

**PRESIDENT'S COMMITTEE ON
ENHANCING INSTITUTIONAL EXCELLENCE**

FISCAL YEAR 2014 REPORT

Tahira Hira and James Reecy, Co-Chairs*

May 6, 2014

** We would like to acknowledge the superb work of Glenda Webber, who compiled various subcommittee reports into this impressive looking final report. Thank you, Jim Reecy, for gifting Ms. Webber's time and talent.*

EXECUTIVE SUMMARY

The President's Committee on Enhancing Institutional Excellence (PCEIE) was charged with providing an institutional foundation for the development and implementation of programs to enhance institutional excellence in research and scholarship. The subcommittees are organized to develop sustainable institutional frameworks that will promote and enhance: 1) competitively funded federal research support and increased funding from other sources (e.g., state, foundation, industry, etc.); 2) recognition of faculty (e.g., citations, membership in National Academies, and faculty awards, fellowships, and memberships); and 3) doctoral education and number of postdoctoral appointees.

Subcommittees were formed with co-chairs and multi-disciplinary faculty subcommittee membership from across the university. Subcommittees and co-chairs are as follows:

1. Arts and Humanities Awards, Fellowships, and Memberships (Co-chairs Barbara Ching and Steven Herrnstadt)
2. Citations, Publications, and Related Indicators (Co-chairs Olivia Madison and Gebre Tesfagiorgis)
3. Federally Funded Competitive Grants (Co-chairs Brent Shanks and Qijing Zhang)
4. Graduate and Post-Doctoral Program Excellence (Co-chairs David Holger and Ruth MacDonald)
5. Membership in National Academies (Co-chairs Dawn Bratsch-Prince and Jonathan Wendel)

For this FY2014 report, each of the five subcommittees was asked to identify its most important accomplishments during the past year and to determine priority actions and budget requests for next year. A summary of this information follows. More details on other accomplishments and future plans are provided in the individual subcommittee sections of the full report.

Arts and Humanities Awards, Fellowships, and Memberships Subcommittee

Accomplishments for FY14

1. The Faculty Recognition Workshop for Deans, Associate Deans, Department Chairs, and Faculty Development Councils was held March 6, 2014, in collaboration with the Membership in National Academies subcommittee.
2. The National Conference of the Alliance for the Arts at Research Universities (A²RU.org) will be held at Iowa State University in the fall of 2014.

Priority Actions for FY15

1. Work with the Citation and Publications subcommittee to hold a workshop for arts and humanities faculty to encourage them to participate in the repository and take other steps to increase the visibility of their work, such as making sure their publications are indexed in the relevant bibliographies.

2. Explore how to reinstitute a full year artists/designers, writers, in residence for both faculty tenured at ISU and visiting faculty.

Priority Budget Requests for FY15

1. None necessary
2. \$30-60K for internal candidate; \$40-60K for external candidate. Variables include number of course releases needed.

Citations, Publications, and Related Indicators Subcommittee

Accomplishments for FY14

1. To address Iowa State's low standings in numbers of publications and citations among members of the Association of American Universities (AAU) as reported by Thomson Reuters, the Digital Repository was established to provide free, public, and global access to publications and other scholarly work of Iowa State University faculty and students.
2. Thomson Reuters was contracted to identify high-impact journals in 22 broad fields of study so Iowa State University faculty can target those publications for their submissions.

Priority Actions for FY15

1. Continue to develop and publicize the Digital Repository.
2. Expand the ability to search for high-impact journals beyond the 22 fields identified by Thomson Reuters, emphasizing more arts and humanities journals, and encourage the ISU Library to consider possible acquisition of top-rated journals.

Priority Budget Requests for FY15

1. \$102,024 combined year one estimate with benefits for Digital Repository funding for Library Associate II (P&S 32) and for item 2.
2. Digital Repository funding for Library Assistant II (merit staff).

Federally Funded Competitive Grants Subcommittee

Accomplishments for FY14

1. The Presidential High-Impact Hires program allowed academic units to match \$2 million in central funds to create 29 new faculty positions.
2. The Presidential Initiative for Interdisciplinary Research (PIIR) awarded four pursuit grants for large-scale, multi-disciplinary efforts and three proof-of-concept grants.

Priority Actions for FY15

1. Continue both the Presidential High-Impact Hires and the Presidential Initiative for Interdisciplinary Research.

2. Strengthen connections with funding agencies.

Priority Budget Requests for FY15

1. \$425,000 to hire staff for development and submission of large multidisciplinary grant proposals.
2. \$300,000 for Office of Sponsored Programs Administration/Office of Responsible Research budgets.

Graduate and Post-Doctoral Program Excellence Subcommittee

Accomplishments for FY14

1. Beginning in FY2014, \$400,000 was allocated to fund 16 Presidential Scholars per year. Programs were identified and have recruited Presidential Scholars for the FY 2014 and FY 2015 funding cycles.
2. A bridge funding incentive program for postdoctoral and graduate students has been funded centrally with \$300,000 for FY2014 - FY2016. Bridge funding was provided by this program for three post-docs and one PhD student during FY 2014.

Priority Actions for FY15

1. Refine the implementation and process for the Presidential Scholars and Bridge Funding programs and secure additional funding for future years.
2. Develop and refine more systematic approaches for postdoctoral and graduate student recruiting.

Priority Budget Requests for FY15

1. \$600,000 additional funding for Presidential Scholars program committed by December 2014 for FY 2016 to allow recruitment of additional Presidential Scholars for Fall 2015.
2. \$25,000 for special programming for Presidential Scholars, NSF Fellows, and Gates Fellows.

Membership in National Academies Subcommittee

Accomplishments for FY14

1. Formed the Distinguished Faculty Recognition Committee to promote ISU faculty for national and international recognitions to facilitate National Academy nominations and held a university-wide Faculty Recognition Workshop.
2. Established and implemented a President's Distinguished Seminar Support Program and funded visits of two distinguished National Academy of Science members through the Department of Animal Science.

Priority Actions for FY15

1. Continue work begun in FY14, including implementing the President's Distinguished

- Seminar Support Program and working with the VPR's Research Council to promote National Academy nominations.
2. Establish a Faculty Research Excellence Scholars Leave Program fund to allow Iowa State faculty to visit other campuses for one to six months to collaborate with National Academy members.

Priority Budget Requests for FY15

1. \$10,000/year for the President's Distinguished Seminar Support Program.
2. \$40,000/year for the Faculty Research Excellence Scholars Leave Program Fund.

