

**Department of Ecology, Evolution, and Organismal Biology  
Governance Document**

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

**Iowa State University**

**Approved by the EEOB Faculty**

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1 1. PREAMBLE

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

16 2. VISION STATEMENT

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

26  
27 EEOB plays a central role in the interdisciplinary training of undergraduate and graduate  
28 students in the life sciences, offering a curriculum rich in courses in ecology, evolution, and  
29 organismal biology and the interfaces of these arenas with each other and with other  
30 disciplines. Students are expected to master the basic principles of ecology, evolution, and  
31 organismal biology and are encouraged to participate in research and experiential learning  
32 opportunities as core elements of their education. Graduate and post-graduate training  
33 comprise integral components of both the educational and research missions of the  
34 Department.

35 3. GENERAL PROVISIONS

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

40  
41 The Department Governance Document includes both the Departmental Vision Statement and  
42 the policies and evaluation procedures for promotion and tenure. The Department does not

1 have a separate set of by-laws. There are no EEOB governance documents or EEOB  
2 procedures that supersede this document.

3  
4 This document was developed to nurture a positive and motivating environment of faculty  
5 involvement in governance. The EEOB Department has sought to build in mechanisms of  
6 checks and balances promulgated on the principle of advice and consent, including  
7 approaches that promote an atmosphere of mutual respect, excellence in education, service,  
8 research, and high productivity.

#### 9 4. FACULTY MEMBERSHIP

10 The terms "Department Faculty" or "Faculty" refer to all persons holding tenure-eligible, term  
11 faculty, or Emeritus appointments. This definition applies to those holding an academic rank of  
12 Professor, Associate Professor, Assistant Professor, and Lecturer and includes persons with  
13 appointments split between departments.

#### 14 4.1. THE VOTING FACULTY

15 The "voting Faculty" refers to the subset of the Faculty that has voting privileges on the issue  
16 at hand. The voting Faculty includes all tenure-eligible Faculty for whom EEOB is the primary  
17 department (as defined in section 3.3.5 of the Faculty Handbook), except as restricted for  
18 matters of promotion and tenure (see Sections 6 and 10, Promotion and Tenure Committee)  
19 or excluded due to conflict of interest. Term faculty with at least a three-year, 1/2 time  
20 appointment in EEOB as their primary department are included in the voting faculty on matters  
21 consistent with their PRS (except as restricted for matters of promotion or tenure or conflicts  
22 of interest). Term faculty cannot vote on matters related to the hiring or evaluation of tenured  
23 and tenure-eligible faculty (e.g., promotion and tenure, and evaluation of FPDAs).  
24

#### 25 4.2. Responsibilities of the Faculty

##### 26 4.2.1. General Responsibilities of the Faculty

27  
28 Faculty members are expected to understand and to be actively involved in EEOB  
29 governance. The Faculty works to maintain a positive and collegial atmosphere (see section 7  
30 of the Faculty Handbook for more detail). The Faculty, in cooperation with the Executive  
31 Committee (see Section 6. Committees), revises and is responsible for the approval of the  
32 Department's Strategic Plan and the Department's Governance Document.  
33

34 Consistent with their individual Position Responsibility Statements (PRS; Section 4.2.2),  
35 Faculty members:

- 36 • contribute to the development and approval of curricula;
- 37 • participate in EEOB committee activities;
- 38 • provide effective service to the College and University through, for instance,  
39 participation in College or University committees;
- 40 • promote discovery through undergraduate and graduate teaching and mentoring;

- 1 • actively engage in creative scholarly and research activities, including seeking of  
2 funds to support such activities;
- 3 • participate in outreach and/or professional service.  
4

#### 5 4.2.2. Specific Responsibilities of the Faculty 6

7 Faculty members contribute substantially to the missions of the Department through the  
8 exercise of duties described in their PRS. Each faculty member shall have a PRS that  
9 contains an individualized description of their expected contributions to EEOB, College, and  
10 University activities including teaching; research and other scholarly activities; outreach and  
11 professional practice; mentoring; and service. Thus, the PRS defines the responsibilities of  
12 each individual faculty member. The PRS is particularly important during, and serves as the  
13 basis for, evaluation of faculty members for renewal, promotion, and tenure (Section 10).  
14

15 The description of expectations/responsibilities within the PRS should include the significant  
16 responsibilities of the faculty member that are important in evaluating faculty  
17 accomplishments. The descriptions should be brief but may include detail important to the  
18 Department and/or faculty member. The statement should allow both faculty members and  
19 their administrative and peer evaluators to understand the basis of the academic appointment  
20 and place it into the context of renewal, promotion, and tenure criteria. The PRS shall not  
21 violate the faculty member's academic freedom in teaching, in the selection of topics or  
22 methods of research, or in outreach or professional practice.  
23

24 The Department Chair and the faculty member agree in writing on the initial PRS. At first  
25 appointment, the PRS will be based on the job advertisement. In the case of joint  
26 appointments, the PRS will specify a primary department. The PRS must be reviewed at least  
27 every five years by the faculty member and the Chair, but may be reviewed more frequently at  
28 the request of either party. The PRS cannot be changed unilaterally by either the Chair or the  
29 faculty member. In the case of disagreement over the content of the PRS, it will be referred to  
30 the EEOB Executive Committee for mediation, and if that fails to result in an agreement, to the  
31 College procedures for mediating PRS disputes.  
32

#### 33 4.2.3. Documenting Faculty Activities 34

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

### 39 5. RESPONSIBILITIES OF THE CHAIR

40 The Chair is the principal administrator of the Department. The primary roles of the Chair are  
41 to offer strategic leadership, coordinate Department functions, and represent the Faculty in  
42 interactions with entities outside the Department. The Chair is appointed by the Deans in  
43 consultation with the Department voting Faculty for a term of three to five years. As detailed in  
44 Section 9.2, the Department Faculty will discuss and vote on the proposed appointment, and

1 the outcome of that vote will be transmitted to the Deans. The Chair may be appointed to  
2 additional terms following these procedures. The responsibilities of the Chair include the  
3 following:  
4

#### 5 5.1. Departmental Advocacy

- 6 • Department Representation. The Chair represents the Department to the Colleges  
7 and the University, acts to secure resources for the Department, promotes  
8 involvement in interdisciplinary programs, and ensures efficient functioning of the  
9 Department.
- 10 • Ensuring Departmental Representation. The Chair is responsible for ensuring that  
11 EEOB representatives are appointed to serve on College and University committees.
- 12 • Task Facilitation. The Chair shall work to ensure the resources and conditions  
13 necessary for the efficient execution of tasks defined in individual faculty PRS  
14 documents.  
15

#### 16 5.2. Personnel Management

- 17 • Personnel Recommendations. The Chair makes recommendations to the Deans  
18 concerning office and support staff appointments, faculty leaves, promotions, salary  
19 adjustments, and tenure.
- 20 • Management of Departmental Staff. The Chair oversees the management and  
21 direction of EEOB Merit and P&S staff. In collaboration with the Faculty, the Chair will  
22 provide systematic evaluation of these staff members and maintain a positive and  
23 motivating working climate for them.
- 24 • Annual Assessment of Faculty Activities. The Chair will use the faculty FARs and  
25 other information to perform annual assessments of faculty activities. These  
26 assessments will be carried out in a constructive atmosphere with the objective of  
27 optimization of excellence in the Department.
- 28 • Faculty Assignments. The Chair makes teaching assignments and assigns office and  
29 research space, in consultation with the Faculty and appropriate EEOB committees.
- 30 • Conflict resolution. The Chair works to mediate conflicts among faculty and/or staff as  
31 they arise and will refer these parties to appropriate mediation resources, as  
32 necessary.
- 33 • Graduate Assistantship Appointments. The Chair makes EEOB graduate  
34 assistantship appointments. New appointments are based on recommendations from  
35 the Faculty.  
36

#### 37 5.3. Department Administration and Governance

- 38 • Faculty Meeting President. The Chair calls and presides at Faculty meetings and is  
39 responsible for maintaining the minutes of the meetings and a listing of significant



1 actions taken. The Chair is responsible for the efficient and fair conduct of Faculty  
2 meetings. If the Chair is absent, Faculty meetings may be presided over by a Faculty  
3 member designated by the Chair or the Deans of the Colleges.

