Department of Ecology, Evolution, and Organismal Biology
Governance Document

College of Liberal Arts and Sciences
College of Agriculture and Life Sciences

Iowa State University

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The Department of Ecology, Evolution and Organismal Biology (EEOB) is one of several departments at Iowa State University involved in educating undergraduate and graduate students and carrying out innovative research in the life sciences. Along with our colleagues in other departments, EEOB is responsible for providing undergraduates with a thorough grounding in all aspects of the life sciences from their molecular foundations to the highest and most complex level of biological organization, the biosphere. At the graduate level, we are charged with training graduate students to develop the skills and knowledge needed by them to become world-class researchers in those areas of biology ranging from the origin of species and their global distribution to their functions as members of ecosystems and the functions of those ecosystems. To accomplish these goals, EEOB Faculty participates actively in the Biology and Genetics undergraduate programs and a variety of interdisciplinary graduate programs. The EEOB Faculty is committed to developing individual and collaborative research programs that will make major contributions to the fields of ecology, evolution, and organismal biology, in natural, managed, and model systems.
2. VISION STATEMENT

The Department of Ecology, Evolution, and Organismal Biology (EEOB) is dedicated to educational excellence and national research prominence centered on exploring the complexity of living systems. EEOB spans multiple levels of organization ranging from molecules to the biosphere and the full breadth of organismal diversity. The Department is committed to the premise that fundamental processes in ecology, evolution, and organismal biology are best addressed by integrative approaches that bridge these traditional disciplines and levels of organization. This interdisciplinary emphasis necessitates a wide range of investigative tools and technologies. Fieldwork, laboratory experiments, and computational analyses often constitute important components of research and student training in EEOB.

EEOB plays a central role in the interdisciplinary training of undergraduate and graduate students in the life sciences, offering a curriculum rich in courses in ecology, evolution, and organismal biology and the interfaces of these arenas with each other and with other disciplines. Students are expected to master the basic principles of ecology, evolution, and organismal biology and are encouraged to participate in research and experiential learning opportunities as core elements of their education. Graduate and post-graduate training comprise integral components of both the educational and research missions of the Department.

3. GENERAL PROVISIONS

The EEOB Department Governance Document is subsumed under the authorities of the University, the College of Liberal Arts and Sciences (LAS), and the College of Agriculture and Life Sciences (CALS). In the event of conflict, the University and College governance documents supersede this document.

The Department Governance Document includes both the Departmental Vision Statement and the policies and evaluation procedures for promotion and tenure. The Department does not have a separate set of by-laws. There are no EEOB governance documents or EEOB procedures that supersede this document.

This document was developed following philosophies that promise to nurture a positive and motivating environment of faculty involvement in governance. The EEOB Department has sought to build in mechanisms of checks and balances promulgated on the principle of advice and consent, including approaches that promote an atmosphere of mutual respect, excellence in education, service, and research, and high productivity.

4. FACULTY MEMBERSHIP

The terms "Department Faculty" or "Faculty" refer to all persons holding tenure-line, Adjunct, Affiliate, Lecturer, Clinician, Emeritus, or Collaborator appointments. This definition applies to those holding an academic rank of Professor, Associate
Professor, Assistant Professor, Senior Lecturer, Lecturer, Senior Clinician, or Clinician, and includes persons with appointments split between departments.

4.1. The Voting Faculty

The "voting Faculty" refers to the subset of the Faculty that has voting privileges on the issue at hand. The voting Faculty for any and every issue includes all tenure-line Faculty with 50% or greater appointment in the Department, except as restricted for matters of promotion and tenure (see Sections 6 and 10, Promotion and Tenure Committee) or excluded due to conflict of interest.

Other Department Faculty members may apply for voting privileges by submitting a letter to the Chair, indicating the period of voting privileges requested and the teaching, research, and outreach contributions that she or he plans to make to the Department. Voting privileges are granted only if approved by a written or secure electronic ballot by the voting Faculty. Requests may be made for the privilege to vote on all issues except votes pertaining to the promotion and tenure process.

Others desiring limited voting privileges on specific matters may request these privileges by addressing a message to the Chair justifying the special request. Such privileges are granted only if approved by written or secure electronic ballot by the voting Faculty.

4.2. Responsibilities of the Faculty

4.2.1. General Responsibilities of the Faculty

Faculty members understand and are actively involved in EEOB governance. The Faculty works to maintain a positive and collegial atmosphere (see section 7 of the Faculty Handbook and, for more detail, http://www.las.iastate.edu/faculty_staff/forms/_documents/Collegiality%20and%20Citizenship%20Statement%2011-3-10.pdf).

The Faculty, in cooperation with the Executive Committee (see Section 6. Committees), revises and is responsible for the approval of the Department's Strategic Plan and the Department’s Governance Document.

Consistent with their individual position responsibility statements (Section 4.2.2), Faculty members:

- contribute to the development and approval of curricula;
- participate in EEOB committee activities;
- provide effective service to the College and University through, for instance, participation in College or University committees;
- promote discovery through undergraduate and graduate teaching and mentoring;
- actively engage in creative scholarly and research activities, including seeking of funds to support such activities;
- participate in extension and/or professional service.
4.2.2. Defining Specific Responsibilities of the Faculty (Position Responsibility Statement)

Faculty members contribute substantially to the missions of the Department through the exercise of duties described in their Position Responsibility Statements (PRS). Each faculty member shall have a PRS that contains an individualized description of their expected contributions to EEOB, College, and University activities including teaching; research and other scholarly activities; extension and professional practice; mentoring; and service. Thus, the PRS defines the responsibilities of each individual faculty member. The PRS is particularly important during, and serves as the basis for, evaluation of faculty members for renewal, promotion, and tenure (Section 10).

The description of expectations/responsibilities within the PRS should include the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments. The descriptions should be brief but may include detail important to the Department and/or faculty member. The statement should allow both faculty members and their administrative and peer evaluators to understand the basis of the academic appointment and place it into the context of renewal, promotion and tenure criteria. The PRS shall not violate the faculty member’s academic freedom in teaching, in the selection of topics or methods of research, or in extension or professional practice.

The Department Chair and the faculty member agree in writing on the initial PRS. At first appointment, the PRS will be based on the job advertisement. In the case of joint appointments, the PRS will specify a primary department. The PRS must be reviewed at least every five years by the faculty member and the Chair, but may be reviewed more frequently at the request of either party. The PRS cannot be changed unilaterally by either the Chair or the faculty member. In the case of disagreement over the content of the PRS, it will be referred to the EEOB Executive Committee for mediation, and if that fails to result in an agreement, to the College procedures for mediating PRS disputes.

4.2.3. Documenting Faculty Activities (Faculty Activity Report; FAR)

Each faculty member is responsible for the timely, annual preparation of a Faculty Activity Report (FAR) summarizing the faculty member’s calendar-year accomplishments in research, teaching, extension, service, and other relevant areas, in the context of their overall academic life.

5. RESPONSIBILITIES OF THE CHAIR

The Chair is the principal administrator of the Department. The primary roles of the Chair are to offer strategic leadership toward the enhancement of excellence, coordinate Department functions and represent the Faculty in interactions with entities outside the Department. The Chair is appointed by the Deans in
consultation with the Department voting Faculty for a term of three to five years. As detailed in Section 9.2, the Department Faculty will discuss and vote on the proposed appointment, and the outcome of that vote will be transmitted to the Deans. The Chair may be appointed to additional terms following these procedures. The responsibilities of the Chair include the following:

5.1. Departmental Advocacy

- **Department Representation.** The Chair represents the Department to the Colleges and the University, acts to secure resources for the Department, promotes involvement in interdisciplinary programs, and ensures efficient functioning of the Department.

- **Ensuring Departmental Representation.** The Chair is responsible for ensuring that EEOB representatives are appointed to serve on College and University committees.