Enhancing Institutional Excellence Steering Committee

- Co-chairs: Tahira Hira and James Reecy
 1. Dawn Bratsch-Prince – Academic Affairs
 2. Barbara Ching – English
 3. Steven Herrnstadt – Industrial Design
 4. Tahira Hira – Office of the President
 5. David Holger – Academic Affairs
 6. Ruth MacDonald – Food Science and Human Nutrition
 7. Olivia Madison – Library
 8. James Reecy – Animal Science and Office of Biotechnology
 9. Kevin Schalinske – Faculty Senate
 10. Brent Shanks – Chemical and Biological Engineering
 11. Wendy Stensland – Professional and Scientific Council
 12. Gebre Tesfagiorgis – Institutional Research
 13. Jonathan Wendel – Ecology, Evolution and Organismal Biology
 14. Qijing Zhang – Veterinary Microbiology and Preventive Medicine

Arts and Humanities Awards, Fellowships, and Memberships Subcommittee

Accomplishments for FY14

1. The Faculty Recognition Workshop for Deans, Associate Deans, Department Chairs, and Faculty Development Councils was held March 6, 2014, in collaboration with the Membership in National Academies subcommittee.
2. The National Conference of the Alliance for the Arts at Research Universities (A²RU.org) will be held at Iowa State University in the fall of 2014.

Priority Actions for FY15

1. Work with the Citation and Publications subcommittee to hold a workshop for arts and humanities faculty to encourage them to participate in the repository and take other steps to increase the visibility of their work such as making sure their publications are indexed in the relevant bibliographies.
2. Explore how to reinstitute a full year artists/designers, writers, in residence for both faculty tenured at ISU and visiting faculty.

Priority Budget Requests for FY15

1. None necessary
2. \$30-60K for internal candidate; \$40-60K for external candidate. Variables include number of course releases needed.

The EIE Subcommittee on Arts and Humanities Awards, Fellowships, and Memberships is tasked with increasing the participation of the Arts and Humanities at Iowa State University in the various awards, fellowships, academy memberships and major grants recognized by the AAU as indicators of institutional and academic excellence.

I. 3 major accomplishments in AY 2013-14.

- A. The re-formation and activation of a new subcommittee.

Two new co-chairs were selected by Administration; Barbara Ching, Professor and Chair of English, and Steven Herrstadt, University Professor, currently Director of Graduate Education in Industrial Design, former Associate Chair of the Department of Art and Design.

We spent fall semester 2013 looking at the earlier research and history pertaining to its charge and to the data the first co-chairs had collected. The new committee discussed the previous tiers and action step.

The subcommittee membership was reformed over the course of fall semester in order to ensure a cross section of faculty and administration from departments across campus.

- B. The subcommittee co-chairs and the co-chairs for the National Academies subcommittee planned and led the Faculty Recognition Workshop for Deans, Associate Deans, Dept. Chairs and Faculty on Faculty Development Councils on March 6, 2014, 11:00-12:30.
- C. Led by Dean Luis Rico-Gutierrez (College of Design) and Professor Ingrid Lilligren, Chair (ISA), ISU will be the site for the [National Conference of a new organization Alliance for the Arts at Research Universities \(A2RU.org\)](#). Professor Lilligren is Co-Chair for the conference. Steven Herrnstadt is liaison between representatives among the colleges at ISU and the College of Design/A²RU. [A²RU.org](#) is centered on the collaboration between the Arts and Sciences/Engineering, etc. as a model for innovation and creativity. ISU is one of the founding universities. The conference is open to faculty and students from all departments across campus. It will take place fall of 2014.

II. 2 immediate next steps

- A. We will work with the Citation and Publications subcommittee *to hold a workshop for arts and humanities faculty to encourage them to participate in the repository and take other steps to increase the visibility of their work* such as making sure their publications are indexed in the relevant bibliographies. The results of such an effort will be measurable since the College of Design and the humanities faculty in LAS have the lowest participation in the repository.
- B. We will explore how to reinstitute a full year artists/designers, writers, in residence for both faculty tenured at ISU and visiting faculty. Christian Peterson was the first and last artist in residence. As the first artist in residence at a land grant university this was a visionary statement; unfortunately it was never made a permanent program. Tenured faculty from ISU would be chosen on a rotating basis after review. Funding for covering their classes and committee duties would be relatively minimal when balanced by the opportunities for external grants, publicity and innovative work across disciplines. The visiting artist/designer in residence would be on campus concurrently. All artist-designer-writers in residence would be allowed to work independently but would be available for lectures, etc.

III. Other action steps and goals

- A. We will meet with public relations directors for the university and the colleges of Design and Arts and Sciences to discuss strategies for shaping the message about the place of the

arts and humanities at ISU. Innovative, highly valued arts and humanities work that feeds creativity throughout the university has long been a tradition here while higher ranked universities such as Stanford have now begun to champion this approach.

The committee will narrow down the more than 200 grants and fellowships considered by the AAU for the Arts and Humanities to those that are more immediately accessible to ISU and can be used as steps for others. In addition, we hope to learn more about how AAU determines which awards are relevant and how we might impact that process.

- B. In the next academic year, we plan to initiate a directory of alumni and private and public sector contacts who can serve as a network in order to open doors to grants, awards, publications, exhibition and performance venues.
- C. The current membership questioned the original goal of achieving 80% salary parity with peer institutions. To be competitive, why would we settle for lower than 100%? In other words why would ISU settle for “‘kind of’ good enough”? Thus, the current subcommittee decided to raise the goal to 100% and will explore ways to chart and encourage progress.

Arts and Humanities Awards, Fellowships, and Memberships Subcommittee Members

- Co-chairs: Barbara Ching and Steven Herrnstadt
 1. Barbara Ching – Professor and Chair, English
 2. April Eisman – Associate Professor, Art History
 3. Steven Herrnstadt – University Professor, Director of Graduate Education Industrial Design
 4. Christopher Hopkins – Director of CEAH, Associate Professor, Theater and Music
 5. Joe Muench – Associate Professor, Integrated Studio Arts
 6. Pam Riney-Kehrberg – Professor and Chair, History
 7. Donald Simonson – Professor, Music
 8. Martin Spalding – Professor of Genetics, Development, and Cell Biology and Associate Dean for Research, Liberal Arts and Sciences
 9. Mitchell Squire – Associate Professor, Architecture
 10. Clark Wolf – Professor, Philosophy and Religious Studies

Citations, Publications and Related Indicators Subcommittee

Accomplishments for FY14

1. To address Iowa State's low standings in numbers of publications and citations among members of the Association of American Universities (AAU) as reported by Thomson Reuters, the Digital Repository was established to provide free, public, and global access to publications and other scholarly work of Iowa State University faculty and students.
2. Thomson Reuters was contracted to identify high-impact journals in 22 broad fields of study so Iowa State University faculty can target those publications for their submissions.

Priority Actions for FY15

1. Continue to develop and publicize the Digital Repository.
2. Expand the ability to search for high-impact journals beyond the 22 fields identified by Thomson Reuters, emphasizing more arts and humanities journals, and encourage the ISU Library to consider possible acquisition of top-rated journals.

Priority Budget Requests for FY15

1. \$102,024 combined year one estimate with benefits for Digital Repository funding for Library Associate II (P&S 32) and for item 2.
2. Digital Repository funding for Library Assistant II (merit staff).

Goal and Background

The goal of the Subcommittee on Citations, Publications and Related Indicators is to increase the number of publications and citations attributed to Iowa State University. Citations is one of the four primary membership indicators the Association of American Universities (AAU) uses to assess the breadth and quality of university programs of research and graduate education.

