

Getting Off to a Good Start

at the University of Iowa



A Resource Guide for
New and Early Career Faculty Members

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An electronic version of this resource (with active hyperlinks) is available on the UI Provost Office webpage: <https://provost.uiowa.edu/getting-good-start>

For more information or to offer feedback, contact:

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For additional information about Office of the Provost New and Early Career Faculty programs and resources, please see: <https://provost.uiowa.edu/faculty-development-new-and-early-career-faculty>

The concept for this resource was drawn from “Tips for Getting Off to a Good Start at Armstrong,” Armstrong State University.



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Welcome to The University of Iowa!

I am pleased to share with you “Getting Off to a Good Start,” a guide to resources and advice to help you as you begin your career at the University of Iowa.

New faculty members often face challenges in their first months – and these can occur in the areas of teaching, research, and the balancing of home and work life. I am pleased to report that we have many resources and networks at the University to help you meet these challenges and thrive in your new position.

“Getting Off to a Good Start” introduces you to these resources and also provides some general tips for new faculty. The sections are chronologically sequenced to address your first days on campus all the way through your first year, and are categorized according to the following areas:

- **Teaching**
- **Research**
- **Service**
- **Work-Life Balance**
- **Career Development**

I hope “Getting Off to a Good Start” will help you achieve career and personal successes. Please don’t hesitate to contact me or my staff with any questions/suggestions.

*Kevin Kregel, PhD
Executive Vice Provost and
Senior Associate Provost for Faculty
August 2019*

Before Classes Begin

<h2>WorkLife</h2>	<ul style="list-style-type: none"> ❑ Settle in to your new community. For information about the local area, including relocation and housing, children & family resources, schools, transportation, diversity and inclusion, etc., check out the UI Build a Career Build a Life website. For a basic overview of The University of Iowa, including campus maps, see The University of Iowa Facts at a Glance or the Campus Maps & Tours website. ❑ Arrange your transportation to/from campus and, if needed, secure your parking permit. The University of Iowa Parking and Transportation department and Commuter Programs offer useful information, including a bus pass program for UI faculty and staff and information about biking to/on campus. ❑ If you are here with a spouse/partner or family, make sure they are aware of the local and campus resources, too. Learn more about the University's family-friendly benefits, including childcare and eldercare resources offered through UI Family Services, family-friendly policies including domestic partner benefits and faculty-related policies such as the tenure-clock extension policy, and wide-ranging community discounts available through UI Employee Discount programs. ❑ If your spouse/partner is seeking employment in the Iowa City area, the UI Dual Career Services may be a helpful resource. The DCS staff has extensive experience in all areas of the job search process and provides a full range of services to the spouses/partners of UI faculty and staff. The DCS tailors its programs to your needs and maintains an extensive network of approximately 500+ business contacts throughout the Iowa City/Cedar Rapids Corridor. ❑ Partners/spouses looking for employment can also open a jobseeker account via the Central Midwest Higher Education Recruitment Consortium (HERC). The HERC offers numerous resources for dual-career couples, including an online job board supported by numerous local employers. ❑ Make a plan to care for your physical health and fitness. LiveWELL and Recreational Services websites provide many excellent campus and local resources to assist you in taking care of yourself. ❑ As an employee of the University of Iowa, UI Human Resources may be able to answer specific questions you have about working at the University, including issues related to University Payroll or University Benefits. You will have an opportunity to discuss these issues at the New Faculty Orientation, but specific questions may be answered by consulting these websites in advance. ❑ If you have a question and can't find the answer, send an email to faculty@uiowa.edu. A staff member in the Office of the Provost will respond and direct you to useful resources.
<h2>Teaching</h2>	<ul style="list-style-type: none"> ❑ Familiarize yourself with ICON (Iowa Courses Online), the course management system at The University of Iowa. On-line tutorials are available and the Office of Teaching, Learning & Technology (OTLT) staff are ready to support you, as needed. Instructional Services has a unique program known as SITA (Student Instructional Technology Assistant) which is designed to support faculty, graduate students, and staff using instructional technology at The University of Iowa. ❑ If you are assigned to teach a large lecture class, you may find the Office of Teaching, Learning & Technology Center for Teaching an excellent resource. The Center offers support and resources for all new faculty, and the Early Career Faculty Academy for first-year, tenure track faculty. ❑ Refer to collegiate policies and requirements when creating your syllabus. Ask your department for previous syllabi, if they exist, and specific collegiate and departmental language required for your syllabus. Additional teaching tips can be found through the UI Graduate College and the UI Center for Teaching's Handbook for Teaching Excellence. ❑ Familiarize yourself with resources for students who may need a disability accommodation. Campus disability resources include the Office of Student Disability Services and the Iowa Center for Assistive Technology Education and Research (ICATER). ❑ Note that textbooks must be selected and titles posted online prior to the preregistration period preceding each semester. Textbooks-printed or electronic-must be ordered four weeks prior to the start of the semester. Your departmental administrator can help you with those processes.
<h2>Research</h2>	<ul style="list-style-type: none"> ❑ Ensure that the research support and facilities promised to you in your offer letter are available. If not, contact your department chair to develop a timeline for completion. ❑ Meet with your graduate assistant, if you have one. Begin building a relationship and clarifying your expectations for her or his work. ❑ If you are transferring a grant to UI, please contact the Division of Sponsored Programs (DSP, 319.335.2123) to ensure that all administrative details have been handled. ❑ Contact the Division of Sponsored Programs (DSP) if you plan to apply for a grant within the first three months on campus. ❑ Check the Office of Vice President for Research and Economic Development's Research Development Office's website for resources to assist in grant preparation.