- **Task Facilitation.** The Chair shall work to ensure the resources and conditions necessary for the efficient execution of tasks defined in individual faculty PRS documents.

5.2. Personnel Management

- **Personnel Recommendations.** The Chair makes recommendations to the Deans concerning office and support staff appointments, faculty leaves, promotions, salary adjustments, and tenure.

- **Management of Departmental Staff.** The Chair oversees the management and direction of EEOB Merit and P&S staff. In collaboration with the Faculty, the Chair will provide systematic evaluation of these staff members and maintain a positive and motivating working climate for them.

- **Annual Assessment of Faculty Activities.** The Chair will use the faculty FARs and other information to perform annual assessments of faculty activities. These assessments will be carried out in a constructive atmosphere with the objective of optimization of excellence in the Department.

- **Faculty Assignments.** The Chair makes teaching assignments and assigns office and research space, in consultation with the Faculty and appropriate EEOB committees.

- **Conflict resolution.** The Chair works to mediate conflicts among faculty and/or staff as they arise and will refer these parties to appropriate mediation resources, as necessary.

- **Graduate Assistantship Appointments.** The Chair makes EEOB graduate assistantship appointments. New appointments are based on recommendations from the Graduate Studies Committee and the Faculty.
5.3. Department Administration and Governance

• **Faculty Meeting President.** The Chair calls and presides at Faculty meetings, and is responsible for maintaining the minutes of the meetings and a listing of significant actions taken. The Chair is responsible for the efficient and fair conduct of Faculty meetings. If the Chair is absent, Faculty meetings may be presided over by a Faculty member designated by the Chair or the Deans of the Colleges.

• **Faculty Committee Oversight.** The Chair annually recommends Department standing faculty committee assignments and committee chair appointments to the Faculty for its advice and consent. Both the Chair and the Faculty recognize that balance and equity of committee assignments and responsibilities is fundamental to a successful Department.

• **Departmental Budget.** The Chair shall report to the Faculty at least annually on the state of the Department budget as required by Section 2.6.3 of the Faculty Handbook.

5.4. Office Management

• **Policies and Procedures.** The Chair oversees compliance with College and University policies in general EEOB activities and directs the daily business of the Department.

• **Maintenance of Records.** The Chair and administrative assistant have the responsibility for keeping and maintaining both public and confidential Department records.

5.5. Delegation of Responsibility

• **Appointment of Acting Chair.** The Chair will ensure that the business of the Department can continue when he or she is absent from campus. In such cases, the Chair will follow all applicable College and University rules and procedures to see to the appointment and authorization of an Acting Chair. The Chair will notify the EEOB Faculty and University administration of any Acting Chair appointments, before departure.

5.6. Guidance of Departmental Development

• **Maintenance of Working Environment.** The Chair works to create and maintain a positive, motivating, and collegial atmosphere in the Department.

• **Adherence to Strategic Plan.** The Chair will guide the Department toward the principal goals expressed in the Strategic Plan.

5.7. Involvement in Department Missions

It is expected that the Chair will remain substantially involved in the teaching, research and outreach missions of the Department.
5.8. College and University Liaison

The EEOB Chair shall carry out other tasks and duties as required by the College of Agriculture and Life Sciences and the College of Liberal Arts and Sciences, as well as the University administration.

6. COMMITTEES

Departmental committees report to the EEOB Faculty. Committee function, procedures and standing are as described in Robert’s Rules of Order. The goals of committee appointment include expeditious execution of EEOB business, diversity and equity of perspective, and distribution of responsibility and workload. Standing committees serve the Faculty and are created, staffed, and dissolved with the approval of the Faculty. The process of developing recommendations for committee assignments, which is the responsibility of the Chair (Section 5.3.), should include nomination by the Chair and Faculty, volunteering by the Faculty, and efforts to avoid over-representation of points of view and conflicts of interest within committees. It is the responsibility of both the Faculty and the Chair to assure equitable and appropriate committee assignments. The Chair will seek the opinion of EEOB graduate students in nominating graduate student representatives for committees.

To facilitate the efficient transaction of business, attendance at committee meetings is normally restricted to committee members.

6.1 Standing Committees

Terms in standing committees are usually for three years but, at inception, terms of 1, 2 and 3 years are assigned so that Faculty normally will rotate off these committees. No individual may serve as the chair of a specific committee for more than six consecutive years. Rules governing committees involved in promotion and tenure action are covered in the Promotion and Tenure section (Section 10). Standing committees will make regular reports to the Faculty. A Faculty member or the Department Chair may request the replacement of said Faculty member on a committee, when circumstances warrant, by making an appropriate motion to the voting Faculty.

The following standing committees shall have the suggested composition and roles:

Curriculum Committees. Two inter-departmental committees have oversight of the undergraduate programs controlled in part by the EEOB Faculty. Memos containing complete descriptions of the duties and responsibilities of these committees are on file in the EEOB office.

i. Biology Program Committee (BPC) will contain three members each from EEOB and the Department of Genetics, Development, and Cell Biology (GDCB), appointed by the respective Department Chairs. The BMC will consult with the EEOB and GDCB Faculty concerning the curriculum, advising, and web site of the Biology major. Further details of the administrative structure and charge of the BMC are contained in a
procedural document that is periodically reviewed and approved by the EEOB and GDCB Faculty.

ii. Genetics Major Committee (GMC) consists of two members from each of the participating Departments (BBMB, GDCB, and EEOB), one of whom is elected Chair of the GMC by the members and reports directly to the Chairs of the participating Departments. The GMC takes oversight of curriculum, course offerings and catalog, advising, web site, and scholarships related to the Genetics Major. The GMC evaluates and review the Genetics curriculum, proposing changes when necessary for approval by the faculties of BBMB, GDCB, and EEOB. The GMC receives and evaluates proposals for new Genetics major courses. They also review enrollments, evaluate course offering needs, and prepare and edit catalog. The GMC consults with the Faculty to ensure mechanisms for advising undergraduates. The GMC also has oversight responsibility for creating web site content for the undergraduate Genetics major. The GMC monitors scholarship funds available for Genetics majors and make recommendations on their use.

Executive Committee (EC) (five Faculty members, at least four of whom are tenured). The EC shall serve as advisor to the Chair and to the Faculty on questions of policy and implementation. The EC will review the EEOB strategic plan at least once every three years and submit recommended revisions to the Faculty for approval. The EC will draft revisions of the EEOB Governance Document as needed and present them for Faculty discussion and approval. The EC may also receive nominations for adjunct, visiting, collaborator, affiliate and joint appointments and can make recommendations to the Faculty concerning the nature and duration of the appointments. It also conducts an annual review of the Chair (see Section 9.2). If requested by a faculty member or the chair, the committee may mediate disagreements between Faculty and the Chair.

Facilities Committee (FC) (three Faculty members, one graduate student representative). The FC will consider questions of on-campus and off-campus space usage and common field and laboratory equipment usage in cooperation with the Chair. It will also work toward the acquisition and management of further common resources as needs arise.

Graduate Studies Committee (GSC) (three Faculty members, one graduate student representative). The GSC will review applications of graduate students seeking admission to the Department. Based on recommendations of Faculty members, the GSC will recommend to the Chair the admission of students to the Department. The GSC acts as a liaison with interdepartmental graduate majors and programs, and coordinates recruitment with these programs to ensure high-quality applicants. The GSC also assists in the implementation of the policies and procedures established by the College and University Curriculum Committees, including catalog preparation. The GSC has the authority and responsibility for making minor editorial changes to curriculum documents without Faculty input. It brings before the Faculty, for discussion and action, proposed substantive graduate curriculum changes and recommendations.
Honors and Awards Committee (HAC) (at least three Faculty members, one graduate student representative, one Merit or P&S staff member). The HAC will consider Faculty, staff, alumni, and student achievements at least annually and propose and coordinate nominations of appropriate individuals or groups for honors and awards.