Latest data from Thomson Reuters indicates that Iowa State's position among the 60 AAU universities is 49th in number of publications but 51st in number of citations. The goal is to raise Iowa State's position to about the midpoint within the next five to ten years. Enhancing visibility of Iowa State's scholarly works and encouraging staff and faculty to publish in high-impact journals will also help narrow the apparent gap between Iowa State's number of publications and number of citations.

Outcomes and Accomplishments

The Subcommittee on Citations, Publications and Related Indicators recommended early last summer two Tier 1 actionable recommendations to enhance scholarly work:

- Promote the visibility of publications through the ISU Digital Repository, and
- Make available a list of high-impact journals by field from Thomson Reuters.

The Subcommittee held four meetings this year and its effort was focused on full implementation of the two action items.

1. Visibility of Publications through Iowa State University Digital Repository.

The Digital Repository@ Iowa State University is a significant new research tool that provides free, public, and global access to Iowa State scholarship through the Internet making the scholarship discoverable through search engines (e.g., Google Scholar) and the e-Library. Its impact extends the reputation of faculty, researchers, graduate and professional students, undergraduates and alums through their scholarship, including articles, book chapters, scholarship, grants, theses, dissertations, conference publications, extension reports, patents, etc. In doing so, the repository showcases and broadens the influence of Iowa State and its scholars to a global audience.

Since its inception, with limited student staffing, the repository coordinator has received vitas from faculty, students and staff, representing 40 academic departments and programs, administrative offices, and research centers and institutes across campus. It holds over 13,000 items with over 1,200,000 downloads. In addition to broadening access and therefore impact, the repository is positioned to support new federal requirements that mandate public access to federally-funded scholarship and data. As such, our repository is positioned to fulfill these requirements for ISU principal investigators and serve as a federated node of university-based institutional repositories as part of the AAU/APLU/ARL SHARE proposal to federal agencies.

Recommended Action Item. The subcommittee continues to strongly support this first priority action item that calls for increasing long-term visibility of Iowa State research through the now highly successful digital repository managed by the University Library. Essential to this vision is adequate staffing to meet expected increased university demand through funding two new staff members and reallocation of existing library staff. Beyond core staffing needs, the Subcommittee is exploring, in addition to the Library Advisory Committee, ways to promote and support the repository’s objectives.

Budget Needs. Digital Repository (DR) funding support for two new staff members – a Library Associate II (P&S 32) and a Library Assistant II (merit staff member) with an estimated budget of (\$102,024 with benefits) in year 1. Assuming a modest increase, that amount would be \$104,575 for year 2 and \$107,189 for year 3. In addition to these proposed two staff members, the Library has begun the process to reallocate two additional staff members to support the necessary staffing level for a total of five staff, including Harrison

W. Inefuku (the DR Coordinator). Additional librarians and staff support the DR through outreach to academic departments, and metadata expertise.

2. List of High Impact Publications by Field from Thomson Reuters

The Subcommittee co-chairs contracted with Thomson Reuters (TR), the source AAU uses for collecting information on its membership indicator of citations, to systematically and objectively generate a list of high-impact journals by field. Thomson Reuters identifies 22 broad fields for reporting purposes. They are: Agricultural Sciences, Biology & Biochemistry, Chemistry, Clinical Medicine, Computer Science, Economics & Business, Engineering, Environment & Ecology, Geosciences, Immunology, Material Science, Mathematics, Microbiology, Molecular Biology & Genetics, Multidisciplinary, Neuroscience & Behavior, Pharmacology & Toxicology, Physics, Plant & Animal Science, Psychiatry & Psychology, Social Sciences, and Space Sciences.

Thomson Reuters has submitted a report that lists top, peer-reviewed journals in each broad subject area, in accordance with the contract. The fee of \$6,500 Thomson Reuters charged was paid by the ISU Library.

The Thomson Reuters' report provides the top peer-reviewed journals within the first quartile for each broad field, ranked on the basis of an average Impact Factors (IF) of the latest three years for which data are available (2009, 2010 and 2011). The report also includes similar lists based on the Impact Factor of a single year so that any year-to-year changes in the ranking within each broad field during the three-year period can be observed.

The Journal Impact Factor (IF) serves as a gross approximation of the prestige of journals. The IF, calculated by dividing the number of citations in a given year by the total number of articles published in the two previous years, represents the average number of times articles from a journal have been cited.

The subcommittee discussed the TR report during its meetings this year and provided directions for posting and publicizing the report among faculty and the university community at large. The report is currently posted in a PDF in the Iowa State University Digital Library at: [https://library.cypoint.iastate.edu/outreach/SitePages/Thomson Reuters JCR Impact Factor.aspx](https://library.cypoint.iastate.edu/outreach/SitePages/Thomson%20Reuters%20JCR%20Impact%20Factor.aspx). We are in the process of making it accessible through the e-Library with links to the Offices of the President, Senior Vice President & Provost, and Vice President for Research, and the Graduate College. Once the links are fully established, several avenues will be utilized to publicize the list. They include: announcements in *Inside Iowa State*, the *E-News for Researchers*, and *Your Library Newsletter*; e-mails to department chairs and presentations at their meetings; presentations at meetings of faculty senate; college promotion and tenure review committees; and other faculty groups.

The intent is to encourage faculty and staff to target such high-impact journals when considering the publishing of research results and other papers, thereby contributing to generally increasing the number of publications and citations attributed to Iowa State University.

Future Activities and Goals

Continue to Fully Implement the Two Action Items. Especially with the website on High Impact Journals, enhance ability to search beyond the Thomson Reuters' 22 broad fields. Subcommittee members expressed concern that some fields such as *Humanities*, currently subsumed in the *Social Science* category, deserve a separate list of their own.

Explore Possibilities for Enhancing Library Holding of High Impact Journals. An added benefit from obtaining the list of top-impact journals from Thomson Reuters is that it has enabled the ISU Library to assess the depth of its journal holdings. Comparing the list of high-impact journals with current Library holdings may influence budgetary and reallocation decisions for serial acquisitions.

The Library maintains a list of journals that have been requested by University faculty. The list also includes titles that are highly accessed through the Library's interlibrary loan system. Due to budget constraints, the ISU Library has followed a strict cancel-to-add policy for the purchase of new journals. In order to add a new subscription, subscriptions of equal dollar value must be cancelled. Cancellation decisions require extensive consultation between subject librarians and university departments.

Thus, specific Subcommittee recommendation in this area will have to wait until the described process and consultations have taken place.

