college, and our leadership team.

Dean's Updates

Leadership Change Updates: Keith thanked the members of the council that are rotating off this year, including Charles Musgrave, Will Medlin, Dan Schwartz, Penny Axelrad, and Rebecca Komarek.

EAC Meeting Debrief: The [Engineering Advisory Council](#) (EAC) meeting was successful, and we appreciate everyone on the leadership team that participated. Keith discussed a few highlights from the meeting, including the new council members starting on July 1, the excellent presentations from Engineering Connections and Lattice Scholars Program, and that the council gave great ideas on new metrics that align with the theme of the meeting, "Measuring Our Progress," including making sure that we are measuring our values along with our quantitative measurements.

Operational Planning Debrief: Keith thanked the team for putting together the snapshots and participating in the process. It has been productive to see all the advancements and challenges of the 29 units through this process. Keith will get be communicating feedback with the units on the week of May 13 and throughout the month of June.

Engagement Listening Sessions: Monique McCloud, Assistant Dean for Organizational Development, Culture and Equity, gave a brief update on the progress of the [Campus Engagement Survey](#) listening sessions and asked the council to encourage their staff to sign up for the remaining sessions on May 2 (staff and tenure track faculty) and May 3 (classified staff and teaching faculty). [See sign-up here](#)

Crucial Accountability: Monique reminded the council of the upcoming Crucial Accountability trainings on May 1 and May 21, and asked the council to contact her if there are any leadership in their units that have not yet completed or signed up for the training.

Communicating Impact and CU Boulder Web Migration

Caroline Harrah, Associate Director of Marketing, and Emily Adams, Associate Director of Communications, presented to the council about the start of upcoming conversations about strategic communications and how the CEAS Communications and Marketing Team can partner with the units to maximize and achieve goals. They briefly reviewed key strategic communications principles and the role of communicators (see attached PPT) and will be in touch with the units over the next few months to discuss these items in more detail.

They also reminded the council about the upcoming Web Express migration that will be taking place over the summer. CEAS webpages will automatically migrate to the new platform, and they do not expect significant downtime or changes. The schedule for the migration will be coming out in the next few weeks, and college and unit leadership will be alerted when the timeline is set so they can be aware of those dates.

Faculty Advancement Policies

Penny Axelrad, Interim Associate Dean for Faculty Advancement, reviewed the changes to the below policies with the council (see attached):

Proposed teaching professor contract policy: The policy outlines the use of three- and five-year contracts for our teaching professor track. The council discussed the changes and clarified that expedited cases are still required to go through the full review process. The council voted unanimously in favor of approving the policy.

Proposed policies and procedures on teaching professor and SIR reappointment and promotion: Penny Axelrad gave an update on the college's progress on updating policies and procedures on teaching professor and SIR reappointment and promotion. Most units in the college have completed the updates and the others are nearing completion. All units are encouraged to complete their updates for the start of the fall semester.

Engineering Education Program Update

Angela Bielefeldt, Director, IDE Program, provided a brief update on the progress of determining Engineering Education's future tenure home. She stated that we will continue to be worked on over the process over the summer and into our next academic year. If units have not already done so, they should invite Angela and/or one of their affiliated faculty members to discuss the process with the unit or leadership committee within the unit.

Meeting adjourned at 5:02

College Policy on Teaching Professor Series Employment Contracts May 1, 2024

Effective for the AY24/25 reappointment, promotion, and hiring cycle.

This policy provides guidance for units in the College of Engineering and Applied Science on employment contracts for Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor positions. Employment contracts for these Teaching Professor Series faculty only apply to individuals holding a 50% or higher FTE appointment.

- New faculty member appointments at the Assistant, Associate, or Teaching Professor rank use a 3-year contract template, contingent on program and teaching needs and approval by the dean.
- Faculty members in good standing, reappointed as Assistant Teaching Professor, use a 3-year contract, contingent on program and teaching needs and approval by the dean.
- Faculty members in good standing, promoted to Associate Teaching Professor or Teaching Professor, use a 5-year contract, contingent on program and teaching needs and approval by the dean.
- Faculty in good standing, reappointed as Associate Teaching Professor or Teaching Professor use a 5-year contract, contingent on program and teaching needs and approval by the dean.

- A faculty member whose performance at the time of reappointment review falls below meritorious, may, at the discretion of the unit, be given a 1-year contract to allow for implementation of a performance improvement plan to address shortcomings.