Seminar Committee (SC) (three Faculty members, one graduate student representative). The SC ensures the organization of a high quality seminar series as well as the coordination of this series with other departments and programs.

Social and Outreach Committee (SOC) (at least three Faculty members, one Merit or P&S staff member, one graduate student representative). The SOC will coordinate EEOB social functions, staff graduation ceremonies at the College and University levels, and coordinate annual participation in outreach activities such as VEISHEA and the annual EEOB newsletter.

Standing committees may be created or dissolved as needed by the normal governance amendment process (see Section 13).

6.2 Committees with Special Responsibilities

Committees that have special responsibilities for promotion, tenure, and post-tenure review are constituted as necessary and will have variable membership depending on the specific review process. They are described briefly here and more completely described in sections 9, 10, and 11.

Post-tenure Review Committee (PTRC) (at least three tenured Faculty members; committee renewed annually with variable membership dependent upon Faculty under review). A PTRC has the responsibility to perform post-tenure reviews of tenured Faculty as specified in Section 11, below.

Promotion and Tenure Committee (PTC). A PTC reviews the professional progress of Faculty members for purposes of promotion and tenure in accordance with the policies and procedures set forth in Sections 9 and 10 as well as the governance documents of the Colleges and the University. The term “PTC” shall also be used for duly appointed committees charged with review of promotion of non-tenure eligible Faculty (section 10.2). The PTC shall consist of all tenured Faculty of higher rank than the candidate who are not in conflict of interest (see section 10.1). Judgments concerning exclusion of Faculty for reasons of conflict are made by the EEOB Chair and mediated by the EC, if necessary. The EEOB Chair is not a voting member of the PTC. At each annual fall PTC meeting, a new PTC Chair will be elected from among the EEOB Full Professors. The term of the PTC Chair will start on the following 1 January and end on 31 December. The current PTC Chair will lead the fall EEOB PTC meeting, and afterwards continue to work with candidates, the newly elected PTC Chair, the EEOB Chair, and the SRC Chair(s) to prepare and submit tenure documents to the appropriate College(s) in a timely manner. The newly elected PTC Chair will attend College and University information sessions concerning promotion and tenure to prepare for the next set of annual reviews.

Special Review Committees (SRC). Subcommittees of the PTC called the Special Review Committees (sections 10.1 and 10.2) are assigned to work with Faculty
engaged in the promotion and/or tenure process and to conduct a preliminary
review on behalf of the PTC. The SRC consists of a Tenure Mentor (TM) chosen by
the candidate and two Faculty members appointed by the Department Chair with
the advice and consent of the candidate and Faculty. The TM normally acts as
Chair of the SRC (see Sections 9.1.1. and 10.1.3.1.). The term “SRC” shall also be
used for duly appointed committees charged with the review of non-tenure-eligible
Faculty (Section 10.2) or with mentoring of interested Associate Professors seeking
guidance for future promotion to Full Professor (Section 10.1.3.1). Non tenure-
egligible Faculty may choose a similar mentor and SRC to assist in professional
development and preparation for review.

6.3 Ad Hoc Committees

Ad hoc committees are created, staffed, and dissolved by the Chair or the voting
Faculty as needs arise. Normally, ad hoc committees will be dissolved automatically
at the completion of the specific task for which they were formed.

7. FACULTY MEETINGS AND VOTING PROCEDURES

EEOB Faculty meetings shall serve as a forum for conducting the business of the
Department. Faculty members of all classifications may attend Faculty meetings but
must recuse themselves during discussions of issues in which they are in conflict of
interest (see Faculty Handbook). To foster communication among Faculty, post-
doctoral associates, and graduate students, post-doctoral associates and a
representative of the graduate students are invited to Faculty meetings. This is not
the case when there is a potential conflict of interest or when sensitive matters are
under discussion, as judged by the Chair. The Chair normally calls Faculty
meetings, which may be on a regular basis or as deemed necessary. At least one
Faculty meeting must be held each semester. A Faculty member may request that
the Chair call a meeting of the Faculty, although the Chair is not then obliged to do
so. The Chair must call a Faculty meeting, as soon as practicable, upon written
petition by four or more of the voting Faculty. The Chair must also call a meeting
when asked to do so by the Chair of a standing committee, in order to advance the
business of that committee. Except under extenuating circumstances, the Chair will
publish an agenda of each meeting at least 48 hours prior to the meeting. The
conduct of Faculty meetings and committee meetings is to follow the most recent
edition of Roberts Rules of Order. Written minutes must be prepared in a timely
fashion following each meeting.

A quorum, defined as greater than 50% of the voting Faculty not currently on leave,
must be present for voice votes or must vote in written or secure electronic ballots,
for any vote to be binding. Except as noted elsewhere, voting Faculty approval is by
majority vote, which is defined as being greater than 50% of the votes cast.
Abstentions do not count as votes cast in determining the majority. All votes that
regard the careers or employment of people must be cast by written ballot. Any
member of the quorum may call for a hand or in-meeting written ballot in lieu of a
voice vote. Any member of the voting Faculty can call for a secure and confidential
vote (including appropriately cast electronic ballots), in lieu of an in-meeting vote on a specific issue. A secure and confidential vote is recorded by a designated Faculty representative and a witness. The Chair, although counted toward the constitution of a quorum, may only vote in the case of ties, except as specified elsewhere in this document. Absentee ballots and written proxy votes are allowed at Faculty meetings on published agenda items. The determination of a quorum counts members who have supplied absentee ballots or written proxy votes, as allowed above.

8. SEARCHES AND HIRING

The EEOB Department endorses a commitment to diversity and to gender-equitable search and hiring practices. The expectation is that all interviews and hires will be conducted in an atmosphere that respects this commitment.

8.1 Chair

At the time for selection of a Chair, the Dean or Deans will discuss with the Faculty whether the search will include candidates from within and/or outside the Faculty. If an external search is desired and approved, the voting Faculty will make written recommendations for members of the search committee to the Dean(s). The Dean(s), in consultation with the Department, will appoint the search committee and designate the committee chair. The committee will represent the breadth of diversity within the Department, and will usually consist of four tenured or tenure-eligible voting Faculty, a graduate student, and a Faculty member from outside the department. The committee will follow procedures as required by the University.

The position description will be developed by the search committee according to ISU requirements, reviewed and approved by the voting Faculty, and forwarded to the Dean(s) for approval. The approved position advertisement will be placed in appropriate periodicals and otherwise circulated in the larger scientific community.

The search committee will receive and review applications. Applications will be filed in the Department office and will be available to the Department Faculty and search committee for evaluation. After reviewing all applications, the committee will develop a short list of candidates considered to be best qualified and will present this list to the voting Faculty for discussion. The voting Faculty may recommend changes to the short list, and may ask the search committee for additional review after such recommendations. After review and discussion, the Faculty will select those candidates (usually three to five) judged to be best qualified for the position. This final list once approved by the voting Faculty will be recommended for invitation to interview. The list of candidates recommended for interview will be presented to the Dean(s) for approval.

Approved candidates will be invited to an EEOB interview. This will consist of a research seminar presented by the candidate, an informal presentation and discussion of future plans and visions for the Department, and opportunities for the candidate to visit with each available Department Faculty member, the Department
graduate students, the Department Chair, the Deans and staff of relevant Colleges, and other appropriate University administrators, faculty, staff, and students.