Career Development

- ❑ Attend New Faculty Orientation programs. Several orientations occur in August, including those hosted by the [Office of the Provost](#), [UI Human Resources](#), and your respective college and department. You will receive invitations informing you of specific dates and location. The [Center for Teaching](#) also offers [teaching workshops](#) during the first week of the Fall semester. Even though you won't retain all of the information, orientation sessions are important as an opportunity to learn more about the university and available resources. See the following link for more information about the Office of the Provost New Faculty Orientation <https://provost.uiowa.edu/faculty-development-new-and-early-career-faculty>
- ❑ Introduce yourself to the faculty and staff in your department. Start the year off right by beginning to develop collegial relationships and networks. Make sure you get to know the departmental staff who can become valuable and supportive colleagues in your career.
- ❑ Familiarize yourself with the software on your computer and other technological tools that might be of use. For information or training, see the listing of UI [Information Technology Services](#) workshops, or on-line courses available to UI faculty, staff and students through [e-Learning resources](#) such as [Myquickcoach](#).
- ❑ Review University calendars for upcoming faculty development workshops and place the dates on your calendar now. Each semester, the Provost Office coordinates a [Campus-wide Faculty Development Calendar](#) featuring workshops provided by numerous campus offices (e.g., Research, Center for Teaching, IT). Your department and college may also offer programs tailored specifically to your discipline (e.g., the Carver College of Medicine [Office of Consultation and Research in Medical Education](#) or the [CCM Faculty Career Development Seminars](#)).
- ❑ As you set up your office, build in "Green" habits now to integrate recycling and sustainability into your workplace. See the [Office of Sustainability](#) to learn more about UI sustainability strategies, including initiatives such as [Energy & Climate](#), [Food](#), [Recycling & Waste Reduction](#), and [Transportation](#).