- 4 • Faculty Committee Oversight. The Chair annually recommends Department standing  
5 faculty committee assignments and committee chair appointments to the Faculty for  
6 its advice and consent. Both the Chair and the Faculty recognize that balance and  
7 equity of committee assignments and responsibilities is fundamental to a successful  
8 Department.
- 9 • Departmental Budget. The Chair shall report to the Faculty at least annually on the  
10 state of the Department budget as required by Section 2.6.3 of the Faculty Handbook.  
11

#### 12 5.4. Office Management

- 13 • Policies and Procedures. The Chair oversees compliance with College and University  
14 policies in general EEOB activities and directs the daily business of the Department.
- 15 • Maintenance of Records. The Chair and administrative assistant have the  
16 responsibility for keeping and maintaining both public and confidential Department  
17 records.  
18

#### 19 5.5. Delegation of Responsibility

- 20 • Appointment of Acting Chair. The Chair will ensure that the business of the  
21 Department can continue when he or she is absent from campus. In such cases, the  
22 Chair will follow all applicable College and University rules and procedures to see to  
23 the appointment and authorization of an Acting Chair. The Chair will notify the EEOB  
24 Faculty and University administration of any Acting Chair appointments, before  
25 departure.  
26

#### 27 5.6. Guidance of Departmental Development

- 28 • Maintenance of Working Environment. The Chair works to create and maintain a  
29 positive, motivating, and collegial atmosphere in the Department.
- 30 • Adherence to Strategic Plan. The Chair will guide the Department toward the principal  
31 goals expressed in the Strategic Plan.  
32

#### 33 5.7. Involvement in Department Missions

34 It is expected that the Chair will remain substantially involved in the teaching, research, and  
35 outreach missions of the Department.  
36  
37

#### 38 5.8. College and University Liaison

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

#### 4 6. COMMITTEES

5 Departmental committees report to the EEOB Faculty. Committee function, procedures and  
6 standing are as described in Robert's Rules of Order. The goals of committee appointment  
7 include expeditious execution of EEOB business, diversity and equity of perspective, and  
8 distribution of responsibility and workload. Standing committees serve the Faculty and are  
9 created, staffed, and dissolved with the approval of the Faculty. The process of developing  
10 recommendations for committee assignments, which is the responsibility of the Chair (Section  
11 5.3), should include nomination by the Chair and Faculty, volunteering by the Faculty, and  
12 efforts to avoid over-representation of points of view and conflicts of interest within  
13 committees. Both tenure-eligible and term faculty are eligible to serve on committees relevant  
14 to areas represented in their PRS statements. It is the responsibility of both the Faculty and  
15 the Chair to assure equitable and appropriate committee assignments. The Chair will seek the  
16 opinion of EEOB graduate students in nominating graduate student representatives for  
17 committees.

18  
19 To facilitate the efficient transaction of business, attendance at committee meetings is  
20 normally restricted to committee members.  
21

##### 22 6.1. Standing Committees

23 Terms in standing committees are usually for three years but this may vary according to  
24 interest, need, and constraint (e.g., Faculty Professional Development Assignment). Rules  
25 governing committees involved in promotion and tenure or advancement are covered in the  
26 Promotion and Tenure or Advancement section (Section 10). Standing committees will make  
27 regular reports to the Faculty. The Chair may replace a faculty member on a committee as  
28 needed, and a faculty member may request replacement on a committee in consultation with  
29 the Chair.  
30

31 The following standing committees shall have the suggested composition and roles:  
32

33 *Executive Committee* (EC) (three Faculty members, no more than one of whom may be a  
34 Term Faculty. During years when EEOB conducts a self study, the EC will be expanded to five  
35 Faculty members, no more than two of whom may be Term Faculty). The EC shall serve as  
36 advisor to the Chair and to the Faculty on questions of policy and implementation. The EC will  
37 draft revisions of the EEOB Governance Document as needed and present them for Faculty  
38 discussion and approval. The EC may also receive nominations for visiting, collaborator,  
39 affiliate, and joint appointments and can make recommendations to the Faculty concerning the  
40 nature and duration of the appointments. It also conducts an annual review of the Chair (see  
41 Section 9.2). If requested by a faculty member or the chair, the committee may mediate  
42 disagreements between Faculty and the Chair.  
43

1 *Diversity, Equity, & Inclusion Committee (DEIC)* [four faculty members, one staff, one  
2 postdoctoral, and one graduate student]. The DEIC will promote diversity, equity, and  
3 inclusiveness to enhance the scientific and educational objectives of the EEOB Department  
4 community. The main goals of the DEIC are to develop innovative strategies to increase and  
5 maintain diversity, equity, and inclusion in the department, and bring them for consideration  
6 and approval of the EEOB faculty; to share diversity and inclusion-related information and  
7 educational resources to department members; to promote equitable practices in hiring and  
8 promotion; to organize and facilitate diversity-related activities for the department; and to  
9 foster an inclusive and welcoming department climate.

10  
11 *Honors and Awards Committee (HAC)* (three Faculty members, one graduate student  
12 representative, and one staff member). The HAC works to recognize Faculty, staff, alumni,  
13 and student achievements and proposes and coordinates nominations of appropriate  
14 individuals for honors and awards.

15  
16 *Seminar Committee (SC)* [two Faculty members and one graduate student (or postdoctoral)].  
17 The SC ensures the organization of a high quality seminar series as well as the coordination  
18 of this series with other departments and programs.

19  
20 *Social Committee (SoC)* (one Faculty member, one staff member, one graduate student). The  
21 SoC will coordinate EEOB social functions.

22  
23 *Curriculum Committees.* EEOB has obligations to staff three inter-departmental committees  
24 that have oversight of the undergraduate programs controlled in part by the EEOB Faculty.  
25 These include the *Biology Program Committee (BPC)*, the *Genetics Major Committee (GMC)*,  
26 and the *Environmental Science Faculty Steering Committee (ESFSC)*. The size and  
27 composition of these committees are controlled by the Governance Documents of each of  
28 these undergraduate programs. Memos containing complete descriptions of the duties and  
29 responsibilities of these committees are on file in the EEOB office.

30  
31 Standing committees may be created or dissolved as needed by the normal governance  
32 amendment process (see Section 13).

## 33 34 6.2. Committees with Special Responsibilities

35 Committees that have special responsibilities for promotion, tenure, and post-tenure review of  
36 tenure eligible faculty, and for renewal and advancement of term faculty, are constituted as  
37 necessary and will have variable membership depending on the specific review process. They  
38 are described briefly here and more completely described in sections 9, 10, and 11.

39  
40 *Post-tenure Review Committee (PTRC)* (at least three tenured Faculty members, committee  
41 renewed annually with variable membership dependent upon Faculty under review). A PTRC  
42 has the responsibility to perform post-tenure reviews of tenured Faculty as specified in Section  
43 11, below.