After all interviews have been completed, the search committee will present the candidates’ dossiers to the Faculty and facilitate the discussion of the candidates. A majority vote of the Faculty will decide which, if any, of the candidates to recommend to the Deans. A recommendation to offer the position to the candidate approved by the voting Faculty will be made to the Deans by the search committee chair. Other acceptable candidates also may be approved by the voting Faculty and presented to the Deans in rank order of preference. If no candidate is subsequently hired, the voting Faculty may direct the search committee chair to request permission from the LAS and / or CALS Deans to re-advertise the position.

If an internal search is to be conducted, the Dean(s), in consultation with the Department, will appoint the search committee and designate the committee chair. Voting Faculty will submit nominations for EEOB candidates to the committee. The committee will contact each candidate to ascertain her or his willingness to be considered for the position of Chair. Candidates may withdraw their names from consideration at any time. Any committee members that are nominated and willing to be considered will be replaced on the committee. Candidates will present informal discussions of plans, and visions for the Department, and will meet with Faculty, students, and Deans. Individuals being actively considered for the position of Chair will excuse themselves from Faculty meetings whenever that position is being discussed and will not vote on selection of the Chair. Following the interview process, a two-thirds majority vote of the Faculty will decide which, if any, candidate to recommend to the Deans. If the internal search fails to approve any candidate for recommendation to the Dean(s) by two-thirds majority, the result of the vote is reported to the Dean(s) as a measure of the relative support of the Department for potential candidates. The Department recognizes the sensitivity of this process and will make every effort to avoid discomfort to any candidate by treating deliberations with candor, collegiality, and confidentiality. The Department recognizes that any candidate willing to be considered for the position of Chair has expressed an honorable commitment to make personal sacrifice in service to the Faculty as a whole. The Department also recognizes that making such a position attractive to candidates will require a strong commitment of resources and support to allow the candidate to continue performing the three basic land-grant missions and to build or maintain a strong Department.

8.2. Tenure-Eligible Faculty

The voting Faculty will define the areas in which to search and hire. The decision will consider adherence to the strategic plan and maintaining balance among the various disciplines within the Department, while allowing the flexibility to take advantage of timely opportunities and to pursue emerging areas of research related to the mission of the Department.

When a tenure-track faculty position is approved by the LAS Dean or the CALS Dean (or both), the Chair proposes a search committee and search committee chair to the Faculty. The elected search committee usually consists of five Faculty
members and one graduate student. The committee should be composed of an
appropriate mix of Faculty closest to the research focus of the position as well as
other members of the Department. One or more members may be from another
relevant University department.

The search committee develops a position description document and a position
advertisement following ISU guidelines. These documents normally include the
nature of the appointment, necessary qualifications of the applicant, research and
teaching expectations, and application deadlines. Preferred but not required
qualifications may also be included. Upon approval by the voting Faculty and the
Dean or Deans of the appropriate College or Colleges, the position is advertised in
appropriate periodicals and otherwise circulated in the larger scientific community.
The search committee is charged with conducting an active search, striving to
solicit and receive applications from a broad and diverse applicant pool.

The search committee reviews each application and develops a short list of
applicants it judges best qualified for the position, based on explicit criteria and
using a matrix to enhance objectivity. Members of the voting Faculty review and
comment to the committee regarding applicants in the short list and may identify
other applicants they believe should be included. All applications are made
available to the Faculty in electronic form as they are received.

From the short list, the search committee selects the applicants it judges best
qualified for the position and, at an EEOB Faculty meeting, recommends that these
applicants be interviewed. At least three days prior to the Faculty meeting, the
Faculty is notified of the list of proposed candidates. The voting Faculty may
choose to interview candidates other than, or in addition to, those recommended by
the search committee.

Candidates approved by the voting Faculty and the College Dean or Deans will be
invited to an EEOB interview. This interview generally will include two presentations
to the Department: a research seminar and an informal presentation and discussion
of future research plans. The candidate will be provided with opportunities to visit
with individual Department faculty members, with graduate students, with the
Department Chair and Deans, and with other appropriate University administrators,
faculty, staff, and students.

After all interviews are completed, the Faculty judges the acceptability of each
candidate and ranks the acceptable candidates in terms of preference for hiring.
Voting on final recommendations will be by those Faculty empowered to vote on
hiring issues, although straw polls employed to seek consensus may include all
Faculty who desire input. The Chair will forward the recommendations to the Dean
or Deans in the format specified by the Faculty. If no candidate is hired from among
those approved, the voting Faculty may request permission to interview additional
candidates from the current pool or to re-advertise the position.

To accommodate an extraordinary opportunity, the EEOB Faculty may choose to
 supersede the above search and hire process. In this case, a two-thirds majority
vote of the Faculty would be required to move forward.
8.2.1. Probationary period. Normally, tenure-eligible Faculty members are hired for an initial probationary period of three years. The appointment may be renewed for up to an additional three-year period before final decisions on promotion and tenure must be made (see Sections 9 and 10).

8.3. Non-tenure-eligible Faculty (Lecturers, Clinicians, and Adjunct Faculty)
Department paid Lecturers, Clinicians, and Adjunct faculty are hired following established criteria stated in the Faculty Handbook. Renewals of Lecturer, Clinician, and department-paid Adjunct appointments are made by following the procedures described for non-tenure eligible Faculty in Section 10.2.

8.4. Adjunct, Visiting, Collaborator, Affiliate, and Joint Appointments
Nominations of faculty to Visiting, Collaborator, Affiliate, or Adjunct appointments not paid by the Department can be made by the Chair or any other voting Faculty member. Nominations of faculty to Joint academic appointments where the salary is paid wholly by another department (i.e., “courtesy appointments”) can also be made by the Chair or any other voting Faculty member. Characteristics of these appointments and their roles in University and Department governance are spelled out in the ISU Faculty Handbook. The nomination must include a letter addressed to the EC stipulating the type of appointment sought, the desired rank and term of the appointment, the reasons for seeking the appointment, and the qualifications of the candidate. A resume and appropriate supporting documentation should be submitted. Nominees may be invited to give an EEOB research seminar. In a timely manner, the EC will then make a recommendation to the Faculty specifying the nominee, the position title, and the nature and duration of the appointment. After sufficient time for the Faculty to consult the documents (at least a week), the Faculty will meet for discussion and vote on approval of the nomination. If an appointment is approved by the Faculty, the Chair will prepare a letter of appointment specifying the type of appointment granted, the duration of the appointment, the responsibilities of the applicant to the Department, and the support and facilities that will be provided by the Department to the applicant, if any. Approved Faculty members may apply for the privilege of attending EEOB Faculty meetings as an observer rather than a participant by submitting a letter to the Chair, justifying the special request. Such privileges are granted only if approved by the voting Faculty.

In the case of off-campus, PhD-level scientists who request an EEOB Collaborator appointment solely for the purpose of serving on a graduate student’s POS committee, the EEOB Collaborator appointment process will be simplified. The same written application materials as described above will be submitted to the department chair by the major professor of the POS committee. The EEOB
Collaborator appointment will be granted if formally endorsed by the major professor of the graduate student POS committee and the EEOB department chair. While a faculty vote is not required, the faculty will be informed of new appointments. The appointment will be terminated at the time of the student's graduation or when the POS committee dissolves.

The continuation of non-budgeted Adjunct, Visiting, “Joint”, Collaborator and Affiliate Faculty positions shall be reviewed by the voting Faculty at regular intervals not to exceed five years in length. The Department Chair will maintain a current list of all faculty with adjunct, visiting, collaborator, affiliate, and joint appointments on the departmental intranet site (http://www.eeob.iastate.edu/staffcontact.html). The list will also document the details of each appointment including the type of appointment, the duration of the appointment, the responsibilities to the Department, any support and facilities that will be provided by the Department, and any voting privileges granted by the Department.