During Your First Month

<h2>Career Development</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> Teach. Practice in a clinic. Mentor students. Organize your lab and research assistants. In other words, settle in and do exactly what you were hired to do. <input type="checkbox"/> Attend all social and departmental functions in your Department. Integrating yourself from the beginning in the functioning of the department will assist you in having the information you need to provide leadership, relevant to your career stage. Isolation is also often cited as a common problem for new faculty, so become an active participant and connect with others. <input type="checkbox"/> Be active in asking questions and seeking out resources. If you have a question and don't know who to ask, send an email to Faculty@uiowa.edu and a staff member in the Office of the Provost will offer suggestions. <input type="checkbox"/> Familiarize yourself with the University's policies on areas such as human rights, diversity, and discrimination. Understand your role and responsibilities as a faculty member in upholding the policies. <input type="checkbox"/> Complete any required compliance trainings for your position. Consult with your departmental office to determine the specific requirements. For example, all new UI employees with greater than 50% appointments must complete a Sexual Harassment Prevention Education course within the first months of employment and all new instructors must complete an online FERPA training program. <input type="checkbox"/> Activate a UI-sponsored individual membership in the National Center for Faculty Development and Diversity (NCFDD). The UI has an institutional membership in this national online faculty development resource, which allows all UI employees free access to the NCFDD tele-workshops, e-newsletter with faculty success tips, facilitated learning communities, resources and tools. <input type="checkbox"/> Get out of your office now and then. Participate in at least one faculty development workshop and/or campus forum. Check your college, department, Office of the Provost, and the Office of Teaching, Learning, & Technology for events.
<h2>Research</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure that the research support and facilities promised to you in your offer letter are available. If not, contact your department chair to develop a timeline for completion.
<h2>Teaching</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> Schedule specific times for office hours and advising sessions with students. Check with your department and college to learn of any specific policies or recommendations regarding office hours. <input type="checkbox"/> Become familiar with on-campus student support services such as Student Disability Services, University Counseling Services, Center for Diversity and Enrichment, Academic Advising, Pomerantz Career Center, Iowa Outcomes Assessment Office, College Success Initiatives, and the Women's Resource and Action Center. Know how these resources can be of service to you and your students, and be prepared to refer your students to the appropriate offices. <input type="checkbox"/> Review the Center for Teaching's website for resources and upcoming workshops, including training sessions for teaching technologies (ICON, lecture capture, etc.). <input type="checkbox"/> Complete the required online FERPA training module and quiz. <input type="checkbox"/> Familiarize yourself with your particular rights and responsibilities when teaching at a public university. The Office of the Provost has developed "Guidelines Regarding Political Activity by Faculty of the University of Iowa" to provide general guidance to campus.
<h2>WorkLife</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> Invite a new faculty member whom you met during the New Faculty orientation to lunch or coffee. If you are an international faculty member and/or interested in international programs, become familiar with the support and resources provided by the Office of International Students and Scholars (OISS) and Faculty and Staff Immigration Services. Learn about upcoming programs and events by staying connected through subscribing to the International Programs e-newsletter or connecting via other forms of social media.
<h2>Service</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> The most important "service" you can give the institution and your discipline right now is getting acclimated to your new faculty role. Don't make any commitments this first month; wait until you settle in and know the general rhythm that your career will take on before committing yourself.

During Your First Semester

Career Development

- Arrange a meeting with the chair of your department to discuss requirements and procedures for promotion and tenure review. Inform yourself about the University of Iowa's [Promotion Procedures](#) for all regular-track faculty and adjuncts.
- Create a Career Development Plan that includes the following guidelines for early career faculty success championed by Robert Boice, who studied faculty success factors :
 1. *Set a goal of limiting classroom preparation time by the second semester to a maximum of two hours per hour of lecture.* This target is extremely difficult for many professors to attain and may be impossible for certain disciplines, but those who manage to reach it find that they can still cover what they want to cover, appear more relaxed to their students, and are better able to maintain a pace that encourages active student involvement in class. Boice found that one of the biggest mistakes of early career teachers was over-preparing for lectures, which resulted in providing too much material with too little time built in for student engagement with the material. The time spent over-preparing was also detrimental to the other areas of their faculty portfolio, particularly research and writing.
 2. *Spend [at least] 30-60 minutes each day on scholarly writing.* New faculty often feel they must have long unbroken stretches of time to write, but the demands of an academic career seldom allow this luxury. Research has shown that writing for a set time each day (as little as 15 minutes per day) leads to increased productivity and fewer feelings of anxiety over failure to meet scholarly productivity expectations.
 3. *Spend at least 2 hours a week on discussions with colleagues focused on teaching and research.* Periodic meetings over lunch are convenient for such networking. It is difficult for most new faculty members to meet this commitment, but doing so pays big dividends. Good contacts provide ideas and sometimes tangible assistance in getting a research program off the ground and/or improving teaching success.
 4. *Keep daily records of work- time expenditure.* Recording their time commitments helps early career faculty self-monitor how well they are meeting Commitments 1–3.
 5. *Integrate research interests into lectures.* Doing so leads to greater enthusiasm for teaching as well as recruitment of students as research assistants. (Brent & Felder, 1998)
- If you haven't done so yet, activate a [UI-sponsored individual membership](#) in the [National Center for Faculty Development and Diversity \(NCFDD\)](#). The UI has an institutional membership in this national online faculty development resource, which allows all UI employees free access to the NCFDD tele-workshops, e-newsletter with faculty success tips, facilitated learning communities, resources and tools.
- Develop a career advisory network of peers, internal departmental mentors, and external mentors. The NCFDD has developed a tool to help you think through "[Your Mentoring Network](#)."
- Sign up with an on-line academic career development network. These networks vary in their support, but many send regular reminders that support you in your research and teaching agendas. Examples of useful on-line networks include: [SuccessfulAcademic.com](#), [National Center for Faculty Development and Diversity](#), [Tomorrow's Professor](#).
- Create a "positive feedback" file, which includes supportive e-mails and letters of thanks from students and colleagues.
- If you haven't yet, familiarize yourself with the organizational structure of your department and the campus community.