Citations, Publications, and Related Indicators Subcommittee Members

- Co-chairs: Olivia Madison and Gebre Tesfagiorgis
 1. Mark Ackermann – Professor, Department of Veterinary Pathology; College of Veterinary Medicine
 2. Leonard Bond – Interim Director, Institute for Physical Research and Technology; Director, Center for Nondestructive Evaluation; Professor, Department of Aerospace Engineering; College of Engineering
 3. Linda Serra Hagedorn – Associate Dean and Professor, School of Education; College of Human Sciences
 4. Dermot Hayes – Pioneer Hi-Bred International Agribusiness Endowment Chair, Department of Economics; College of Agriculture and Life Sciences and College of Business

5. Olivia Madison – Professor and Dean, University Library
6. Sara Marcketti – Associate Director for Scholarship of Teaching and Learning; Center for Excellence in Learning and Teaching
7. David Oliver – Associate Dean and Professor, Department of Genetics, Development and Cell Biology; College of Liberal Arts and Sciences
8. Ulrike Passe – FPDA, Fall 2013. Assistant Professor, Department of Architecture; College of Design
9. Gebre Tesfagiorgis – Director, Institutional Research

Federally Funded Competitive Grants Subcommittee

Accomplishments for FY14

1. The Presidential High-Impact Hires program allowed academic units to match \$2 million in central funds to create 29 new faculty positions.
2. The Presidential Initiative for Interdisciplinary Research (PIIR) awarded four pursuit grants for large-scale, multi-disciplinary efforts and three proof-of-concept grants.

Priority Actions for FY15

1. Continue both the Presidential High-Impact Hires and the Presidential Initiative for Interdisciplinary Research.
2. Strengthen connections with funding agencies.

Priority Budget Requests for FY15

1. \$425,000 to hire staff for development and submission of large multidisciplinary grant proposals.
2. \$300,000 for Office of Sponsored Programs Administration/Office of Responsible Research budgets.

1. Committee charge

This committee is charged to increase federally funded competitive research at Iowa State University.

2. Outcomes and accomplishments over the past year

The committee met several times during the past year. Through listening sessions and meeting discussion, the committee came up with several recommendations to: a) support internal competitive grants programs that provide funding to generate preliminary data for new grant opportunities, “jump-start” strategic initiatives, and build interdisciplinary teams that enhance networking and expertise for larger competitive grants; b) support programs to stimulate research cluster hires, provide start up packages for recruitment of faculty, and to enhance graduate students and postdoctoral fellow numbers; c) establish a central proposal writing support team to assist faculty in preparing and submitting grant proposals; d) strengthen connections with federal funding agencies; e) increase state-of-the-art equipment and laboratory facilities; and f) adequately staff research support units, i.e., OSPA and ORR, to ensure growth and support of grant submission, management, and implementation. Multiple initiatives are ongoing at the university level to address these recommendations. The outcomes and accomplishments will be summarized in the following paragraphs according to priority tiers and action items.

PRIORITY TIER 1 – ACTION ITEM 1: Expand the Research Enterprise

1. \$1,500,000 per year ramping up to \$4,500,000, to continue the Presidential Institutional Interdisciplinary Research initiative to further strategic research initiatives.

Accomplishment: The Presidential Initiative for Interdisciplinary Research has been launched and is aimed to support research that may lead to major advances, discoveries and technologies. The first competition awarded 4 Pursuit grants, each of which could receive up to \$4.5 million over three years for large-scale, multidisciplinary research efforts of national and international importance. Additionally, the initiative awarded 3 proof-of-concept grants, each of which received up to \$100,000 for one year.

2. \$1.5 million per year to be invested in the recruitment of new cluster hires (salary) with an additional \$3 million per year for start-up packages (assuming a 50% match from colleges).

Accomplishment: The Presidential High-Impact Hires of faculty in areas of strategic importance has been launched. With this initiative, \$2 million central funds were matched dollar-for-dollar by the academic units. The joint investment has created 29 new faculty positions. These new hires will significantly strengthen strategically important areas, such as big data and translational health.

3. \$620,000 per year recommended by the Graduate and Postdoctoral Program Excellence Subcommittee for the Presidential Institutional Excellence efforts to enhance graduate students/postdoctoral fellow numbers can be used to expand the research enterprise and enhance graduate student/postdoctoral fellow numbers, simultaneously.

Accomplishment: This has been implemented as recommended by the Graduate and Postdoctoral Program Excellence Subcommittee.

4. Significant investment should be made to enhance research space at ISU.

Accomplishment: A university-wide effort is ongoing to plan, build, and expand Biosciences facilities at ISU. The estimated budget for the initial phase is \$80 million. The entire project is expected to be accomplished in 2018.

PRIORITY TIER 1 – ACTION ITEM 2 – Appoint a Central Proposal Writing Support Group

The VPR's Office must develop a proposal support team focused on development and submission of large multidisciplinary grant proposals. This university-wide team will:

- a. Provide support services for submission of team-oriented grant proposals (both research and training).
- b. Work to identify funding opportunities.
- c. Work to provide center/departmental staff and faculty training on best practices for proposal submission to federal agencies, industry and foundations.
- d. This service will be available only for faculty submitting large (>\$1 million per year direct funding) and complex (e.g., any combination of multi-PI, multi-College, multi-institutional, center-scale, significant institutional support, new land, and new facilities) proposals.
- e. Foster relationships with large foundations and coordinate ISU's interactions with them.

Accomplishment: This recommendation has not been implemented. The co-chairs met with the new VPR, Dr. Sarah Nusser, and discussed this item. There is strong support from the VPR's Office on this item.

PRIORITY TIER 1 – ACTION ITEM 3: Strengthen Connections with Funding Agencies

Deans and VPR partner to support faculty interacting with Program Officers in Federal and Foundation Funding Agencies. This activity would include providing travel funds as well as establishing ties with a D.C.-based consulting firm that could help to set meetings with the appropriate Program Officers:

- a. Allow ISU faculty to visit program officers (e.g. federal and foundations).
- b. Allow program officers to visit ISU.
- c. Provide ISU faculty members with opportunities to impact future funding announcements.

Accomplishment: This recommendation has not yet been implemented. However, the teams funded by the Presidential Initiative for Interdisciplinary Research have received funds that can be used to strengthen relationship with funding agencies.

PRIORITY TIER 2 – ACTION ITEM 1: Expand, Reallocate, Systematically Update Research Infrastructure

New investments, repurposing and re-allocation of space will need to grow the ISU research enterprise. It is critical that the university act on the bioscience assessment, to ensure that it is completed by December 2013. Subsequently, ISU must develop a plan for those aspects of the ISU research enterprise not covered under the current BioScience facilities review. Furthermore, ISU researchers must have access to state-of-the-art equipment if they are to effectively compete for federal research funding.

Accomplishment: The plan to build the Biosciences facilities is ongoing.

PRIORITY TIER 2 – ACTION ITEM 2: Establish a University Mentoring Program and Build an Engaged Research Culture

To strengthen the existing mentoring system the Office of the Senior President and Provost should establish a university-wide mentoring team to effectively mentor junior, mid-career and senior faculty. These efforts need to be flexible to accommodate, among other things, different career stages. Similarly, administrators are expected to address many challenging issues. Appropriate and effective administrative mentoring will aid them in successfully performing their various duties. The Office of the Senior President and Provost must proactively identify faculty members that appear to exhibit leadership potential and foster their development by providing them with opportunities to expand their leadership skills. Individualized position and responsibility statements (PRS) should be written for every faculty member, which accurately reflect their research, teaching and extension duties. This would provide a mechanism whereby faculty can be more effectively mentored and evaluated. For those efforts that are under way to strengthen the mentoring programs, there should be an evaluation performed on the effectiveness of these new activities.