Jointly budgeted appointments must be approved by the voting Faculty. If the jointly budgeted appointment was approved prior to a search, the Department will be actively involved in the search process. The Department may agree or decline to extend an offer to any candidate following the procedures for regular tenure-eligible hires. If a jointly budgeted appointment is requested subsequent to a search, a complete resume will be made available to the Department for review and the Department may request a seminar presentation by the candidate. The requested appointment will be discussed in a Faculty meeting and a decision rendered by Faculty vote.

In some cases, new hires of Collaborators may be subject to the same process as searches for tenure-track faculty. For example, when the Collaborator’s employer has engaged in a specific cooperative agreement with the Department, Colleges and University, stipulating an ongoing commitment to the Department’s missions, and stipulating that the Faculty members are subject to an ISU departmental selection process, searches for such Collaborators will follow the procedure indicated in Section 8.2, or this section if the appointment is a joint appointment.

9. PERFORMANCE REVIEWS

Peer performance reviews are necessary and beneficial to the professional growth and development of all Faculty members. Maintaining open communication between the Faculty and the administration of the Department also benefits the overall health and morale of the Department. All reviews are conducted confidentially with a constructive attitude and in an atmosphere of mutual respect. Position responsibilities and the prerogatives of academic freedom guide all deliberations and decisions.
9.1. Faculty Performance Reviews

9.1.1. Department Faculty

Faculty members within the Department are expected to display a high level of scholarship, as defined in the Faculty Handbook. Consistent with the land grant mission of Iowa State University, Faculty evaluations are based on activities in the areas of research, teaching, and extension/professional service. All Faculty members are also expected to make meaningful contributions to the service of the Department and University. The relative weighting for each area is dictated by the individual Faculty member’s Position Responsibility Statement (PRS; see 4.2.1).

Each Faculty member receiving salary from EEOB funds undergoes an annual review by the Chair. The Chair requests a Faculty Activity Report (FAR) summarizing the Faculty member’s recent accomplishments in research, teaching, extension, professional practice, service, and other relevant areas. The Chair prepares a written evaluation of the Faculty member’s FAR with respect to his or her PRS. These confidential evaluations are used as the basis for deciding annual salary adjustments and for other confidential matters.

Tenure-eligible, but as yet untenured, Faculty will undergo the above review by the Chair, to be coordinated with an annual review by an SRC (see Sections 6.2 and 10.1.3.1.). The purpose of these reviews is to provide constructive guidance to assure adequate progress toward promotion and tenure. Specific procedures for tenure mentoring, SRC review, and promotion and tenure review of tenure-eligible Faculty PTC are provided in Section 10.

The Department will carry out regular reviews of classroom teaching effectiveness of Faculty to provide constructive guidance for teaching improvement. Tenure-line Faculty members should receive teaching reviews annually prior to consideration for tenure. Tenured Faculty members should receive teaching reviews prior to any promotion or post-tenure review. Non-tenure-line Faculty members shall be reviewed during the first year of any appointment involving classroom instruction and prior to promotion or renewal of appointment. An SRC, in the case of tenure-line Faculty, or an appropriate review committee, in the case of non-tenure-eligible Faculty (see Sections 10.1.3.1, 10.2), will prepare a written evaluation of the Faculty member’s performance in light of his or her PRS and provide copies to the Faculty member and to the Department Chair. These reviews will also be available to the tenure-line Faculty considering renewal or promotion of non-tenure-line Faculty members (see Sections 6, 8.3, 8.4 and 10.2).

9.1.2. Jointly Appointed Faculty

Each Faculty member with a joint appointment will have a primary department defined in his or her PRS and letter of intent. The primary department shall initiate the evaluation of persons holding rank in multiple departments. Individuals wishing
to change his or her primary appointment to the EEOB Department must obtain the approval of the voting Faculty of EEOB.

9.2. Chair Performance Reviews

The Executive Committee annually requests an evaluation of the Department Chair by the Faculty. The purpose of this review is to provide a positive avenue for Faculty feedback to the Department Chair on his or her performance and suggestions for improvement. Faculty members have the opportunity to supply confidential evaluations to the EC. These evaluations should contain a constructive assessment of the Chair’s performance of the responsibilities outlined in Section 5. The EC then meets with the Chair and presents a written summary of the evaluations along with any recommendations. Copies of Chair Performance Reviews are forwarded to the Deans of the two Colleges.

Sixteen months prior to the end of the Department Chair's term, the Chair will notify the Faculty of willingness to be considered for another term. If the Chair is willing to serve another term, an EEOB evaluation will be conducted by the end of that semester. The EC will convene a faculty meeting without the Department Chair for discussion of the matter and subsequently solicit written comments from the Faculty. The comments will be reviewed by the EC and shared with the Chair, the Deans, and the EEOB Faculty. Based on these comments, the EC will recommend to the voting Faculty whether or not to support reappointment of the current Department Chair. A two-thirds majority vote by written or secure electronic ballot of the voting Faculty will serve as the EEOB recommendation to the Deans. If less than a two-thirds majority of the voting Faculty supports the present Department Chair, the results will be reported to the Deans accompanied by a recommendation that a search for a new Chair be initiated.

A motion of confidence in the Department Chair may be entertained by the voting Faculty. A motion of confidence or no confidence is made by petition of at least five voting Faculty members to the Faculty Chair of the EC, accompanied by a memo indicating the reasons for the motion. If such a motion is made, the EC will notify the Department Chair, keeping the petitioner’s names confidential, and the Faculty Chair of the EC will preside over the orderly discussion of the motion by the voting Faculty. If the motion is carried by a two-thirds majority vote by written or secure electronic ballot, the results of the vote are to be transmitted to the Deans, along with a synopsis of the reasons for the carried motion.

10. PROMOTION AND TENURE REVIEW

The Departmental Faculty, Chair, PTC, and SRC all recognize their responsibilities to assure professional development and a promotion and tenure process that is based on a fair, objective evaluation of Faculty members’ qualifications. Every effort must be made to conduct such reviews in a positive and collegial atmosphere.
10.1. Promotion and Tenure Review for Tenure-Eligible Faculty

10.1.1. Criteria for promotion and tenure

The EEOB Department subscribes to the criteria and general procedures in the current Faculty Handbook and College of Agriculture and Life Sciences and College of Liberal Arts and Sciences Promotion and Tenure Documents. Faculty members are expected to display a high level of scholarship, as defined in the Faculty Handbook. Consistent with the land grant mission of Iowa State University, Faculty evaluations are based on their activities in the areas of research, teaching and extension/professional service. The relative weighting for each area is indicated by the individual Faculty member’s Position Responsibility Statement (see Section 4.2.1). All Faculty members are also expected to make meaningful contributions to the service of the Department and University.

10.1.1.1. Research

The EEOB Faculty recognize that research is the activity that most fundamentally distinguishes a national-level doctorate granting university from other institutions and is a major consideration in determining promotion and tenure. The critical issue is whether the candidate’s work contributes significantly to advancing her or his research discipline. Since publication is the end product of research, the quality and quantity of original peer-reviewed research publications in scientific journals constitutes a primary measure of research productivity. Such aspects as sole authorship, senior authorship, and reputation of the journals are considered. Other evidence of the vitality of a research program includes, but is not limited to, external support, invitations to present research results at other institutions and at professional meetings, requests to serve on research panels or to serve as reviewer for manuscripts and grant proposals, and participation in professional society affairs. Accordingly, during the review process the Faculty will consider the following information regarding research activities since appointment or last promotion:

- All publications, including full citations of refereed and non-refereed journal articles, books and monographs, chapters in books, book reviews, and manuscripts submitted that are not yet accepted for publication. For co-authored contributions, the role of the candidate in the creation and execution of each work should be indicated.
- Proposals created seeking grants, fellowships, and other external and internal support should be provided, including source, funding amount granted or requested, dates and the disposition of decisions about the award of funding. For co-authored proposals, the role of the candidate in the creation and execution of the proposal, as well as the amount of the funding intended for the candidate, should be indicated.
• A list of other scholarly contributions, including patents, computer programs released, technical reports to agencies, and other research products