Research

- Check the [Office of the Vice President for Research and Economic Development](#) and its [Research Development Office](#) website for educational resources to support your research agenda. The [Division of Sponsored Programs](#) offers training and resources on grant-writing as well funding opportunities through the [Grant Bulletin](#); the [Human Subjects Office](#) and the [Institutional Review Boards](#) host regular workshops for faculty conducting human subject research.
- If you are the Principal Investigator on a grant, check out the online [Researcher Handbook](#) for key information in managing research staff.
- If publishing a book is required for tenure in your department, consult with the [University of Iowa Press](#) and/or attend a workshop on book publishing.

	<ul style="list-style-type: none"> <input type="checkbox"/> Write down your research and writing goals for the semester. Do a quick reality check: Are these goals realistic for <u>one</u> semester? Map your goals onto your calendar by week. Print your goals and hang them in your main workspace. (Rockquemoore, K., 2007)
<h2>Teaching</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> Invite a faculty colleague or staff member of the Center for Teaching to sit-in on one of your classes and comment on your teaching. Request permission to sit in on the classroom of a senior faculty member known for his or her exceptional teaching. <input type="checkbox"/> Be aware of the recommendation to new faculty members to limit <i>classroom preparation to a maximum of two hours per hour of lecture</i> (Boice, 1992). For numerous reasons, many early career faculty members over-prepare for lectures, leaving too little time for their research, writing, and networking. Depending on your discipline, the 2 to 1 ratio may not be possible. Seek out suggestions for developing teaching strategies that provide the necessary content and engage students in active learning, while also not leaving you having over-prepared to the detriment of your research and writing. <input type="checkbox"/> Don't hesitate to call upon the resources available through Office of Teaching, Learning, & Technology or contact the ITS Help Desk - 319.384.HELP (4357) its-helpdesk@uiowa.edu, as you continue to creatively use technology in your instruction.
<h2>WorkLife</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> Get to know the Iowa City/Coralville community through the following websites UI Build a Career Build a Life, Iowa City/Coralville Convention and Visitors Bureau and Iowa City Downtown District Museum. Learn about the history of the University of Iowa and the State of Iowa through the Old Capitol Museum. <input type="checkbox"/> Revisit the list above and make time to do the actions that you didn't have time to do in your first semester and that you continue to believe will benefit you and your family. <input type="checkbox"/> Maintaining work/life boundaries is easier if you have a clear focus and sense of purpose guiding your activities. If you haven't yet, write a personal mission statement that includes all of your life roles (e.g., professor, spouse/partner, parent, son/daughter). Clarify your goals within each role and plan your time accordingly. (Ostrow, 2000)
<h2>Service</h2>	<ul style="list-style-type: none"> <input type="checkbox"/> Connect with campus communities to network with people outside your department. Examples of faculty/staff organizations on campus include: African American Council, Asian American Coalition, Council on Disability Awareness, Council on the Status of Women, UI Latino Council, UI Lesbian, Gay, Bisexual, Transgender, Queer Staff & Faculty Association, Native American Council, and the Veterans Association. <input type="checkbox"/> Develop a standard statement to use when asked to serve on committees or commit to other forms of service. For example, "That sounds really interesting, but my department chair asked me to talk with her before taking on any committee assignments" (McClain, 2003). This type of statement provides you with time to consult with a senior-level faculty member who can then assist you in determining the relevance of the request to your career goals.