The university-wide mentoring team will:

- a. Provide mentoring services to faculty members throughout their careers from assistant professor through recognized distinguished senior faculty member.
- b. Provide mentoring services for new administrative members to help them be as effective as possible.
- c. Provide administrative experience for faculty members that demonstrate leadership prowess.

Accomplishment: The Faculty Senate is beginning a review of PRS. However, the remainder of this recommendation has not been implemented.

3. Future goals/priorities

For priority tier 1-action item 1, the committee recommends that the Presidential Initiative for Interdisciplinary Research should be continued and conducted every 2 years; the call for proposals should be announced well in advance to give faculty enough time to form teams; and there should be more flexibility on the size of the grant and use of the funds to allow investigators to develop the most competitive teams and grants. In addition to supporting large teams, the committee also recommends that resources should be available to promote the success of individual researchers, for example, establishment of a university-wide seed grant program. The committee also recommends continuation of The Presidential High-Impact Hires of Faculty

on a yearly basis. The committee also suggests that the initiative should start earlier in each cycle to give departments enough time to recruit and hire new faculty members by the beginning of each fall semester.

Additionally, the committee recommends to implement other action items in both priority tiers 1 and 2, including establishment of a central proposal writing support team; development of a program that facilitates faculty interaction with program officers in federal and other funding agencies; expansion and upgrade of research infrastructure including equipment and space; and establishment of a university-wide mentoring team to effectively mentor junior, mid-career and senior faculty.

4. Budget requests

For priority tier 1-action item 2: An initial annual budget of \$425,000 in year 1 will be needed to hire the appropriate staff for development and submission of large multidisciplinary grant proposals. Based on annual productivity and returns on investment, subsequent years' funding will need to be adjusted proportionally. It is necessary that an additional \$300,000 per year be added to the OSPA/ORR budget to adequately staff these offices to insure that ISU is in compliance with federal funding agency requirements.

For priority tier 1-action item 3: An annual budget of \$100,000 will be used to assist ISU faculty members with the purpose of establishing connections with grant program leaders.

For priority tier 2-action item 1: A very substantial investment (upwards of \$100+ million within the next 5 years) will be necessary to build/remodel ISU's research buildings. Furthermore, \$10 million over the next 5 years must be invested in obtaining equipment to ensure that ISU faculty can conduct world-leading research in a timely manner.

For priority tier 2-action item 2: Most of the mentoring activities of faculty from new faculty hires (a. above) through promotion to full professor and beyond and new administrators (b) will require no funds beyond those already committed by the Senior President and Provost Office. However, mentors must be provided with support to "free up" time to effectively serve as mentors. An estimated budget of \$140,000 per year for 3 years to cover the costs associated with seven quarter-time positions (c) per year to obtain administrative experience within either central or college administration.

5. Recommendation to dissolve/restructure the committee

The responsibility of this committee has shifted from recommendation to implementation. However, the implementation steps require significant resources as well as an administrative implementation team. The current committee is not structured and positioned to address these implementation challenges. Thus, the committee recommends that the implementation

responsibility should be transferred to a team led by the VPR and involving ADRs in various colleges. Under the discretion of the VPR, a small advisory committee could be established. The advisory group should be made of members who have significant experience in federal funding and large interdisciplinary research and will advise the implementation team on strategic moves.

6. Federally Funded Competitive Grants Subcommittee Members

- Co-chairs: Brent Shanks and Qijing Zhang
 1. John Glover – ISU Foundation
 2. Mei Hong – Professor, Chemistry
 3. Lois W. Morton – Professor, Sociology
 4. Balaji Narasimhan – Vlasta Klima Balloun Professor of Engineering, Chemical and Biological Engineering
 5. Brent Shanks – Mike and Jean Steffenson Professor of Chemical and Biological Engineering and Director of NSF Engineering Research Center for Biorenewable Chemicals (CBiRC)
 6. Wendy Wintersteen – Endowed Deanship in the College of Agriculture and Life Sciences, College of Agriculture and Life Sciences
 7. Qijing Zhang – Professor and Associate Dean for Research and Graduate Studies, College of Veterinary Medicine

Graduate and Post-Doctoral Program Excellence

Accomplishments for FY14

1. Beginning in FY2014, \$400,000 was allocated to fund 16 Presidential Scholars per year. Programs were identified and have recruited Presidential Scholars for the FY 2014 and FY 2015 funding cycles.
2. A bridge funding incentive program for postdoctoral and graduate students has been funded centrally with \$300,000 for FY2014 - FY2016. Bridge funding was provided by this program for three post-docs and one PhD student during FY 2014.

Priority Actions for FY15

1. Refine the implementation and process for the Presidential Scholars and Bridge Funding programs and secure additional funding for future years.
2. Develop and refine more systematic approaches for postdoctoral and graduate student recruiting.

Priority Budget Requests for FY15

1. \$600,000 additional funding for Presidential Scholars program committed by December 2014 for FY 2016 to allow recruitment of additional Presidential Scholars for Fall 2015.
2. \$25,000 for special programming for Presidential Scholars, NSF Fellows, and Gates Fellows.

Preface

The Graduate and Post-doc Excellence subcommittee of the PEIEC has had productive meetings and electronic discussions during FY 2014. The subcommittee has also had productive discussions with a wide variety of stakeholder groups regarding the priorities developed during FY 2013, and those discussions are reflected in this report, including accomplishments related to our priorities that are the result of initiatives by the various stakeholders. Groups and units with and among which subcommittee priorities have been discussed and from which suggestions and input have been received include Directors of Graduate Education, Associate Deans for Graduate Programs, Graduate Council, Provost's Council, Faculty Senate Leadership, Graduate and Professional Student Senate, Post-doc Association, CELT, Graduate College staff, and Institutional Research Staff.

We are pleased to report that substantial progress regarding our priorities has been made, and believe that continuing efforts aligned with the initiatives of FY 2014, with some evolutionary refinements, will be the most productive approach for FY 2015. Communication and coordination with academic colleges and the stakeholder groups and units noted above will

continue to be important to further success pertaining to our priorities, as well as to the ongoing transition and institutionalization of priorities by various standing committees, councils, and stakeholder groups.