44  
45 *Promotion and Tenure Committee (PTC).* A PTC reviews the professional progress of tenure-  
46 eligible faculty members for purposes of promotion and tenure in accordance with the policies

1 and procedures set forth in Sections 9.1.1 and 10.1 as well as the governance documents of  
2 the Colleges and the University. The PTC shall consist of all tenured Faculty of higher rank  
3 than the candidate who are not in conflict of interest. Judgments concerning exclusion of  
4 Faculty for reasons of conflict are made by the EEOB Chair and mediated by the EC, if  
5 necessary. At each annual fall PTC meeting, a new PTC Chair will be elected from among the  
6 EEOB Full Professors. The term of the PTC Chair will start on the following 1 January and end  
7 on 31 December. The current PTC Chair will lead the fall EEOB PTC meeting and afterwards  
8 will continue to work with candidates, the newly elected PTC Chair, the EEOB Chair, and the  
9 SRC Chair(s) to prepare and submit tenure documents to the appropriate College(s) in a  
10 timely manner. The newly elected PTC Chair will attend College and University information  
11 sessions concerning promotion and tenure to prepare for the next set of annual reviews.  
12

13 *Advancement and Review Committee (ARC).* An ARC reviews the professional progress of  
14 term faculty members for purposes of renewal and advancement in accordance with the  
15 policies and procedures set forth in Sections 9.1.2 and 10.2 as well as the governance  
16 documents of the Colleges and the University. The ARC shall consist of all tenured and term  
17 Faculty of higher rank than the candidate who are not in conflict of interest. Judgments  
18 concerning exclusion of Faculty for reasons of conflict are made by the EEOB Chair and  
19 mediated by the EC, if necessary. At each annual fall ARC meeting, a new ARC Chair will be  
20 elected from among the EEOB tenure-eligible and term faculty Full Professors. The term of  
21 the ARC Chair will start on the following 1 January and end on 31 December. The current  
22 ARC Chair will lead the fall EEOB ARC meeting and afterwards will continue to work with  
23 candidates, the newly elected ARC Chair, the EEOB Chair, and the SRC Chair(s) to prepare  
24 and submit tenure documents to the appropriate College(s) in a timely manner. The newly  
25 elected ARC Chair will attend College and University information sessions concerning  
26 promotion and tenure to prepare for the next set of annual reviews.  
27

28 *Special Review Committees (SRC).* Subcommittees of the PTC and ARC called Special  
29 Review Committees are assigned to assist in the preliminary review, promotion and/or tenure  
30 process of tenure-eligible faculty, and the renewal and advancement of term faculty (Sections  
31 10.1.3.1 and 10.2.3.1). Each faculty candidate has a personal SRC, comprised of a Faculty  
32 Mentor (FM) chosen by the candidate and two Faculty members selected within the  
33 candidate's first year and appointed by the Department Chair with the advice and consent of  
34 the candidate and Faculty. Members of the SRC will be of higher rank than the candidate and  
35 for term faculty can include both tenure-eligible and term faculty. The FM normally acts as  
36 Chair of the SRC. An SRC shall also be appointed for the mentoring of Associate Professors  
37 seeking guidance for promotion or advancement to Full Professor (Section 10.1.3.1). After  
38 consulting with the Department Chair, a faculty member may choose a new FM at any time  
39 because of changing professional or personal circumstances.  
40

### 41 6.3. Ad Hoc Committees

42 Ad hoc committees are created, staffed, and dissolved by the Chair or the voting Faculty as  
43 needs arise. Normally, ad hoc committees will be dissolved automatically at the completion of  
44 the specific task for which they were formed.  
45  
46

1 7. FACULTY MEETINGS AND VOTING PROCEDURES

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

19  
20 A quorum, defined as greater than 50% of the voting Faculty not currently on leave, must be  
21 present for voice votes or must vote by secure electronic ballot, for any vote to be binding.  
22 Except as noted elsewhere, voting Faculty approval is by majority vote, which is defined as  
23 being greater than 50% of the votes cast. Abstentions do not count as votes cast in  
24 determining the majority. All votes that regard the careers or employment of people must be  
25 cast by secure ballot. Any member of the quorum may call for a hand or in-meeting written  
26 ballot in lieu of a voice vote. Any member of the voting Faculty can call for a secure and  
27 confidential vote (including appropriately cast electronic ballots), in lieu of an in-meeting vote  
28 on a specific issue. -. The Chair, although counted toward the constitution of a quorum, may  
29 only vote in the case of ties, except as specified elsewhere in this document. Absentee ballots  
30 and proxy votes are allowed at Faculty meetings on published agenda items. The  
31 determination of a quorum counts members who have supplied absentee ballots or proxy  
32 votes, as allowed above.

33 8. SEARCHES AND HIRING

34 The EEOB Department endorses a commitment to diversity and to gender-equitable search  
35 and hiring practices. The expectation is that all interviews and hires will be conducted in an  
36 atmosphere that respects this commitment.  
37

38 8.1. Chair

39 At the time for selection of a Chair, the Dean or Deans will share with the Faculty whether the  
40 search will include candidates from within and/or outside the Faculty. The Dean(s) will appoint  
41 the screening committee chair, likely a chair from another department on campus, and will  
42 solicit self-nominations to serve on this committee from EEOB faculty, with the aim of  
43 representing the diversity of the department, including research interest, rank, and gender.

1 Staff support will be provided to the screening committee to facilitate its work. The committee  
2 will follow procedures described at the Office of the Senior Vice President and Provost  
3 website on administrative search guidelines as required by the University.  
4

5 The position description will be developed by the screening committee according to ISU  
6 requirements, and forwarded to the Dean(s) and Human Resources (HR) for approval. The  
7 approved position advertisement will be posted by HR and placed in appropriate periodicals  
8 and otherwise circulated in the larger scientific community.  
9

10 The screening committee will receive and review applications based on the criteria developed  
11 for the search. After reviewing all applications, the committee will develop a short list of  
12 candidates considered to be best qualified, and will make a recommendation to the Dean(s),  
13 who will decide who to interview. If the Dean(s) decide to conduct an external search,  
14 approved candidates will be invited to an EEOB interview. Interview procedures for the Chair  
15 will follow procedures described at the Office of the Senior Vice President and Provost  
16 website on administrative search guidelines as required by the University.  
17

18 After all interviews have been completed, the screening committee will solicit feedback from  
19 all EEOB faculty members on each candidate's suitability for the Chair position. Candidates  
20 are not ranked. For external candidates, tenured faculty of equal or higher rank than the rank  
21 proposed for the candidate will vote on the suitability of each candidate for tenure at the  
22 proposed rank. The screening committee will synthesize this information to make a  
23 recommendation to the Dean(s). After an offer has been accepted, tenured faculty of equal or  
24 higher rank than the candidate will vote on tenure within the department (see 5.2.1.2 of  
25 Faculty Handbook). If no candidate is subsequently hired, the voting Faculty may direct the  
26 screening committee chair to request permission from the Deans to re-advertise the position.  
27

28 If an internal search is to be conducted, the screening committee will solicit self-nominations  
29 from current tenured ISU faculty, and voting Faculty may also submit nominations of tenured  
30 EEOB candidates to the committee. The committee will contact each candidate to ascertain  
31 their willingness to be considered for the position of Chair. Candidates may withdraw their  
32 names from consideration at any time. As in an open search, the screening committee will  
33 make a recommendation to the Dean(s), who will decide who to interview. The screening  
34 committee will solicit feedback from EEOB faculty members on each candidate's suitability for  
35 the Chair position. Candidates are not ranked. The screening committee will synthesize this  
36 information to make a recommendation to the Dean(s). The Department recognizes the  
37 sensitivity of this process and will make every effort to avoid discomfort to any candidate by  
38 treating deliberations with candor, collegiality, and confidentiality. The Department recognizes  
39 that any candidate willing to be considered for the position of Chair has expressed an  
40 honorable commitment to make personal sacrifice in service to the Faculty as a whole. The  
41 Department also recognizes that making such a position attractive to candidates will require a  
42 strong commitment of resources and support.  
43

## 44 8.2. Tenure-Eligible Faculty

45 The tenure-eligible Voting Faculty will define the areas in which to search and hire. The  
46 decision will consider adherence to the strategic plan and maintaining balance among the