Summary

3-Year Contracts

- New hire of Teaching Professor Series faculty at all ranks
- Reappointment of Assistant Teaching Professors in good standing

5-Year Contracts

- Promotion of Associate Teaching Professors and Teaching Professors
- Reappointment of Associate Teaching Professors and Teaching Professors in good standing

1-Year Contract (optional)

- Reappointment of a Teaching Professor Series faculty member whose performance does not meet the unit criteria for regular reappointment, but who has implemented a viable performance improvement plan.

Policy and Process for the Reappointment and Promotion of Teaching Professor Series Faculty and the Reappointment of Scholars in Residence in the College of Engineering and Applied Science

DRAFT: April 28, 2024

1. References

CU system: [Administrative Policy Statement \(APS\) 5060](#), effective July 1, 2023

CU Boulder Campus: [Titles, Roles, Appointment, Evaluation and Promotion of Non-Tenure-Track Faculty in Teaching and Librarian Positions](#), effective February 11, 2022

2. Policy

According to [CU Boulder campus policy](#), individual units are responsible for setting the *criteria* for reappointment and promotion of the non-tenure-track faculty in their unit, including Instructional Series¹ faculty and Supplemental Faculty (e.g., Faculty in Residence). The Dean or the Dean's designee (hereafter called "the Dean") has final approval authority for unit reappointment and promotion policy, process, and criteria documents.

The CU System, Campus, and College of Engineering and Applied Science (CEAS) standard for promotion is that Teaching Professor Series faculty demonstrate excellence in their primary duty (teaching) and meritorious performance in their other assigned duties (which may include leadership and service and limited creative/scholarly work). Up to three years' credit towards promotion, based on previous academic service, may be awarded at the time of initial appointment in the position of Assistant Teaching Professor. The number of years of credit toward promotion must be stated in the initial letter of offer.

Teaching Professor Series faculty holding the position of Assistant Teaching Professor will normally be considered for promotion to the rank of Associate Teaching Professor, after a period of six years of continuous appointment at the rank of Assistant Teaching Professor in a 50% or greater appointment. Teaching Professor Series faculty holding the position of Associate Teaching Professor who have been exemplary teachers and members of the university community may be considered for promotion to the rank of Teaching Professor. Promotion to Teaching Professor requires the demonstration of a record of distinction, as defined by the primary unit. Normally, consideration for promotion to Teaching Professor requires at least three years of continuous appointment in a 50% or greater appointment as Associate Teaching Professor.

3. Process

1. Each unit follows its approved, written process for conducting reappointment and promotion evaluation and submits the completed dossier and a draft offer letter as a separate document to the CEAS Human Resources (HR) office.
2. CEAS HR staff review the submitted materials to ensure that they are complete, meaning that all required items are included. The reappointment and promotion checklist is included in the

¹ The CU Boulder campus is transitioning from Instructor-rank faculty to Teaching Professor rank faculty as defined in the 2023 revision of APS 5060. This document refers to the soon-to-be implemented new ranks of Assistant Teaching Professor (formerly Instructor), Associate Teaching Professor (formerly Senior Instructor), and Teaching Professor (formerly Principal Instructor).

dossier template provided on the [CEAS Non-tenure track Reappointment & Promotion Guidelines](#) website. CEAS HR staff shares the dossier and draft offer letter with the Dean.