Initial Primary Goal Articulated by the Subcommittee (November 2012)

- Move ISU to the top half of AAU public member institutions in terms of PhD's awarded and Post-doc appointments by 2020
 - Increase graduate enrollment by 40% in five years
 - Increase PhD's awarded by 20% in five years
 - Increase post-doc appointees by 20% in five years
 - Enhance quality of graduate and post-doc programs as measured by quality of students recruited, success and productivity while at ISU, and post-ISU success
 - Increase number of graduate programs with top quartile national ranking by 10% in five years
 - Identify areas for new PhD programs and PhD programs to potentially be phased out
 - Create better online application process for post-docs and graduate students
 - Create a more nurturing, success, and productivity focused, environment on campus for graduate students and post-docs
 - Provide additional programmatic and institutional funding in support of fellowships for first year graduate students, bridge funding for graduate students and post-docs, dissertation fellowship funding, and programs that support and enhance a productive and successful graduate student and post-doc experience at ISU

Primary Scope Elements Articulated by the Subcommittee (November 2012)

- Enhance quality of graduate and post-doc programs at ISU
- Enhance the quality of the experience and career success of graduate students and post-docs while they are at ISU and following graduation/completion
- Increase number of PhD degrees awarded per year
- Increase number of post-doc appointees
- Increase overall graduate enrollment

Characteristics of High Quality Programs Articulated by the Subcommittee (November 2012)

- Success in recruiting high quality, diverse graduate students and post-docs
- National recognition of students and post-docs (eg awards at professional meetings)
- Productive graduate students and post-docs (publications, presentations, etc.)

- High retention and success relative to norms for discipline
- Reasonable time to degree for the discipline
- Successful placement of graduates and post-docs and quality of placements
- Early career success of graduates and post-docs
- Systematic approach to professional development plans
- Systematic annual review processes

FY 2014 Action Priority Accomplishments

ACTION ITEM 1 – Presidential Scholars Program

The Presidential Scholars program will enable recruitment of additional high quality entering PhD students by providing a central funding source for the first academic year stipend and fringe benefits for selected scholars. Providing a central source of funding for highly qualified first year PhD students will enable greater risk taking by faculty members and graduate programs when making offers to incoming students, as well as leverage existing grant funding to enable support of additional graduate students.

Accomplishments since May 2013 Pertaining to Action Item 1

- \$400,000 has been allocated beginning in FY 2014 to fund 16 Presidential Scholars per year.
- A total of 38 Presidential Scholar awards have been allocated for FY 2014 and FY 2015. It is anticipated that 32 scholars will be enrolled for Fall 2014.
- A Graduate Student Recruitment Program has been funded centrally for FY 2014 and FY 2015. It will provide a central match of \$1 for every \$2 invested by an academic college in recruiting additional graduate students up to a maximum of \$250,000 per year per college. As of April 10, 2014, \$60,000 in matching funds had been awarded to one college and five other colleges have indicated that they plan to seek matching funds later in 2014.
- The process for awarding matching funding to college graduate recruiting initiatives has been developed and is being implemented.
- The concept of endowed presidential scholarships has been included as a Graduate College Priority for the next ISU Foundation capital campaign.

ACTION ITEM 2 – Bridge Funding Incentive Program for Post-docs and PhD Students

The establishment of a bridge funding incentive program to enable greater risk taking by PIs and graduate/research programs in recruiting additional PhD students and post-docs beyond the number for which firm committed funding is already in hand is proposed. Four specific bridge funding situations are envisioned, but other situations may also arise for which requests will be considered. All situations involve leverage of central funds via a contribution of at least 25% of the costs from non-central sources.

Accomplishments since May 2013 Pertaining to Action Item 2

- \$300,000 has been funded centrally for the period FY 2014 – FY 2016.
- Bridge funding has been provided to three post-docs and one PhD student during Spring 2014.

ACTION ITEM 3 – Enhancing and Supporting the Recruitment of High Quality Graduate Students and Post-docs; Enhancing and Supporting the Quality of the Graduate Student and Post-doc Experience at ISU; and Enhancing and Supporting the Success of Graduate Students and Post-docs

Although not identified as primary priorities for FY 2014, there are a number of initiatives that have been identified by the graduate student and post-doc excellence subcommittee that should receive further consideration in FY 2015 and beyond. Not all of these initiatives require substantial funding from central sources, but some are likely to have significant impact on both the quality of graduate students and post-docs who are recruited, as well as the quality of their experience at ISU. The subcommittee, in collaboration with the Graduate College leadership and staff, the associate deans for graduate programs, and the directors of graduate education in each of the graduate programs, will continue work to refine and identify necessary funding to support these initiatives in FY 2015 and beyond. Examples of specific potential priorities in this category include the enhancement of existing summer research experiences for undergraduates and systematic approaches to utilize REUs as a recruiting mechanism for high quality domestic graduate students; support for pursuit of major graduate training grants; and support for systematic approaches to the development of professional development plans and annual assessment for all PhD students and post-docs.

Accomplishments since May 2013 Pertaining to Action Item 3

- A bridge funding for arrival of children program for post-docs and graduate assistants and associated process was developed and funded for FY 2014 and beyond.
- The post-doc benefit package was evaluated earlier in FY 2013 in collaboration with the post-doc association and as a result post-docs were granted eligibility for the supplementary retirement program.
- The Graduate College reallocated funds to create a $\frac{3}{4}$ staff position to manage and coordinate post-doc and graduate student professional development and program quality initiatives.
- The Graduate College and College of Human Sciences successfully collaborated to develop a proposal to develop programming to enhance graduate student financial literacy and were awarded funding for the project by the Council of Graduate Schools.

- The Graduate College has collaborated with the Graduate and Professional Student Senate and the Post-doc Association to provide enhanced programming for new and continuing graduate students and post-docs.
- The Graduate College and Institutional Research have collaborated to enable full participation by ISU in the AAU data collection efforts pertaining to time to degree and completion rates for PhD students and to administer the AAU graduate exit survey of graduate students beginning with Spring 2014.
- The Graduate College has publicized and encouraged the implementation of the AAAS MyIDP web-based software for the development of individual development plans by post-docs and PhD students.
- The Graduate College has piloted graduate student learning communities as a way to enhance transition to graduate programs and initial success of graduate students.
- Academic colleges and the Graduate College have collaborated to increase the effectiveness and efficiency of processes for the recruiting of high quality graduate students including partnering with Admissions to implement enhanced electronic admissions processes for graduate students.
- An Academic Communication Program has been launched by the Graduate College to foster the development of communications skills by graduate students and post-docs.
- Implementation of the electronic program of study committee appointment and program of study development and approval processes by August 2014 (with assistance from the Boeing lean process team).
- CELT will continue to enhance the educational experience of graduate students by leveraging new technology and pedagogy via their participation in the NSF funded CIRTL project.
- Completed planning and implementation of the transition process to move post-docs from student health insurance to the options that are available to faculty and staff by July 1, 2014.
- Developed plans for a Graduate and Post-doc Writing Center that has been centrally funded as a pilot project in FY 2014 and FY 2015 with total pilot funding of \$150,000.
- Continue to encourage the implementation of the AAAS MyIDP development plan and systematic annual review processes for graduate students and post-docs.

Future Priorities

Specific High Priority Action Plans and Strategies Pertaining to Action Item 1 for FY 2015

- Refine implementation and process specific aspects of the Presidential Scholars and graduate recruitment programs. Consider more flexibility in the utilization of the

funding provided (new for FY 2015).