1 various disciplines within the Department, while allowing the flexibility to take advantage of  
2 timely opportunities and to pursue emerging areas of research related to the mission of the  
3 Department.  
4

5 When a tenure-eligible faculty position is approved by the LAS Dean or the CALS Dean (or  
6 both), the Department Chair proposes a search committee and search committee chair to the  
7 Faculty. The search committee usually consists of five Faculty members and one graduate  
8 student. The committee should be composed of an appropriate mix of Faculty closest to the  
9 research focus of the position as well as other members of the Department. One or more  
10 members may be from another relevant University department.  
11

12 With input from the Voting Faculty, the search committee develops in concert a notice of  
13 vacancy (NOV), a position advertisement, and a candidate evaluation matrix following ISU  
14 guidelines. These documents normally include the nature of the appointment, necessary  
15 qualifications of the applicant, research and teaching expectations, and application deadlines.  
16 Upon approval by the Voting Faculty, the Dean or Deans of the appropriate College or  
17 Colleges, and HR, the position is posted by HR, advertised in appropriate periodicals, and  
18 otherwise circulated in the larger scientific community. The search committee is charged with  
19 conducting an active search, striving to solicit and receive applications from a broad and  
20 diverse applicant pool.  
21

22 Each application that meets the required qualifications is normally evaluated by all members  
23 of the search committee. In the event of a large applicant pool, each application that meets  
24 the required qualifications will be evaluated by at least three search committee members. The  
25 search committee discusses all evaluated applications and creates a short list of candidates it  
26 judges best qualified for the position, based on explicit criteria in the candidate evaluation  
27 matrix, placing them in tiers (in accord with HR procedures). The search committee may then  
28 elect to conduct videoconference interviews of the top tier of applicants (using a common set  
29 of questions for each), to further identify which individuals may be suitable to invite for in  
30 person interviews. The search committee then votes to establish a list of candidates  
31 recommended for interview (for example, by Condorcet ballot). The interview list is shared  
32 with the Department Chair and Voting Faculty at least three days prior to an EEOB Faculty  
33 meeting addressing the search. At this time, the Voting Faculty can view application materials  
34 for candidates on the interview list. A secure and confidential electronic ballot will be used by  
35 the Voting Faculty to approve or reject the recommended interview list in its entirety. If the  
36 interview list is voted down, the Faculty may request permission to re-advertise the position.  
37

38 Candidates approved by the Voting Faculty, the College Dean or Deans, and HR will be  
39 invited to an EEOB interview. This interview generally will include a presentation in two  
40 components to the Department: a research seminar focusing on the candidate's scholarship to  
41 date and a shorter discussion focusing on the candidate's future research and plans for  
42 funding. The candidate will be provided with opportunities to visit with individual Department  
43 faculty members, with graduate students, with the Department Chair and Deans, and with  
44 other appropriate University administrators, faculty, staff, and students.  
45

46 After all interviews are completed, the Voting Faculty judges the acceptability of each  
47 candidate and ranks the acceptable candidates in terms of preference for hiring using a

1 Condorcet ballot. A “do not hire” option can be included on the ballot; offers would only be  
2 extended to candidates above the “do not hire” cut off. The Department Chair will forward the  
3 recommendations to the Dean or Deans in the format specified by the Faculty. If no candidate  
4 is hired from among those approved, the Voting Faculty may request permission to interview  
5 additional candidates from the current pool or to re-advertise the position.  
6

7 In the event that the department seeks to hire a candidate at the associate or higher level,  
8 with tenure, the vote will be split as follows. First, all tenured and tenure-eligible faculty will  
9 vote on the acceptability of the candidate. Second, tenured faculty of equal or higher rank than  
10 the rank proposed for the candidate will vote on tenure. If the acceptability vote passes but  
11 tenure is voted down, a recommendation will be forwarded that only an offer without tenure  
12 may be extended to the candidate.  
13

14 To accommodate an extraordinary opportunity, the EEOB Faculty may choose to supersede  
15 the above search and hire process. In this case, a two-thirds majority vote of the Faculty  
16 would be required to move forward.  
17

#### 18 8.2.1. Probationary Period

19  
20 Normally, tenure-eligible Faculty members are hired for an initial probationary period of three  
21 years. The appointment may be renewed for up to an additional three-year period before final  
22 decisions on promotion and tenure must be made (see Sections 9 and 10).  
23

#### 24 8.3. Term Faculty

25  
26 The following term faculty titles will be available for use within EEOB:

- 27 • Teaching Faculty Title and Ranks: Assistant Teaching Professor, Associate Teaching  
28 Professor, and Teaching Professor.
- 29 • Research Faculty Title and Ranks: Research Assistant Professor, Research  
30 Associate Professor, Research Professor.
- 31 • Adjunct Faculty Title and Ranks: Adjunct Assistant Professor, Adjunct Associate  
32 Professor, Adjunct Professor.  
33

34 EEOB establishes the following minimum qualifications for term faculty. Minimum  
35 qualifications for term faculty set by the respective colleges will also be adhered to based on  
36 the college home of the faculty member. In special cases, waivers of these minimum  
37 standards may be requested in accordance with university and college policies.

- 38 • Teaching Faculty
  - 39 ○ Teaching faculty who will advise, mentor, or teach in graduate programs must  
40 have a terminal academic degree (normally a Ph.D.) in ecology, evolution,  
41 organismal biology, or closely related field.
  - 42 ○ Teaching faculty who will teach in undergraduate programs must have a masters  
43 degree in ecology, evolution, organismal biology, or closely related field.



- 1           • Research Faculty
- 2           ○ Research faculty must have a terminal academic degree (normally a Ph.D.) in
- 3           ecology, evolution, organismal biology, or closely related field.
- 4           • Adjunct Faculty
- 5           ○ Adjunct faculty must have a terminal academic degree (normally a Ph.D.) in
- 6           ecology, evolution, organismal biology, or closely related field.
- 7

8           In addition to the minimum degree or professional experience requirements listed above, for

9           an initial hire of a term faculty member at the associate professor or professor rank, the

10          following minimum requirements are defined for titles of term faculty:

- 11          • Associate Professor: a record of successfully contributing to the mission of the
- 12          university as defined by the PRS or a record of contributions in the professional field
- 13          and promise of further academic and professional development
- 14          • Professor: a record of proven excellence in the primary responsibilities identified in
- 15          the PRS and effectiveness in other areas of the PRS, or a record of demonstrated
- 16          substantial contributions to their professional field
- 17

18          Department paid Teaching, Research, and and Adjunct Term Faculty have responsibilities

19          defined in the Faculty Handbook and by policies of the College of Agriculture and Life Sciences

20          and the College of Liberal Arts and Sciences, which also provide criteria for their hiring and

21          advancement. In hiring term faculty, when a vote is required the Voting Faculty would include

22          tenure-eligible and term faculty. Renewals of term faculty are made by following the

23          procedures described for term faculty in Section 9.1.2. All faculty members are expected to

24          contribute to institutional service by participating effectively in EEOB governance (see

25          10.1.1.4).