3. Reappointment cases are reviewed by the Dean who ensures that the unit followed its written policy. If the dossier clearly indicates that the nominee's performance meets the unit criteria for reappointment, the Dean will endorse the reappointment action recommended by the unit head. The CEAS HR office will process and route the offer letter. For cases where non-reappointment is recommended, the Dean will review the dossier to ensure that the unit has documented either the failure of the nominee to meet unit performance criteria for reappointment; or the unit has clearly documented its changing teaching needs such that the instructional position is no longer needed. Per APS 5060, non-renewal of appointment is not dismissal.
 4. Cases involving promotion from Assistant Teaching Professor to Associate Teaching Professor rank are reviewed by the Dean who ensures that the materials submitted clearly document how the nominee has met the performance criteria for promotion.
 - 4.1. If the dossier clearly indicates that the nominee's performance meets the unit criteria for promotion, the Dean will approve the promotion. The CEAS HR office will process and route the offer letter.
 - 4.2. If the dossier does not clearly indicate how the nominee has met the unit's criteria, CEAS HR office staff will request additional or revised materials from the unit so that a decision can be made. If criteria are still not clearly met, the Dean will decline the promotion and the faculty member's appointment (or reappointment) at their current rank will continue.
 5. Cases involving promotion to Teaching Professor require review and an advisory vote by the Teaching Professor First Level Review Committee (TP-FLRC) prior to review by the Dean.
 - 5.1. The TP-FLRC reviews each dossier according to the written committee process, comparing the nominee's documented performance to the unit's criteria which must include the demonstration of a record of distinction.
 - 5.2. After case review and completion of an advisory vote, the TP-FLRC committee sends a summary letter and recommendation to the Dean.
 - 5.3. The Dean then completes an independent review of the dossier, considers the TP-FLRC's advisory letter, and makes the final decision.
 - 5.4. If the Dean agrees that the unit's promotion criteria have been met, then they send the nominee and the nominee's unit head a letter of congratulations, and the CEAS HR office processes the promotion and routes the new offer letter.
 - 5.5. If the Dean does not agree that the unit's promotion criteria have been met, they can request additional information and clarification. If criteria are still not clearly met, the Dean will decline the promotion and the faculty member's appointment (or reappointment) at their current rank continues.
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Teaching Professor First Level Review Committee

The Teaching Professor First Level Review Committee (TP-FLRC) is the non-tenure-track faculty (Teaching Professor Series) equivalent of the existing First Level Review Committee that evaluates tenure-track faculty reappointment, promotion, and tenure cases. The TP-FLRC only reviews proposed promotions to the rank of Teaching Professor and will continue as an ad hoc committee until the CEAS College Rules are changed to designate it as a standing committee. The committee is constituted as follows:

- CEAS rostered faculty members who hold the rank of Teaching Professor are eligible to serve on the TP-FLRC;
- Annual nominations will be sought from all units in the CEAS with one or more rostered Teaching Professors;
- The Dean will appoint four members to the committee, with three-year appointments staggered to ensure continuity of knowledge and process;

Procedures:

1. The CEAS Faculty Development & Recruitment Specialist (FDRS) will serve as the staff administrator for the committee. This includes scheduling committee meetings, assigning cases to reviewers, and developing and distributing the annual committee notebook that includes the CEAS process and unit policy, process, and criteria documents used for guidance during the review process.
2. As with all Teaching Professor Series reappointment and promotion actions, the CEAS HR office reviews the dossier for completeness (to ensure that the contents include all required items from the Teaching Professor dossier checklist). Once complete, the CEAS HR office shares the dossier with the CEAS FDRS in a folder on the Dean's Office shared drive.
3. The CEAS FDRS will review the dossiers for content to ensure that the materials meet campus and unit policy (for example, regarding the wording of votes, the type and number of materials required for each multiple measure if those details are specified in the unit's policy, process, and criteria document, etc.).
4. The CEAS FDRS will upload the complete dossier to an electronic location accessible by TP-FLRC members.
5. A primary and secondary reader are assigned to each case. Unit representatives are excused from participating in cases from their home unit.
6. If, during the review process, the primary or secondary reviewer feels that more information (or clarification) is required because the evidence does not meet unit-stated procedures or criteria, that request should be routed through the CEAS FDRS to the unit head and HR Liaison.
7. The primary reviewer will draft a letter and present details of the case to the TP-FLRC members eligible to vote on it (which excludes members from the nominee's unit). Findings must tie the evidence in the dossier to the unit criteria for promotion to Teaching Professor.
8. After the presentation and discussion of each case, the TP-FLRC will vote, and that vote will be recorded in the evaluation letter that is then shared with the Dean along with the full dossier.
9. The Dean will take the TP-FLRC's recommendation into account but will make the ultimate decision regarding promotion to Teaching Professor based on their independent analysis of the evidence provided in the dossier.



Communicating Impact

Emily Adams

Assoc Director, Engineering Communications

Caroline Harrah

Assoc Director, Marketing & External Relations



Engineering & Applied Science

UNIVERSITY OF COLORADO **BOULDER**

What makes communications “strategic”?