- Develop programming for Presidential Scholars, NSF Fellows and Gates Fellows (new in FY 2015).
- Collaborate with graduate programs to enable effective and efficient recruitment of increasing quality entering graduate students, and especially those selected as Presidential Scholars.
- By the end of calendar year 2014 commit to funding of \$1,000,000 per year for the Presidential Scholars program beginning in FY 2016 (an increase in \$600,000 over the current commitment).
- By the end of calendar year 2014 commit to continuing funding for the graduate recruitment program for FY 2016 and beyond.
- By end of calendar year 2015 commit to funding of \$2,000,000 per year for the Presidential Scholars program beginning in FY 2017 (an increase in \$1,000,000 over the prior year commitment).

Specific High Priority Action Plans and Strategies Pertaining to Action Item 2 for FY 2015

- Refine implementation and process specific aspects of the bridge funding program.
- Evaluate annual funding level needed to sustain the bridge funding program beyond FY 2016.
- Consider broadening the program to include dissertation fellowship funding during the final semester for PhD students (new for FY 2015).

Specific High Priority Action Plans and Strategies Pertaining to Action Item 3 for FY 2015

- Consider graduate policy and Graduate Handbook changes that will enhance graduate student and post-doc success, productivity and the quality of their experience at ISU.
- Collaborate with graduate programs to enable effective and efficient recruitment of increasing quality entering graduate students.
- Implement the Graduate Writing Center pilot project.
- Continue refinement and conversion of Graduate College processes to electronic form.
- Expand programming efforts to enhance graduate student success, completion rate, and where appropriate reduce time to degree.
- Refine policies and Graduate Handbook informational content pertaining to post-doctoral scholars (new in FY 2015).
- Provide improved information to graduate programs about central opportunities for funding and matching funding from central sources to support graduate students, post-docs, and their recruitment (new in FY 2015).
- Implement the graduate career services position and enhance career services and

- programming for graduate students and post-docs (new in FY 2015).
- Consider the development of a PhD candidacy reduced tuition plan (new in FY 2015).
- Consider development of a seed grant funding program for post-docs (new for FY 2015).

Budget Requests / Updates

- \$600,000 additional funding for Presidential Scholars program committed by December 2014 for FY 2016 to allow recruitment of additional Presidential Scholars for Fall 2015.
- \$25,000 for special programming for Presidential Scholars, NSF Fellows, and Gates Fellows beginning in FY 2015.
- \$150,000 to fund the Graduate Writing Center beginning in FY 2015.
- \$70,000 to fund a Graduate College Career Services professional to work collaboratively with college career services units to provide services to graduate students and post-docs beginning in FY 2015.
- \$50,000 in additional support for interdepartmental/interdisciplinary graduate programs beginning in FY 2015.
- \$50,000 to fund an undergraduate research experience coordinator position within the Honors Program to more systematically coordinate undergraduate research experience programs across the university and their use as a graduate program recruiting mechanism beginning in FY 2015.
- \$20,000 expanded programmatic funding for professional development of graduate students and post-docs in FY 2015.
- \$100,000 to support the graduate recruiting initiatives and customer relations software acquisition.
- \$1,000,000 additional funding for the Presidential Scholars program committed by December 2015 for FY 2017 to allow recruitment of additional Presidential Scholars for Fall 2016.

Graduate and Post-Doctoral Program Excellence Subcommittee Members

- Co-chairs: David Holger and Ruth MacDonald
 1. Gwyn Beattie – Robert Earle Buchanan Distinguished Chair of Bacteriology for Research and Nomenclature, Professor, Plant Pathology and Microbiology (CALs)
 2. Lee Cagley – Professor and Chair, Art and Interior Design, Interim Associate Dean for Academic Programs (Design)
 3. Anne Foegen – Associate Professor, School of Education, SOE DOGE (Human Sciences)

4. Stephen Gilbert – Assistant Professor, Industrial and Manufacturing Systems Engineering, Human Computer Interaction DOGE (Interdepartmental Graduate Programs)
5. David Holger – Associate Provost for Academic Programs, Dean of the Graduate College
6. Ruth MacDonald – Chair, Food Science and Human Nutrition
7. Ikenna Nlebedim – Post-doc, Ames Lab, nominated by Post-doc Association (FY2013)
8. Annette O'Connor – Professor VDPAM, VDPAM DOGE, former Graduate Council Chair (CVM)
9. Craig Ogilvie – Professor, Physics and Astronomy, Assistant Dean – student recruitment and success, Graduate College
10. John Pritchard – PhD student, Electrical and Computer Engineering, nominated by GPSS (Engineering)
11. Sridhar Ramaswami – Professor, Marketing, PhD program DOGE (Business)
12. Sina Safayi – Post-doc, Veterinary Medicine, nominated by Post-doc Association (FY2014)
13. Theresa Windus – Professor of Chemistry, Chemistry DOGE (LAS)

Membership in National Academies Subcommittee

Accomplishments for FY14

1. Formed the Distinguished Faculty Recognition Committee to promote ISU faculty for national and international recognitions to facilitate National Academy nominations and held a university-wide Faculty Recognition Workshop.
2. Established and implemented a President's Distinguished Seminar Support Program and funded visits of two distinguished National Academy of Science members through the Department of Animal Science.

Priority Actions for FY15

1. Continue work begun in FY14, including implementing the President's Distinguished Seminar Support Program and working with the VPR's Research Council to promote National Academy nominations.
2. Establish a Faculty Research Excellence Scholars Leave Program fund to allow Iowa State faculty to visit other campuses for one to six months to collaborate with National Academy members.

Priority Budget Requests for FY15

1. \$10,000/year for the President's Distinguished Seminar Support Program.
2. \$40,000/year for the Faculty Research Excellence Scholars Leave Program Fund.

Major accomplishments and outcomes to date

- **Formation of the Distinguished Faculty Recognition Committee** co-chaired by the Vice President for Research and the Associate Provost for Faculty. The Distinguished Faculty Recognition Committee (DFRC) is comprised of the Associate Deans for Research from each of the academic colleges. The DFRC works with colleges and departments to raise awareness of strategies and actions that promote ISU faculty for national and international recognitions that may facilitate future National Academy nominations. Working through the DFRC, each participating College has selected candidates from within their College that they consider most promising for eventual election to one of the Academies. Advocacy teams have been formed for many of these potential nominees. Since the start of the subcommittee's concentrated efforts, two ISU faculty have been nominated for National Academy membership.

With the February 2014 appointment of a new Vice President for Research, conversations have taken place regarding the obvious overlap between the DFRC and the VPR's

proposed Research Council. The VPR proposes merging the DFRC's charge into the standing agenda of the Research Council thereby reducing the number of committee meetings as well as institutionalizing the National Academy membership efforts into the monthly Research Council deliberations. This merging of DFRC and VPR Research Council will commence in FY15.