• A list of research papers presented at regional, national and international meetings, giving society, place and date

• A list of the source and number of research papers, grant proposals and books reviewed by the candidate

• Participation in professional society affairs, e.g., symposia organized, service on committees, official positions held

• A list of invitations to participate in symposia or give guest lectures off campus

• A list of graduate students advised since last promotion and the degree(s) obtained by each student, and their subsequent employment or further education. A list of other program-of-study committees served on (i.e., not as major professor) should also be provided

• A synopsis of research accomplishments since last promotion and current research directions presented as a brief narrative

10.1.1.2. Teaching

As a unit in an institution of higher learning, effective teaching is a valued and essential activity of the Department and its Faculty. The Department is committed to excellence in the training of highly qualified personnel at both the undergraduate and graduate levels. Teaching is a scholarly and dynamic endeavor and covers a broad range of activities. Particular expressions of effective teaching vary widely, and teachers demonstrate their pedagogical skills in a variety of ways. Some may display their pedagogical abilities in organized lectures. Others may promote collaborative learning or may improvise in the classroom in response to the dynamics of a specific group, while still others may be adept in facilitating group discussion. Faculty must demonstrate command of the subject matter, continuous growth in the subject field, and an ability to create and maintain instructional environments to promote student learning. Accordingly, during the review process, the Faculty will consider the following information regarding teaching activities since appointment or last promotion:

• Documentation of classroom teaching effectiveness based on student responses to departmental course evaluation forms, documented outcomes assessment, feedback from peer reviews following observation of the candidate’s classroom teaching, additional feedback from students or advisees, and the quality of the teaching portfolio

• A description of courses presented, including resident credit courses, international programs and courses, non-credit seminars and workshops, and continuing-education and distance-learning programs

• A list of undergraduate and graduate projects, internships, theses, and dissertations directed

• Membership on masters and doctoral committees
• Documentation of advising and mentoring undergraduate students, graduate students, and post-doctoral associates, including knowledge about curricular and extracurricular matters as well as an ability to aid students in using University resources
• Documentation of contributions to the development of curricular and pedagogical issues, including evidence of grants and publications in scholarly journals, pedagogical research performed, and incorporation of this information into classrooms
• Contributions to curricular development, including collaborative courses and programs and service on curriculum committees
• Descriptions of pedagogical innovations employed, including the incorporation of new technologies and approaches to learning and assessment
• Contributions to the development of teaching materials, including course manuals, review materials, computer programs, and other mechanisms to enhance student engagement
• Contributions to professional societies and organizations that seek to improve teaching

10.1.1.3. Extension and Professional Practice

Extension and professional practice refers to activities where Faculty members provide professional expertise through dissemination of information, engagement of citizens in development activities, and provision of assistance to citizens outside the traditional classroom. These include activities that primarily occur outside of the University. The goal of these efforts is to extend the knowledge and expertise of the University to the state of Iowa, the nation, and the world. Faculty judgment is often needed to distinguish extension, professional practice, and institutional service from those activities that also reflect contribution to teaching or research. The EEOB Faculty recognizes the importance of professional responsibilities in extension and professional practice and accordingly will consider information such as:

• Documentation of the presentation of off-campus credit courses, international programs and courses, workshops, public programs, K-12 programs, continuing-education, and distance-learning programs
• A list of extension publications and websites or other computer-aided information transfer
• Documentation of contacts with the general public, professionals, and other researchers, including identification of specimens and provision of expertise on biological issues
• Documentation of the provision of expert information, including consulting and legal testimony
• A list of committee, editorial, or other service to professional organizations, including planning and chairing conferences, sessions or special symposia
• Documentation of service to technical, professional, and scholarly societies that results in extending the expertise of the University into government or non-governmental organization policy or function

• Indications of pedagogical innovation about extension and distance-learning, including the incorporation of new technologies and approaches to learning and evaluation of the effectiveness of extension or distance-learning

• Documentation of mass media exposure of research, teaching, or extension activities

10.1.1.4. Institutional Service

All Faculty members are expected to contribute to institutional service by participating effectively in EEOB governance and in the formulation of Department, College, and/or University policies, and by carrying out administrative responsibilities when called upon. Although the Department Faculty recognizes the importance and necessity of service, service alone shall not serve as the central basis for promotion and/or tenure. As a part of the promotion and tenure evaluation, the following activities should be documented and will be considered: EEOB, College, and University committees; international assignments on ISU projects; and other service contributions.

10.1.2. Criteria for Specific Promotions

10.1.2.1. Promotion from Assistant to Associate Professor

An Associate Professor should have a solid academic reputation and show promise of further development and productivity in his or her academic career. The candidate must demonstrate excellence in scholarship that, consistent with activities described in the Position Responsibility Statement, establishes the individual as a significant contributor to the discipline with a high likelihood of sustained contributions and potential for national distinction. The candidate must show effectiveness in all areas of his or her position responsibilities and satisfactory institutional service. Promotion to the rank of Associate Professor is generally accompanied by the granting of tenure.

10.1.2.2. Promotion from Associate to Full Professor

A Professor should be recognized by professional peers within the University, as well as nationally and/or internationally, for excellence in contributions to his or her scholarly discipline and be recognized as an authority in a field of specialization. The candidate must show significant growth in performance beyond that of the previous rank, consistent with activities described in the Position Responsibility Statement, and must have demonstrated the ability to sustain contributions to the discipline. Significant institutional service is also expected for promotion to Professor.
10.1.3. Departmental Procedures for Promotion and Tenure Reviews

Procedures in this section apply to the review of tenure-eligible Faculty, including both non-tenured Faculty being considered for promotion and tenure and tenured Faculty being considered for promotion. Review of all Faculty members, including non-tenure-eligible Faculty, by the Department Chair based on the annual FAR is dealt with in Section 9.1.1, and review for promotion of non-tenure-eligible Faculty is considered in Section 10.2.

10.1.3.1. Responsibilities of the Department

Early each autumn, the Department Chair sends out a notification to all Faculty regarding annual review, reappointment of non-tenured Faculty, and Faculty eligible for consideration for promotion and/or award of tenure. Review of all Faculty members, including non-tenure-eligible Faculty, by the Department Chair based on the annual FAR is dealt with in Section 9.1.1. This present section defines the committees, indicates the timing, and outlines procedures regarding review and reappointment of non-tenured Faculty and consideration for promotion and tenure.

Committee Definitions

Promotion and Tenure Committee (PTC). A PTC reviews the professional progress of Faculty members for purposes of promotion and tenure in accordance with the policies and procedures set forth in this section, as well as policies in the governance documents of the Colleges and the University. A PTC shall consist of all tenured Faculty of higher rank than the candidate (except retired Faculty and those with adjunct, visiting or affiliate appointments in the Department) and who are not in conflict of interest. Judgments concerning exclusion of Faculty for reasons of conflict are made by the Department Chair and mediated by the EC, if necessary. The Department Chair is not a voting member of the PTC. At each annual fall PTC meeting, a new PTC Chair will be elected from among the EEOB Full Professors. The term of the PTC Chair will start on the following 1 January and end on 31 December. The current PTC Chair will lead the fall EEOB PTC meeting, and afterwards continue to work with candidates, the newly elected PTC Chair, the EEOB Chair, and the SRC Chair(s) to prepare and submit tenure documents to the appropriate College(s) in a timely manner. The newly elected PTC Chair will attend College and University information sessions concerning promotion and tenure to prepare for the next set of annual reviews.