26

27          The length of term faculty contracts varies by title and rank. Lecturers are appointed to one-

28          year contracts, and this contract can be renewed for up to three years. Lecturers on a one-

29          year appointment will be evaluated by an SRC allowing adequate time for the chair to issue a

30          letter of intent to renew or not renew. A term faculty hiring committee is required if the initial

31          appointment is to be longer than one year. Upon completion of three one-year contracts, the

32          Lecturer must be terminated or appointed to an Assistant Teaching Professor position.

33          Assistant and Associate Term Professors are appointed to three-year contracts and Full Term

34          Professors to five-year contracts.

35

36          Performance review of term faculty is addressed in Section 9.1.2 and advancement review in

37          Section 10.2.

38

#### 39          8.4. Visiting, Affiliate, and Joint Appointments

40          All appointments that do not fall in the categories of tenure-eligible or term faculty are defined

41          in Section 3.3 of the ISU Faculty Handbook. These include Visiting, Affiliate, and Joint faculty

42          appointments. Nominations of faculty to Visiting or Affiliate appointments not normally paid by

43          the Department can be made by the Chair or any other voting Faculty member. Nominations

44

1 of faculty to Joint academic appointments where the salary is paid wholly by another  
2 department can also be made by the Chair or any other voting Faculty member.  
3 Characteristics of these appointments and their roles in University and Department  
4 governance are spelled out in the ISU Faculty Handbook. The nomination must include a  
5 letter addressed to the EC stipulating the type of appointment sought, the desired rank and  
6 term of the appointment, the reasons for seeking the appointment, and the qualifications of the  
7 candidate. A resume and appropriate supporting documentation should be submitted.  
8 Nominees may be invited to give an EEOB research seminar. In a timely manner, the EC will  
9 then make a recommendation to the Faculty specifying the nominee, the position title, and the  
10 nature and duration of the appointment. After sufficient time for the Faculty to consult the  
11 documents (at least a week), the Faculty will meet for discussion and vote on approval of the  
12 nomination. If an appointment is approved by the Faculty, the Chair will prepare a letter of  
13 appointment specifying the type of appointment granted, the duration of the appointment, the  
14 responsibilities of the applicant to the Department, and the support and facilities that will be  
15 provided by the Department to the applicant, if any. Approved Faculty members may apply for  
16 the privilege of attending EEOB Faculty meetings as an observer rather than a participant by  
17 submitting a letter to the Chair, justifying the special request. Such privileges are granted only  
18 if approved by the voting Faculty.

19  
20 In the case of off-campus, PhD-level scientists who request an EEOB Affiliate appointment  
21 solely for the purpose of serving on a graduate student's POS committee, the EEOB Affiliate  
22 appointment process will be simplified. The same written application materials as described  
23 above will be submitted to the department chair by the major professor of the POS committee.  
24 The EEOB Affiliate appointment will be granted if formally endorsed by the major professor of  
25 the graduate student POS committee and the EEOB department chair. While a faculty vote is  
26 not required, the faculty will be informed of new appointments. The appointment will be  
27 terminated at the time of the student's graduation or when the POS committee dissolves.

28  
29 The continuation of non-budgeted Visiting, Joint, and Affiliate Faculty positions shall be  
30 reviewed by the voting Faculty at regular intervals not to exceed five years in length. The  
31 Department Chair will maintain a current list of all faculty with adjunct, visiting, affiliate, and  
32 joint appointments on the departmental intranet site  
33 (<http://www.eeob.iastate.edu/staffcontact.html>). The list will also document the details of each  
34 appointment including the type of appointment, the duration of the appointment, the  
35 responsibilities to the Department, any support and facilities that will be provided by the  
36 Department, and any voting privileges granted by the Department.

37  
38 Jointly budgeted appointments must be approved by the voting Faculty. If the jointly budgeted  
39 appointment was approved prior to a search, the Department will be actively involved in the  
40 search process. The Department may agree or decline to extend an offer to any candidate  
41 following the procedures for regular tenure-eligible hires. If a jointly budgeted appointment is  
42 requested subsequent to a search, a complete resume will be made available to the  
43 Department for review and the Department may request a seminar presentation by the  
44 candidate. The requested appointment will be discussed in a Faculty meeting and a decision  
45 rendered by Faculty vote.  
46

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

## 7 9. PERFORMANCE REVIEWS

8 Peer performance reviews are necessary and beneficial to the professional growth and  
9 development of all Faculty members. Maintaining open communication between the Faculty  
10 and the administration of the Department also benefits the overall health and morale of the  
11 Department. All reviews are conducted confidentially with a constructive attitude and in an  
12 atmosphere of mutual respect. Position responsibilities and the prerogatives of academic  
13 freedom guide all deliberations and decisions.  
14

### 15 9.1. Faculty Performance Reviews

16 Consistent with the land grant mission of Iowa State University, Faculty evaluations are based  
17 on activities in the areas of research, teaching, and outreach/professional service. All Faculty  
18 members are also expected to make meaningful contributions to the service of the  
19 Department and University. The relative weighting for each area is dictated by the individual  
20 Faculty member's Position Responsibility Statement (PRS; see 4.2.1).  
21

22 Each Faculty member receiving salary from EEOB funds undergoes an annual review by the  
23 department Chair. The Chair requests a Faculty Activity Report (FAR) summarizing the  
24 Faculty member's recent accomplishments in research, teaching, outreach, professional  
25 practice, service, and other relevant areas. The Chair prepares a written evaluation of the  
26 Faculty member's FAR with respect to the PRS. These confidential evaluations are used as  
27 the basis for deciding annual salary adjustments and for other confidential matters.  
28

#### 29 9.1.1. Tenure-Eligible Faculty Annual Review

30  
31 Tenure-eligible, but as yet untenured, Faculty will undergo the above review by the Chair, as  
32 well as an annual review by an SRC (see Sections 6.2 and 10.1.3.1). The purpose of these  
33 reviews is to provide constructive guidance to assure adequate progress toward promotion  
34 and tenure. Specific procedures for faculty mentoring, SRC review, and promotion and tenure  
35 review of tenure-eligible Faculty PTC are provided in Section 10.  
36

37 The Department will carry out regular reviews of classroom teaching effectiveness of Faculty  
38 to provide constructive guidance for teaching improvement. Tenure-eligible Assistant  
39 Professor Faculty members should receive teaching reviews annually prior to consideration  
40 for tenure. Tenured Faculty members should receive teaching reviews prior to any promotion  
41 or post-tenure review. An SRC, in the case of tenure-eligible Faculty (see Sections 10.1.3.1,  
42 10.2) will prepare a written evaluation of the Faculty member's performance in light of the PRS  
43 and provide copies to the Faculty member and to the Department Chair. These reviews will

1 also be available to the tenure-eligible Faculty considering renewal or promotion of term  
2 Faculty members (see Sections 6, 8.3, 8.4 and 10.2).  
3

#### 4 9.1.2. Term Faculty Annual Review and Re-appointment 5

6 All term faculty will have an annual review by the department Chair. Term faculty positions are  
7 term appointments eligible for renewal based upon the quality of performance and the  
8 continuing need of the Department. As described in the ISU Faculty Handbook, term faculty  
9 must be evaluated for compensation and advancement using established criteria appropriate  
10 to their positions. In addition to annual review by the department Chair, Term Faculty  
11 members shall be reviewed during the first year of any appointment involving classroom  
12 instruction and prior to renewal of appointment or advancement. For term faculty at the  
13 Lecturer and Assistant levels, annual evaluations will be conducted by a Special Review  
14 Committee (SRC) comprised of tenure-eligible and term faculty at the rank of Associate or  
15 higher. In fall semesters, the SRC will prepare a written review (SRC Report; see Sections 6.2  
16 and 10.2.3.1). The purpose of these reviews is to evaluate the faculty member's performance  
17 in light of the PRS and to provide constructive guidance to assure adequate progress toward  
18 goals of the individual term faculty. For term faculty involved in teaching, a peer-evaluation of  
19 teaching (e.g., classroom visits and teaching portfolio) should be included for promotion or  
20 renewal. The faculty member and the SRC Report will be evaluated by the ARC, and the  
21 resulting report will be shared with the faculty member and the Department Chair (see Section  
22 10.2.3.1). Approval of the SRC Report shall require a majority vote of the ARC. The Voting  
23 Faculty and the Department Chair will make a recommendation at the time of reappointment,  
24 which will be in the penultimate year of multi-year contracts. Relative to term faculty review,  
25 renewal, and advancement, the ARC and Voting Faculty comprise all tenured and term faculty  
26 of higher rank than the faculty member under review.  
27