- **Establishment and implementation of a President's Distinguished Seminar Support Program.** An annual pool of \$10,000 has been set aside to fund the Distinguished Seminar Support Program. Through this program, departments and academic programs request supplemental central funding to support short-term visits from distinguished National Academy members. Proposals may be submitted at any time, and are reviewed regularly by the DFRC. The seminar support funds must be used to ensure a high quality campus visit that includes meetings and networking with ISU's senior leadership. Since the program began in January 2014, we have funded the visits of two distinguished National Academy of Science members through the Department of Animal Science.
- **University-wide Faculty Recognition Workshop.** Visibility among one's peers at the national level is essential for institutional excellence. By increasing recognition of ISU faculty through internal, disciplinary and national or international awards, we can heighten the visibility of our institution, and the chance for all faculty, regardless of discipline, to compete for the highest recognition in their field and/or membership in the National Academies. To this end, we planned and held a workshop to engage and guide departments to promote actively their best candidates for internal and external recognitions, with the goal of securing major awards (disciplinary awards and recognitions, AAAS membership, Academy of Arts and Sciences, etc.). Attendance at the workshop included approximately 50 department chairs, associate deans, and department and college awards committee. An annual workshop on increasing faculty recognition and related topics is intended to facilitate a cultural shift on the ISU campus toward greater visibility of our faculty.

Future Goals and Priorities

- **Continue to work with the VPR's Research Council** on the long-term objective of garnering Academy membership for some of our distinguished faculty. This will be a monthly topic of discussion at the VPR Research Council meetings, with follow-up by the Office of the Senior Vice President and Provost.
- **Continue to implement the President's Distinguished Seminar Support Program.** We anticipate that departments and academic programs will request supplemental central funding to support short-term visits from distinguished National Academy members (appendix 1). We will continue to insist that National Academy members meet with

senior leadership (e.g., President, Provost, Vice President for Research) to build relationships and increase visibility of ISU among academy members.

- **Hold Annual Faculty Recognition Workshops**, modeled after but modified from the successful workshop held in March 2014 (appendix 2).
- **Establish a Faculty Research Excellence Scholars Leave Program Fund.** Create a high-visibility leave program to allow ISU faculty to engage in short to medium term (1-6 month) research enhancement visits to other campuses to work and collaborate with National Academy members. Establish an internal annual competition underwritten by a funding level sufficient to defray housing, travel expenses, and a stipend. We propose pilot program funding for two ISU faculty members with a funding level of up to \$7,000/each to defray sabbatical housing and travel expenses (for up to a 6 month visit). Teaching replacement costs will be provided centrally to the faculty member's home department to cover teaching normally provided by the faculty member (approximately \$13,000 annually per faculty granted leave). It is suggested that the President work with the Foundation to identify and recruit potential donors to endow this activity to ensure the program is continued in perpetuity. The total budget for two Iowa State faculty per year is \$40,000.

Budget Requests and Updates

We propose:

- Continuation of funding for the **President's Distinguished Seminar Support Program** (@\$10,000/year).
- New funding, as described above, for the **Faculty Research Excellence Scholars Leave Program Fund** (\$40,000/year).

Membership in National Academies Subcommittee Members

- Co-chairs: Dawn Bratsche-Prince and Jonathan Wendel
 1. Dawn Bratsche-Prince – Associate Provost, Faculty
 2. Anumantha Kanthasamy – W. E. Lloyd Endowed Chair in Neurotoxicology, Distinguished Professor and Department Chair, Biomedical Sciences
 3. George Kraus – University Professor, Chemistry
 4. Surya Mallapragada – Stanley Chair in Interdisciplinary Engineering, Professor and Department Chair, Chemical and Biological Engineering
 5. Guru Rao – Roy J. Carver Charitable Trust Professorship and Department Chair, Roy J. Carver Department of Biochemistry, Biophysics and Molecular Biology
 6. Jim Roth – Distinguished Professor, Veterinary Microbiology and Preventive Medicine

7. Chris Tuggle – Professor, Animal Science
8. Judy Vance – Joseph C. and Elizabeth A. Anderlik Professor of Engineering,
Mechanical Engineering
9. Jonathan Wendel – Chair, Ecology, Evolution and Organismal Biology

Appendix 1: President's Distinguished Seminar Support Program

Description: The purpose of this program is to promote ISU visibility toward the goal of building support for the election of distinguished ISU faculty to one of the three National Academies. The Distinguished Faculty Recognition Committee (DFRC) works with colleges and departments to promote ISU faculty for national and international recognitions that may facilitate future National Academy nominations. To this end, the DFRC administers the **President's Distinguished Seminar Support Program**. Through this program, departments and academic programs may request central funding to support short-term visits from distinguished members of the national academies (National Academy of Engineering, National Academy of Sciences, Institute of Medicine). These funds are to be used to supplement regular seminar funds as part of a standing departmental or interdepartmental lecture or seminar series. Opportunities to meet with key faculty and research groups, and relevant ISU administrators should be incorporated into the schedule of the distinguished visitor.

Proposal submission: Requests for support should be submitted by departments or programs to the DFRC through the Office of the Vice President for Research. Proposals must include:

- A brief biosketch of the speaker who has agreed to visit, and their connection to the requesting ISU program or department
- Name and/or description and website of the seminar series
- Draft outline of the itinerary for the visit, including key meetings that might be relevant to the program purpose
- Provide an explanation linking the proposal to the purpose of the funds requested
- Budget. Note: Allowable costs include travel, lodging, and meals.

The President's Distinguished Seminar Support Program has an annual funding level of \$10,000, which will be awarded competitively to supplement normal seminar funds. Proposals may be submitted to the Office of the Vice President for Research on a rolling basis, and it is expected that the program will continue in future years. The maximum amount awarded annually to any department/program is \$1500.

Proposals may be submitted (as a single pdf file) on a rolling basis to Jaime Watson (jwatson@iastate.edu or 294-6410) in the Office of the Senior Vice President and Provost.

Appendix 2: Annual Faculty Recognition Workshop Agenda, March 6, 2014

I. The value of faculty recognition: Provost Jonathan Wickert

II. Panel of Faculty Award Recipients

- a) how has your recognition/award affected your career;
- b) what kinds of opportunities has it brought your way;
- c) how you were nominated – OR – what inspired you to apply for your award;
- d) what kind of encouragement would you give to others as they think about nominating someone for an award or recognition
 - **Mayly Sanchez, Physics and Astronomy,(Presidential Early Career Award)**
 - **Steve Rodermel , GDCB, (AAAS fellow)**
 - **Kimberley Zarecor, Architecture, (Fulbright Scholar awardee)**
 - **Jim Andrews, History, (Woodrow Wilson Fellowship recipient)**

III. Fostering a culture of faculty recognition at Iowa State: President Steven Leath

IV. Strategies for enhancing faculty recognition

- Don Beitz, who is a Distinguished Professor in Animal Science and chair of their **faculty award committee**

V. Wrap-up and resources

- Sample taxonomy of award categories with links to websites
- Bibliography of research on motivation and recognition
- List of AAU phase I indicators