Special Review Committee (SRC). For each non-tenured Faculty member there will be a subcommittee of the PTC called the Special Review Committee. Each new, un-tenured, tenure-eligible Faculty member is assigned an individualized SRC to work with him or her through the promotion and tenure process. A SRC consists of a Tenure Mentor (TM) chosen by the candidate and two Faculty members appointed by the Department Chair with the advice and consent of the candidate. The TM normally acts as Chair of the SRC. SRC membership may vary from year to year but normally the TM will remain the same. Candidates may submit rankings.
of their preferences for membership on the SRC to the Chair, as well as names of
Faculty to be excluded from the SRC due to conflicts of interest. A SRC is also
created for each tenured Faculty member at the time he or she announces his or
her intention to seek promotion (see below). The SRC has the responsibility of
conducting a preliminary review and reporting to the PTC. Interested associate
professors seeking guidance for future promotion to full professor may also request
a similarly structured SRC for mentoring assistance.

Within the first year after probationary appointment to the Department (see Section
8.2.1), each tenure-eligible Faculty member will be asked by the Department Chair
to choose a Tenure Mentor (TM). The TM is a tenured Faculty member at ISU who
is responsible for guiding the Faculty member to assure professional development
and to help prepare the Faculty member for the promotion and tenure process. It is
suggested that the tenure-eligible Faculty member consult with the Department
Chair and other Faculty in choosing a TM. A Faculty member may choose a new
TM at any time because of changing professional or personal circumstances after
consulting with the Department Chair.

Timing of reviews

Non-tenured Faculty will be reviewed annually by the EEOB Chair with regard to
performance (see Section 9). In addition, the TM and an SRC, in cooperation with
the Chair, will conduct an annual review with regard to progress toward
reappointment, tenure, and promotion. Non-tenured Faculty members therefore
would be reviewed during the second year of appointment and each year thereafter
through the penultimate (6th year) of appointment. The annual review focuses on
the FAR and the PRS and does not require external reviews of the Faculty
member’s performance.

Promotion and tenure review is mandatory during the penultimate year of a
probationary appointment. Should a Faculty member in the penultimate year of a
probationary period decline to undergo review, the Chair will notify that individual of
the consequences. In accordance with University policy, special circumstances may
occur that would interfere significantly with the Faculty member’s opportunity to
develop the qualifications necessary in the time allowed. Under such conditions, the
Faculty member may request, in a letter to the Chair, that the probationary period
be extended. To be approved by the Provost, such extension must be endorsed by
the Department Chair and the Deans as soon as possible, but no later than April 1
before the academic year in which the third-year review or tenure review is
scheduled to be conducted.

For tenured Faculty, consideration for promotion review is optional. Tenured Faculty
eligible for promotion may ask to be reviewed for promotion, or decline to be
reviewed, by responding in writing to the Department Chair’s notification. If a
tenured Faculty member is to be reviewed for promotion, a SRC and PTC will be
established according to the procedures outlined above in Section 6.
In exceptional cases, the Department Chair may request that a SRC and PTC consider early recommendation for promotion for other candidates who would normally not be considered for EEOB review.

**Process of Reviews**

The SRC will be responsible for obtaining the FAR and other information available from the candidate and the Department Chair. The SRC is responsible for assuring that the candidate’s documentation includes the elements outlined in Sections 10.1.1.1—10.1.1.4 above, that it is prepared according to standard format, and that it is compiled in a timely fashion. The SRC must respect confidentiality in seeking information about the candidate. It is the responsibility of the SRC to compile as factual and complete a dossier as is possible to be submitted to the PTC. The SRC will prepare a confidential, written summary report of the candidate’s dossier to the PTC. The report, dossier, and supporting materials such as course outlines, publications, and other relevant materials will be made available to the members of the PTC for review at least one week before a PTC meeting.

A PTC meets to evaluate each candidate. For meeting purposes, a PTC quorum is two-thirds of the eligible Faculty. The written report to the PTC by the SRC, the candidate’s dossier, confidential letters of review (Section 10.1.3.3.), the cumulative record in Tab 1 and Tab 2 format, publications, teaching portfolio, and other relevant materials are the documents reviewed by the PTC. The PTC, chaired by an elected member of the PTC, will discuss the candidate’s materials.

**For tenure-eligible Faculty members being reviewed for reappointment to another probationary period at their current rank,** the purpose of this review is to provide constructive developmental feedback to probationary Faculty regarding progress in meeting EEOB criteria for promotion and tenure. The PTC shall evaluate each candidate, and the results of this evaluation will be summarized by the SRC in a written report, hereafter called the PTC Report. Following approval of the PTC Report by a majority vote of the PTC, the SRC or the Tenure Mentor will discuss the PTC Report with the candidate. The candidate will receive a written copy of the PTC Report. In the third year, it is mandatory to report to the Chair and the appropriate College the results of a specific vote of the PTC regarding reappointment of a tenure-eligible probationary Faculty member.

For cases of promotion or tenure, the PTC will determine, before it adjourns, the period during which secret ballots from PTC members will be accepted by the Chair of the PTC, not to exceed 10 days from the final PTC meeting. Voting will be performed by a secure and confidential electronic method. Separate ballots with the name of each candidate being considered for promotion and/or tenure at each rank will be made available to eligible Faculty members (i.e., members of the appropriate PTC). The Department Chair is excluded from voting as a member of the PTC. The vote may be yes, no, or abstain. The Chair of the PTC and another designated witness shall tally the votes. Eligible Faculty members vote only once as a member...
of an appropriately-constituted PTC. A positive vote from more than one-half of all eligible voters is required to recommend promotion and/or tenure. Eligible Faculty members are entitled to vote even if they did not attend the PTC meeting(s). Faculty on leave may vote by absentee ballot, but they must inform the EEOB Chair and the Chair of the PTC before the PTC begins deliberations of their intention to review materials and cast a ballot. Once the votes are tallied, the Chair of the PTC will notify the Department Chair in writing of the results.

The Department Chair will inform the candidate in writing as soon as possible of the Department’s recommendation for or against promotion and/or tenure, including the tally of votes. If promotion or tenure is not recommended, the Department Chair (and TM in appropriate cases) will discuss the reasons with the candidate. The Chair will also review with the candidate the factual information (Tab 1 and Tab 2) to be submitted to the College.

The SRC will construct the recommendation voted by the PTC in a format prescribed by the Dean of Agriculture and Life Sciences and Dean of Liberal Arts and Sciences. This PTC Report becomes a part of Tab 3 that is submitted to the appropriate Dean as part of the promotion and tenure packet. The voting results of the PTC, including positive, negative, and abstention votes are a part of the PTC report and the cover sheet for candidates under mandatory tenure consideration, candidates subject to vote for reappointment, and candidates considered for promotion.

The Department Chair will submit an independent report on a candidate.

10.1.3.2. Responsibilities of the candidate

Candidates are responsible for the factual documentation of progress and preparation of the FAR. Preparation of the dossier should be done in consultation with their TM. Candidates are responsible for notifying the Chair of their intention to undertake review for promotion and/or tenure. Candidates are responsible for preparing their dossier for review in a timely manner with respect to the deadlines set forth by the TM, SRC, PTC, Department Chair, and the Colleges. The dossier and other documentation must conform to the guidelines set forth by the relevant College and at a minimum contain the items listed in Sections 10.1.1.1—10.1.1.4.

10.1.3.3. External reviews

In recognition of the unique nature of each individual’s research, teaching, and outreach program, confidential reviews of a candidate’s professional impact will be sought from qualified persons both from within and outside the University and will be considered during the review process. The SRC will solicit written reviews of the candidate’s performance in the areas of research, teaching, and professional practice/outreach. Before such solicitation, each SRC must provide the candidate with the stipulation in writing that these reviews are confidential by University policy.
and will not be available to the candidate in any form. This policy will not be waived for any reason. Confidential letters of review are to be made available to Faculty members and administrators with a need to know based upon their participation in the promotion and tenure review process. These individuals include members of the SRC, PTC, Department Chair, administrators within the University, and the Board of Regents.