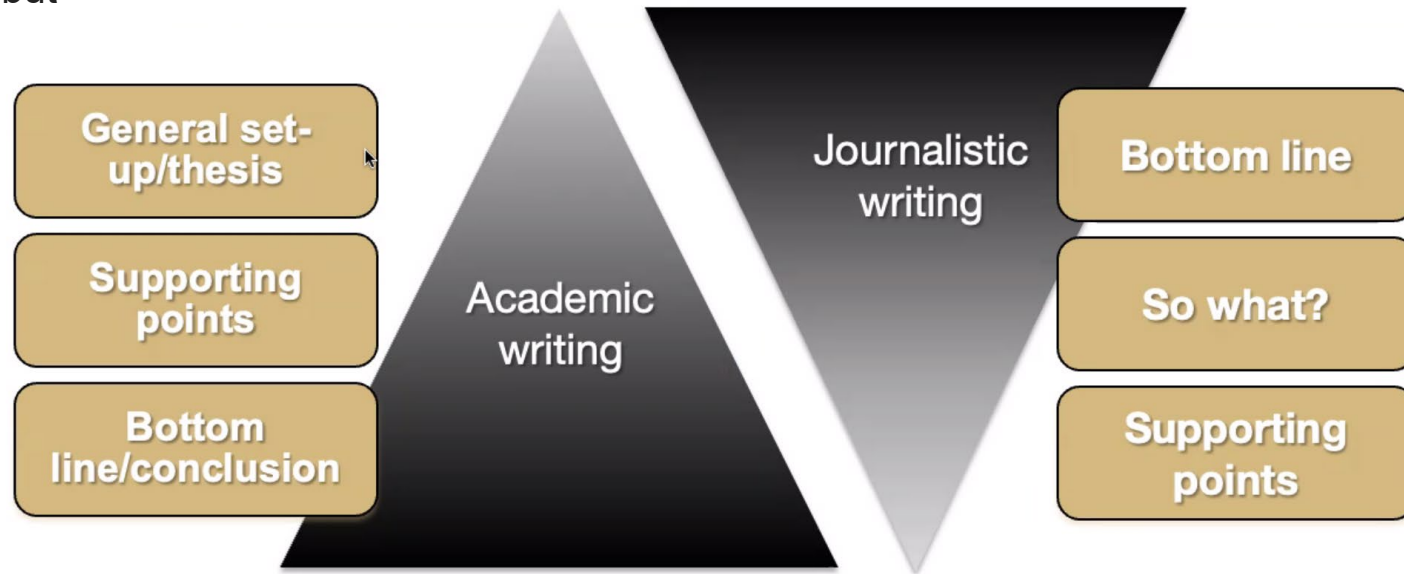
- **“Why is it important? What is the impact?”**
- **“Who is the audience? How do we reach them?”**
- **Is it timely and relevant? Does it need to be communicated now?**
- **How can we leverage the CEAS Marcom team for maximum impact?**
- **How can we incorporate results for continuous improvement?**

How to Communicate Impact

Manufacturing of perovskite solar cells fabricated under ambient conditions is desirable but lags efficiency behind those made in an inert atmosphere.

Dimethylammonium formate (DMAFo) is a possible solution to the degradation of perovskite precursors in solar cells to help increase efficiency.

Academic vs Journalistic Writing



Next generation materials could revolutionize solar energy.

Tandem perovskite solar cells have potentially higher efficiency, a lower price tag, and broader applicability than conventional silicon cells.

Where do we start?

- **Be memorable.**
- **Be credible.**
- **Be consistent.**

The Role of Communicators

- Align strategic plans with communications & marketing plans
- Act as partners in storytelling
- Build knowledge of faculty research and expertise

For reflection: How can we build better partnerships?



How do we make communications “strategic”?

- **“Why is it important? What is the impact?”**
 - Aligns with college & department strategic plans
- **Answers: “Who should care, why? How do we reach audiences?”**
 - Defines audience, messaging & channel (owned, earned, paid)
- **Considers Timing**
 - Is it timely and relevant? Does it need to be communicated now?
- **Leverages Marcom Team(s), Media Channels for Maximum Impact**
- **Incorporates Feedback for Continuous Improvement**



Why Strategic Communications Matter

- Bolsters credibility, reputation & makes you memorable
- Elevates faculty profiles, research and programs among influencers, decision and policy makers
- Expands and deepens audience(s) for research, citations
- Supports strategic initiatives in Reputation, Recruitment, Retention, Advancement
- Communicates impact vs. singular events (individual awards, new faculty)