#### 28 9.1.3. Jointly Appointed Faculty 29

30 Each Faculty member with a joint appointment will have a primary department defined in the  
31 PRS and letter of intent. The primary department shall initiate the evaluation of persons  
32 holding rank in multiple departments. An individual wishing to change their primary  
33 appointment to the EEOB Department must obtain the approval of the voting Faculty of  
34 EEOB. Joint Faculty members for whom EEOB is the primary department are evaluated as  
35 described in Section 10.1 for tenure-eligible faculty or Section 10.2 for term faculty. Promotion  
36 of Joint Faculty members who have a home department other than EEOB will follow  
37 automatically when the Faculty member is promoted by their home department. The EEOB  
38 Faculty may choose to review a jointly budgeted candidate's credentials and submit a letter to  
39 the appropriate Dean in support of or in opposition to promotion. Should the voting Faculty  
40 choose to do this, the Department Chair will nominate a SRC to examine the materials  
41 submitted to the home department in a fashion coordinated with the home department's  
42 promotion and tenure process and to make a report to a duly constituted PTC. The PTC will  
43 vote according to the procedures outlined in Section 10.1.3.1.  
44

1 9.2. Chair Performance Reviews

2  
3 The Executive Committee will annually survey all EEOB Faculty for feedback on the  
4 Department Chair's performance and suggestions for improvement. The purpose of this  
5 review is to provide a positive avenue for Faculty feedback to the Department Chair. Faculty  
6 members have the opportunity to supply confidential feedback to the EC. The EC then meets  
7 with the Chair and presents a written summary of the feedback along with any  
8 recommendations.

9  
10 Sixteen months prior to the end of the Department Chair's term, the Chair will notify the  
11 Faculty of willingness to be considered for another term. If the Chair is willing to serve another  
12 term, an EEOB evaluation will be conducted by the end of that semester. The EC will convene  
13 a faculty meeting without the Department Chair for discussion of the matter and subsequently  
14 solicit written comments from the Faculty. The comments will be reviewed by the EC and  
15 shared with the Chair, the Deans, and the EEOB Faculty. Based on these comments, the EC  
16 will recommend to the voting Faculty whether or not to support reappointment of the current  
17 Department Chair. A two-thirds majority vote by written or secure electronic ballot of the voting  
18 Faculty will serve as the EEOB recommendation to the Deans. If less than a two-thirds  
19 majority of the voting Faculty supports the present Department Chair, the results will be  
20 reported to the Deans accompanied by a recommendation that a search for a new Chair be  
21 initiated.

22  
23 A motion of confidence in the Department Chair may be entertained by the voting Faculty. A  
24 motion of confidence or no confidence is made by petition of at least five voting Faculty  
25 members to the Faculty Chair of the EC, accompanied by a memo indicating the reasons for  
26 the motion. If such a motion is made, the EC will notify the Department Chair, keeping the  
27 petitioner's names confidential, and the Faculty Chair of the EC will preside over the orderly  
28 discussion of the motion by the voting Faculty. If the motion is carried by a two-thirds majority  
29 vote by written or secure electronic ballot, the results of the vote are to be transmitted to the  
30 Deans, along with a synopsis of the reasons for the carried motion.

31 10. EVALUATION FOR PROMOTION AND TENURE OR ADVANCEMENT

32 The Departmental Faculty, Chair, PTC, and SRC all recognize their responsibilities to assure  
33 professional development and promotion and advancement processes that are based on a  
34 fair, objective evaluation of Faculty members' qualifications. Every effort must be made to  
35 conduct such reviews in a positive and collegial atmosphere.

36  
37 The EEOB Department subscribes to the criteria and general procedures in the current  
38 Faculty Handbook and College of Agriculture and Life Sciences and College of Liberal Arts  
39 and Sciences Promotion and Tenure Documents. Faculty members are expected to display a  
40 high level of scholarship, as defined in the Faculty Handbook. Consistent with the land grant  
41 mission of Iowa State University, Faculty evaluations are based on their activities in the areas  
42 of research, teaching, and outreach/professional service. The relative weighting for each area  
43 is indicated by the individual Faculty member's Position Responsibility Statement (see Section  
44 4.2.1). All Faculty members are also expected to make meaningful contributions to the service  
45 of the Department and University.

1  
2 Below, Section 10.1 addresses the promotion and tenure review of tenure-eligible faculty  
3 while Section 10.2 addresses advancement review of term faculty.  
4

## 5 10.1. Promotion and Tenure Review for Tenure-Eligible Faculty

### 6 10.1.1. Criteria for Promotion and Tenure

#### 7 **10.1.1.1. Research**

8  
9 The EEOB Faculty recognize that research is the activity that most fundamentally  
10 distinguishes a national-level doctorate granting university from other institutions and is a  
11 major consideration in determining promotion and tenure. The critical issue is whether the  
12 candidate's work contributes significantly to advancing the candidate's research discipline.  
13 Since publication is the end product of research, the quality and quantity of original peer-  
14 reviewed research publications in scientific journals constitutes a primary measure of research  
15 productivity. Such aspects as sole authorship, senior authorship, and reputation of the  
16 journals are considered. Other evidence of the vitality of a research program includes, but is  
17 not limited to, external support, invitations to present research results at other institutions and  
18 at professional meetings, requests to serve on research panels or to serve as reviewer for  
19 manuscripts and grant proposals, and participation in professional society affairs. Accordingly,  
20 during the review process the Faculty will consider the following information regarding  
21 research activities since appointment or last promotion:

- 22 • All publications, including full citations of refereed and non-refereed journal articles,  
23 books and monographs, chapters in books, book reviews, and manuscripts submitted  
24 that are not yet accepted for publication. For co-authored contributions, the role of the  
25 candidate in the creation and execution of each work should be indicated
- 26 • Proposals created seeking grants, fellowships, and other external and internal support  
27 should be provided, including source, funding amount granted or requested, dates,  
28 and the disposition of decisions about the award of funding. For co-authored  
29 proposals, the role of the candidate in the creation and execution of the proposal, as  
30 well as the amount of the funding intended for the candidate, should be indicated
- 31 • A list of other scholarly contributions, including patents, computer programs released,  
32 technical reports to agencies, and other research products
- 33 • A list of research papers presented at regional, national, and international meetings,  
34 giving society, place, and date
- 35 • A list of the source and number of research papers, grant proposals, and books  
36 reviewed by the candidate
- 37 • Participation in professional society affairs, e.g., symposia organized, service on  
38 committees, official positions held
- 39 • A list of invitations to participate in symposia or give guest lectures off campus
- 40 • A list of graduate students advised since last promotion, the degree(s) obtained by  
41 each student, and their subsequent employment or further education. A list of other

1 program-of-study committees served on (i.e., not as major professor) should also be  
2 provided

- 3 • A synopsis of research accomplishments since last promotion and current research  
4 directions presented as a brief narrative  
5

### 6 **10.1.1.2. Teaching**

7  
8 As a unit in an institution of higher learning, effective teaching is a valued and essential  
9 activity of the Department and its Faculty. The Department is committed to excellence in the  
10 training of highly qualified personnel at both the undergraduate and graduate levels. Teaching  
11 is a scholarly and dynamic endeavor and covers a broad range of activities. Particular  
12 expressions of effective teaching vary widely, and teachers demonstrate their pedagogical  
13 skills in a variety of ways. Some may display their pedagogical abilities in organized lectures.  
14 Others may promote collaborative learning or may improvise in the classroom in response to  
15 the dynamics of a specific group, while still others may be adept in facilitating group  
16 discussion. Faculty must demonstrate command of the subject matter, continuous growth in  
17 the subject field, and an ability to create and maintain instructional environments to promote  
18 student learning. Accordingly, during the review process, the Faculty will consider the  
19 following information regarding teaching activities since appointment or last promotion:

- 20 • Documentation of classroom teaching effectiveness based on student responses to  
21 course evaluation surveys, documented outcomes assessment, feedback from peer  
22 reviews following observation of the candidate's classroom teaching, additional  
23 feedback from students or advisees, and the quality of the teaching portfolio
- 24 • A description of courses presented, including resident credit courses, international  
25 programs and courses, non-credit seminars and workshops, and continuing-education  
26 and distance-learning programs
- 27 • A list of undergraduate and graduate projects, internships, theses, and dissertations  
28 directed
- 29 • Membership on masters and doctoral committees
- 30 • Documentation of advising and mentoring undergraduate students, graduate  
31 students, and post-doctoral associates, including knowledge about curricular and  
32 extracurricular matters as well as an ability to aid students in using University  
33 resources
- 34 • Documentation of contributions to the development of curricular and pedagogical  
35 issues, including evidence of grants and publications in scholarly journals,  
36 pedagogical research performed, and incorporation of this information into  
37 classrooms
- 38 • Contributions to curricular development, including collaborative courses and programs  
39 and service on curriculum committees
- 40 • Descriptions of pedagogical innovations employed, including the incorporation of new  
41 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. Outreach and Professional Practice**

Outreach 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 outreach, 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 outreach 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 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 outreach and distance-learning, including the incorporation of new technologies and approaches to learning and evaluation of the effectiveness of outreach or distance-learning
- Documentation of mass media exposure of research, teaching, or outreach 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



1 University policies, and by carrying out administrative responsibilities when called upon.  
2 Although the Department Faculty recognizes the importance and necessity of service, service  
3 alone shall not serve as the central basis for promotion and/or tenure. As a part of the  
4 promotion and tenure evaluation, the following activities should be documented and will be  
5 considered:

- 6 • EEOB, College, and University committees
- 7 • international assignments on ISU projects
- 8 • other service contributions.
- 9

#### 10 10.1.2. Criteria for Specific Promotions of Tenure-Eligible Faculty

##### 11 **10.1.2.1. Promotion from Assistant to Associate Professor**

12 An Associate Professor should have a solid academic reputation and show promise of further  
13 academic development and productivity. The candidate must demonstrate excellence in  
14 scholarship that, consistent with activities described in the Position Responsibility Statement,  
15 establishes the individual as a significant contributor to the discipline with a high likelihood of  
16 sustained contributions and potential for national distinction. The candidate must show  
17 effectiveness in all areas of their position responsibilities and satisfactory institutional service.  
18 Promotion to the rank of Associate Professor is generally accompanied by the granting of  
19 tenure.  
20

##### 21 *10.1.2.2. Promotion from Associate to Full Professor*

22 A Professor should be recognized by professional peers within the University, as well as  
23 nationally and/or internationally, for excellence in contributions to the scholarly discipline and  
24 be recognized as an authority in a field of specialization. The candidate must show significant  
25 growth in performance beyond that of the previous rank, consistent with activities described in  
26 the Position Responsibility Statement, and must have demonstrated the ability to sustain  
27 contributions to the discipline. Significant institutional service is also expected for promotion to  
28 Professor.  
29  
30  
31

#### 32 10.1.3. Departmental Procedures for Promotion and Tenure Reviews

33 Procedures in this section apply to the review of tenure-eligible Faculty, including both non-  
34 tenured and tenured Faculty. Review of all tenure-eligible faculty by the Department Chair  
35 based on the annual FAR is dealt with in Section 9.1.  
36  
37

##### 38 **10.1.3.1. Responsibilities of the Department**

39 Early each fall semester, the Department Chair sends out a notification to all faculty regarding  
40 annual review and faculty eligible for consideration for promotion and/or award of tenure. This  
41 section defines the committees, indicates the timing, and outlines procedures regarding  
42 review and consideration for promotion and tenure.  
43  
44

## Timing of Reviews

Tenure-eligible faculty will be reviewed annually by the voting Faculty and Chair with regard to performance (see Section 9). In addition, the FM and an SRC, in cooperation with the Chair, will conduct an annual review with regard to progress toward reappointment, tenure, and promotion. Tenure-eligible 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 outreach 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

1 format, publications, teaching portfolio, and other relevant materials are the documents  
2 reviewed by the PTC. The PTC, chaired by an elected member of the PTC, will discuss the  
3 candidate's materials.  
4

5 For tenure-eligible Faculty members being reviewed for reappointment to another  
6 probationary period at their current rank, the purpose of this review is to provide constructive  
7 developmental feedback to probationary Faculty regarding progress in meeting EEOB criteria  
8 for promotion and tenure. The PTC shall evaluate each candidate, and the results of this  
9 evaluation will be summarized by the SRC in a written report, hereafter called the PTC Report.  
10 Following approval of the PTC Report by a majority vote of the PTC, the SRC or the Faculty  
11 Mentor will discuss the PTC Report with the candidate. The candidate will receive a written  
12 copy of the PTC Report. In the third year, it is mandatory to report to the Chair and the  
13 appropriate College the results of a specific vote of the PTC regarding reappointment of a  
14 tenure-eligible probationary Faculty member.  
15

16 For cases of promotion or tenure, the PTC will determine, before it adjourns, the period during  
17 which secret ballots from PTC members will be accepted by the Chair of the PTC, not to  
18 exceed 10 days from the final PTC meeting. Voting will be performed by a secure and  
19 confidential electronic method. Separate ballots with the name of each candidate being  
20 considered for promotion and/or tenure at each rank will be made available to eligible Faculty  
21 members (i.e., members of the appropriate PTC). The Department Chair is excluded from  
22 voting as a member of the PTC. The vote may be yes, no, or abstain. The Chair of the PTC  
23 shall tally the votes. Eligible Faculty members vote only once as a member of an  
24 appropriately-constituted PTC. A positive vote from more than one-half of all eligible voters is  
25 required to recommend promotion and/or tenure. Eligible Faculty members are entitled to vote  
26 even if they did not attend the PTC meeting(s). Faculty on leave may vote by absentee ballot,  
27 but they must inform the EEOB Chair and the Chair of the PTC before the PTC begins  
28 deliberations of their intention to review materials and cast a ballot. Once the votes are tallied,  
29 the Chair of the PTC will notify the Department Chair in writing of the results.  
30

31 The Department Chair will inform the candidate in writing as soon as possible of the  
32 Department's recommendation for or against promotion and/or tenure, including the tally of  
33 votes. If promotion or tenure is not recommended, the Department Chair (and FM in  
34 appropriate cases) will discuss the reasons with the candidate. The Chair will also review with  
35 the candidate the factual information (Tab 1 and Tab 2) to be submitted to the College.  
36 The SRC will construct the recommendation voted by the PTC in a format prescribed by the  
37 Dean of Agriculture and Life Sciences and Dean of Liberal Arts and Sciences. This PTC  
38 Report becomes a part of Tab 3 that is submitted to the appropriate Dean as part of the  
39 promotion and tenure packet. The voting results of the PTC, including positive, negative, and  
40 abstention votes, are a part of the PTC report and the cover sheet for candidates under  
41 mandatory tenure consideration, candidates subject to vote for reappointment, and candidates  
42 considered for promotion.  
43

44 The Department Chair will submit an independent report on a candidate.  
45

1 **10.1.3.2. Responsibilities of the Tenure-Eligible Candidate**

2  
3 Candidates are responsible for the factual documentation of progress and preparation of the  
4 FAR. Preparation of the dossier should be done in consultation with the FM. Candidates are  
5 responsible for notifying the Chair of their intention to undertake review for promotion and/or  
6 tenure. Candidates are responsible for preparing their dossier for review in a timely manner  
7 with respect to the deadlines set forth by the FM, SRC, PTC, Department Chair, and the  
8 Colleges. The dossier and other documentation must conform to the guidelines set forth by  
9 the relevant College and at a minimum contain the items listed in Sections 10.1.1.1—10.1.1.4.  
10