Nominations of external reviewers will be made as follows: At least three of the external reviewers will be chosen from a list of more than three individuals provided by the candidate to the SRC. At least three more external reviewers will be solicited in a confidential manner based on suggestions from the SRC and the voting faculty. Six external reviews are required by the University (Faculty Handbook, Section 5.3.3.1), so in practice it will be necessary to solicit more than six reviews. If more than six letters are obtained, all letters are required to be forwarded as part of the final tenure and/or promotion package, as per rules stated in the Faculty Handbook. The candidate may also provide a list of persons that he or she feels should be excluded from consideration as external reviewers. The SRC will make the final selections. The SRC will provide each external reviewer with a dossier for the candidate and any other material deemed relevant to a fair and impartial evaluation. In addition to the external reviews, reviews may also be solicited from other members of the candidate’s discipline at any rank within the University. All reviewers will be notified that the reviews will be confidential.

10.1.3.4. Appeals. In the case that promotion and/or tenure are subsequently denied, any appeals that are filed must follow the procedures outlined in the College promotion and tenure documents and the Faculty Handbook. Normally, these appeals must be filed soon after the last event or events that are being appealed.

10.2. Advancement of Non-Tenure-Eligible Faculty

10.2.1. Advancement of Lecturers and Clinicians to Senior Lecturers and Senior Clinicians

Lecturers or Clinicians may request advancement to Senior Lecturer or Senior Clinician following University policies and procedures. Senior Lecturers and Senior Clinicians in the last year of a term of appointment must apply for reappointment following University policies and procedures.

10.2.2. Advancement of Adjunct Faculty paid by the University

Adjunct Faculty may be eligible for advancement from the rank of Adjunct Assistant Professor, to Adjunct Associate Professor, or from Adjunct Associate Professor to Adjunct Professor. Adjunct Faculty should be accorded rank equity with tenure-line Faculty of similar stature and productivity. If an Adjunct Faculty member attains the stature normally associated with an Associate or Full Professor, and performs duties equivalent to those performed by faculty of either of those ranks, the Adjunct
Faculty member may request consideration for advancement in rank by notifying the Department Chair in writing. The candidate is responsible for preparing a dossier and other relevant documentation that the candidate deems necessary to support her or his request for advancement (see suggested documents indicated above under “Promotion and Tenure Review of Tenure-eligible faculty”). The Chair will then nominate a SRC to examine the submitted materials in a timely fashion, evaluate them in light of the Faculty member’s responsibilities and role in the Department, and make a report to a duly constituted committee (PTC). The PTC will vote according to the procedures outlined in Section 10.1.3.1.

10.2.3. Advancement of Adjunct, Collaborator and Affiliate Faculty not paid by ISU

The rank of these Faculty members normally should reflect their stature in the scientific community and the level of contribution they make to their field. Where such Faculty members are paid by organizations with a promotion system similar to that of the University, advancement at ISU will follow the normal promotion and tenure review process but should generally parallel their change in rank at their home institution or organization. Such Faculty should be accorded rank equity with ISU-paid Faculty of similar stature and productivity. An Adjunct, Collaborator or Affiliate Faculty member requesting advancement in rank should address a letter requesting advancement to the Department Chair. The candidate is responsible for preparing a dossier and other relevant documentation that the candidate deems necessary to support her or his request for advancement (see suggested documents indicated above under “Promotion and Tenure Review of Tenure-eligible faculty”). The Chair will then nominate a SRC to examine the submitted materials in a timely fashion, evaluate them in light of the Faculty member’s responsibilities and role in the Department, and make a report to a duly constituted PTC. The PTC will meet and vote according to the procedures outlined in Section 10.1.3.1.

10.2.4. Advancement of Joint and Visiting Faculty

Joint Faculty members for whom EEOB is the “home department” are evaluated as tenure-eligible faculty (Section 10.1). Promotion of Joint Faculty members who have a home department other than EEOB will follow automatically when the Faculty member is promoted by her or his home department. The EEOB Faculty may choose to review a jointly budgeted candidate’s credentials and submit a letter to the appropriate Dean in support or opposition of promotion. Should the voting Faculty choose to do this, the Department Chair will nominate a SRC to examine the materials submitted to the home department in a fashion coordinated with the home department’s promotion and tenure process and make a report to a duly constituted PTC. The PTC will vote according to the procedures outlined in Section 10.1.3.1.
Promotion of Visiting faculty will follow automatically upon promotion by their home institution.

11. POST-TENURE REVIEW

Post-tenure Review Committee (PTRC) (three or more tenured professors; committee renewed annually with variable membership dependent upon Faculty under review). The PTRC has the responsibility to perform post-tenure reviews as specified in this section. In addition to the annual review by the Chair, all tenured Faculty members will undergo a comprehensive peer review at least once every 7 years. The purpose of this review is to recognize the strengths of the Faculty member and to identify areas where development efforts or specific EEOB support would be helpful. Reviews will be conducted in a positive and collegial atmosphere respecting the principles of academic freedom. This review covers activities related to the individual's Position Responsibility Statement during the period since the last review. A promotion review also fulfills this requirement. The Chair will not undergo post-tenure review while serving as Chair, and years served as Chair will not count toward the seven-year cycle. In cases of impending retirement, this review may be waived by written agreement of the Faculty member, the Chair and the PTRC.

Normally, the PTRC will review no more than three Faculty members annually. The Chair and the Faculty member under review must work to avoid conflicts of interest between PTRC members and the reviewed Faculty member. In cases of conflict, PTRC members should be replaced for specific reviews. Conflicts that are not resolved to the mutual satisfaction of the Faculty member under review and the Chair must be mediated by the EC. In the case that more than three Faculty members are eligible for post-tenure review in a given year, reviews will be conducted in the order that tenure was granted, beginning with the most senior. However, an earlier review may be requested by a Faculty member and granted by the PTRC. Responsibility for review of Faculty with split appointments is the same as specified for promotion and tenure review.

On a date specified by the PTRC, the individual under review will submit a written summary of his or her activities, including an up-to-date resume and other supplemental materials documenting professional accomplishments and scholarship in the areas of research, teaching, outreach and service. In addition, the individual under review will supply a statement presenting his or her vision for future developments in research, teaching, outreach and service. This review will normally not include external evaluations. The PTRC will examine the submitted material and will meet to discuss their report with the Faculty member under review. The PTRC will present a confidential written evaluation to the Faculty member and the Department Chair. Recommendations for Faculty development or modification of a Faculty member's PRS and duties may subsequently be requested of the PTRC by the Chair or the Faculty member. The Faculty member under review may submit a written response to the Chair and PTRC within three months of receiving the written post-tenure review.
The materials written for this review may be used within the Department as the basis for deciding annual salary adjustments and for other confidential discussions between the Faculty member and the Chair. The Chair will forward the post-tenure review materials to the appropriate College(s) with his/her ranking of the faculty member as "superior", "meeting expectations", or "below expectations" and a recommendation for salary increase, if applicable, as described in the Faculty Handbook (Section 5.3.5).

12. GRIEVANCE PROCEDURES

Grievance procedures for Faculty, graduate students, and undergraduate students are described in the respective College Governance Documents, the Faculty Handbook, the Graduate College Handbook, and the ISU General Catalog.

13. AMENDMENT OF THE GOVERNANCE DOCUMENT

This EEOB Governance Document may be amended at any time by a two-thirds majority vote of the EEOB voting Faculty. Before a vote to amend is taken, at least one open meeting must be held at which the proposed amendment(s) shall be explained and discussed. A formal vote shall be by written or secure electronic ballot. A current version of this Governance Document shall be maintained in the Department office and posted on the Department web site.