During Your First Year

<h2>Career Development</h2>	<ul style="list-style-type: none"> ❑ Anticipate the natural rhythms of the academic year. Prepare for increased busy-ness during the spring semester - plan ahead and stay on track. ❑ Prepare for and make good use of your Annual Review. Refer to the University policies and procedures for Promotion and Tenure (which can be found on the Provost website), as well as your collegiate policies, procedures, and resources for preparing review materials (e.g., the College of Liberal Arts and Sciences website, on Promotion and Tenure). ❑ Review the dossiers of other successful academics. ❑ Familiarize yourself with institutional policies and procedures. Spend a few minutes reading the UI Faculty Handbook. Understand how your role as a faculty member supports the UI Student Success Team Initiatives, including The Message Project, which identifies clear, shared expectations for undergraduate students at Iowa. ❑ Attend a Faculty Senate meeting with a senior colleague to learn how faculty governance works at The University of Iowa. ❑ Become aware of the campus resources available to assist you should you experience challenges. See the “Important University of Iowa Resources” section at the end of this document for offices ready and willing to support you.
<h2>Research</h2>	<ul style="list-style-type: none"> ❑ Revisit and revise your writing goals and career development plan. Are you staying on track? If not, explore and address the barriers to productivity. ❑ Work with a senior mentor to develop a plan to submit proposals and papers to significant national and international conferences and journals in your field. ❑ Investigate types and deadlines of various UI faculty awards and funding opportunities. Consult your department for collegiate opportunities. See the Office of the Provost, the Office of the Vice President for Research for Internal Funding Initiatives, and the Obermann Center for Advanced Studies for campus-wide faculty opportunities. ❑ Explore external funding opportunities through the Division of Sponsored Program’s Grant Bulletin.
<h2>Teaching</h2>	<ul style="list-style-type: none"> ❑ Maintain a teaching portfolio with all class materials, assignments, syllabi, and exams. See the UI Center for Teaching for Teaching Portfolio resources. Discuss your teaching load with your department chair and avoid, if possible, excessive new preps, large class sizes (without teaching assistants), and hectic teaching schedules.
<h2>WorkLife</h2>	<ul style="list-style-type: none"> ❑ Attend local events to balance your life. For on-campus art events, see the ArtsIowa calendar or for regional arts events see the Iowa Cultural Corridor Alliance. The University of Iowa Hawkeye Athletics Department offers numerous year-round sports events, and the University Lecture Committee brings a wide range of noted speakers to campus. ❑ Check out the UI Employee Discount Program. You’ll be surprised at the discounts offered on hotel rooms, food, and household goods and services. ❑ Don’t forget to exercise and care for your physical and mental health. If you haven’t done it yet, commit yourself to your personal health and well-being. Events and local resources to support you can be found on the liveWELL website.
<h2>Service</h2>	<ul style="list-style-type: none"> ❑ Seek guidance from your department chair and mentors regarding importance/relevance of service requests and committee service, as they relate to tenure and promotion. Learn how to say “no” and when to say “yes.” ❑ Faculty of color and women faculty often have extra service requested of them as “solo” faculty. Be aware of the potential of this extra burden and seek support in prioritizing your pre-tenure service expectations as they relate to mentoring students, “diversifying” committees, and supporting institutional change initiatives. ❑ Learn about your department’s expectations of new faculty’s service requirements. Also ask about how those expectations change from pre/post tenure.

Important University of Iowa Resources

In addition to collegiate resources, the following resources may be useful to understand your rights and responsibilities as a faculty member.

- [Chief Diversity Office](#), 111 Jessup Hall (JH). Phone: 319.335.0124
- [Division of Sponsored Programs](#), 2 Gilmore Hall (GH). Phone: 319.335.2123.
- [Faculty and Staff Disability Services](#), 121-20 University Services Building (USB). Phone: 319.335.2660; TTY 319.335.3495.
- [Faculty and Staff Services/Employee Assistance Program](#), 121-50 University Services Building (USB). Phone: 319.335.2085.
- [Faculty Senate](#), 604 Jefferson Building (JB). Phone: 319.335.0617.
- [Human Resources](#), 121-10 University Services Building (USB). Phone: 319.335.3558.
- [Office of Equal Opportunity and Diversity](#), 202 Jessup Hall (JH). Phone: 319.335.0705.
- [Office of International Students and Scholars](#) (OISS), 1111 University Capitol Center (UCC). Phone: 319.335.0335.
- [Office of Teaching, Learning, & Technology](#), 2800 University Capitol Centre (UCC). Phone: 319.335.6048.
- [Office of the Executive Vice President and Provost](#), 111 Jessup Hall (JH). Phone: 319.335.3565.
- [Office of the Ombudsperson](#), C108 Seashore Hall (SSH). Phone: 319.335.3608.
- [Office of the Vice President for Research and Economic Development](#), 2660 University Capitol Centre (UCC). Phone: 319.335.2119.
- [Women's Resource and Action Center](#) (WRAC), 230 N. Clinton St. Phone: 319.335.1486.
- [UI Benefits](#), 120 University Services Building. (USB). Phone: 319.335.2676.

Additional information can be found on the University of Iowa Faculty Policies and Useful Campus Resources document <https://provost.uiowa.edu/sites/provost.uiowa.edu/files/fac-policies.pdf>

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