11 **10.1.3.3. External Reviews of Tenure-Eligible Faculty**

12  
13 In recognition of the unique nature of each individual's research, teaching, and outreach  
14 program, confidential reviews of a candidate's professional impact will be sought from  
15 qualified persons both from within and outside the University and will be considered during the  
16 review process. The SRC will solicit written reviews of the candidate's performance in the  
17 areas of research, teaching, and professional practice/outreach. Before such solicitation, each  
18 SRC must provide the candidate with the stipulation in writing that these reviews are  
19 confidential by University policy and will not be available to the candidate in any form. This  
20 policy will not be waived for any reason. Confidential letters of review are to be made available  
21 to Faculty members and administrators with a need to know based upon their participation in  
22 the promotion and tenure review process. These individuals include members of the SRC and  
23 the PTC, the Department Chair, administrators within the University, and the Board of  
24 Regents.  
25

26 Nominations of external reviewers will be made as follows: at least three of the external  
27 reviewers will be chosen from a list of more than three individuals provided by the candidate to  
28 the SRC. At least three more external reviewers will be solicited in a confidential manner  
29 based on suggestions from the SRC and the voting faculty. Six external reviews are required  
30 by the University (Faculty Handbook, Section 5.3.3.1), so in practice it will be necessary to  
31 solicit more than six reviews. If more than six letters are obtained, all letters are required to be  
32 forwarded as part of the final tenure and/or promotion package, as per rules stated in the  
33 Faculty Handbook. The candidate may also provide a list of persons that the candidate feels  
34 should be excluded from consideration as external reviewers. The SRC will make the final  
35 selections. The SRC will provide each external reviewer with a dossier for the candidate and  
36 any other material deemed relevant to a fair and impartial evaluation. In addition to the  
37 external reviews, reviews may also be solicited from other members of the candidate's  
38 discipline at any rank within the University. All reviewers will be notified that the reviews will be  
39 confidential.  
40

41 **10.1.3.4. Appeals by Tenure-Eligible Faculty**

42  
43 In the case that promotion and/or tenure are subsequently denied, any appeals that are filed  
44 must follow the procedures outlined in the College promotion and tenure documents and the  
45 Faculty Handbook. Normally, these appeals must be filed soon after the last event or events  
46 that are being appealed.

1  
2 10.2. Advancement Review for Term Faculty

3  
4 Term faculty are eligible for advancement to the Associate rank after five years as a faculty  
5 member at ISU and may request advancement following University policies and procedures  
6 by notifying the Department Chair. The candidate is responsible for preparing the required  
7 materials (see Section 10.2.3.2) and other relevant documentation that the candidate deems  
8 necessary to support the request for advancement. In coordination with the candidate, the  
9 Chair will nominate a SRC of tenured and Associate/Full term faculty to examine the  
10 submitted materials in a timely fashion and evaluate them in light of the Faculty member's  
11 PRS and role in the Department. For those candidates who teach, this evaluation will include  
12 peer-evaluation of teaching. The SRC will draft an evaluative report to the ARC, which shall  
13 be comprised of all tenured and Associate/Full term faculty. The ARC will vote according to  
14 the procedures outlined in Section 10.2.3. Criteria for advancement include success in areas  
15 defined by the candidate's PRS, as well as promise of further academic development.  
16 Following the vote of the ARC and evaluation by the Chair, the Assistant Term Professor may  
17 advance to Associate Term Professor. Similarly, following evaluation of the ARC and Chair,  
18 the Associate Term Professor can advance to Term Professor. In this case, the ARC shall  
19 consist of all tenure-eligible and term faculty of Professor rank.  
20

21 10.2.1. Criteria for Advancement of Term Faculty  
22

23 **10.2.1.1. Research**  
24

25 For term faculty whose PRS includes responsibilities in research, the candidate's work should  
26 contribute significantly to advancing the research discipline. Since publication is the end  
27 product of research, the quality and quantity of original peer-reviewed research publications in  
28 scientific journals constitutes a primary measure of research productivity. Such aspects as  
29 sole authorship, senior authorship, and reputation of the journals are considered. Other  
30 evidence of the vitality of a research program includes, but is not limited to, external support,  
31 invitations to present research results at other institutions and at professional meetings,  
32 requests to serve on research panels or to serve as reviewer for manuscripts and grant  
33 proposals, and participation in professional society affairs. Accordingly, during the review  
34 process and commensurate with the percent research appointment in the candidate's PRS,  
35 the ARC should consider the following information regarding research activities since  
36 appointment or last advancement:

- 37
- 38 • All publications, including full citations of refereed and non-refereed journal articles,  
39 books and monographs, chapters in books, book reviews, and manuscripts submitted  
40 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
  - 41 • Proposals created seeking grants, fellowships, and other external and internal support  
42 should be provided, including source, funding amount granted or requested, dates,  
43 and the disposition of decisions about the award of funding. For co-authored

1 proposals, the role of the candidate in the creation and execution of the proposal, as  
2 well as the amount of the funding intended for the candidate, should be indicated

- 3 • A list of other scholarly contributions, including patents, computer programs released,  
4 technical reports to agencies, and other research products
- 5 • A list of research papers presented at regional, national, and international meetings,  
6 giving society, place and date
- 7 • A list of the source and number of research papers, grant proposals, and books  
8 reviewed by the candidate
- 9 • Participation in professional society affairs, e.g., symposia organized, service on  
10 committees, official positions held
- 11 • A list of invitations to participate in symposia or give guest lectures off campus
- 12 • A list of graduate students advised since last advancement, the degree(s) obtained by  
13 each student, and their subsequent employment or further education. A list of other  
14 program-of-study committees served on (i.e., not as major professor) should also be  
15 provided
- 16 • A synopsis of research accomplishments since last advancement and current  
17 research directions presented as a brief narrative

#### 19 **10.2.1.2. Teaching**

20  
21 As a unit in an institution of higher learning, effective teaching is a valued and essential  
22 activity of the Department, and term faculty with PRS responsibilities in teaching are expected  
23 to contribute to excellence in the training of highly qualified personnel at both the  
24 undergraduate and graduate levels. Expressions of effective teaching vary widely and  
25 teachers may demonstrate their pedagogical skills in a variety of ways. Some may display  
26 their pedagogical abilities in organized lectures. Others may promote collaborative learning or  
27 may improvise in the classroom in response to the dynamics of a specific group, while still  
28 others may be adept in facilitating group discussion. Term faculty who teach must  
29 demonstrate command of the subject matter, continuous growth in the subject field, and an  
30 ability to create and maintain instructional environments to promote student learning.  
31 Accordingly, during the review process and commensurate with the percent teaching  
32 appointment in the candidate's PRS, the ARC should consider the following information  
33 regarding teaching activities since appointment or last advancement:

- 34 • Documentation of classroom teaching effectiveness based on student responses to  
35 course evaluation surveys, documented outcomes assessment, feedback from peer  
36 reviews following observation of the candidate's classroom teaching, additional  
37 feedback from students or advisees, and the quality of the teaching portfolio
- 38 • A description of courses presented, including resident credit courses, international  
39 programs and courses, non-credit seminars and workshops, and continuing-education  
40 and distance-learning programs

- 1 • A list of student projects and internships, and if a member of the Graduate Faculty,  
2 theses and dissertations directed
- 3 • Documentation of advising and mentoring undergraduate students, including  
4 knowledge about curricular and extracurricular matters as well as an ability to aid  
5 students in using University resources
- 6 • Documentation of contributions to the development of curricular and pedagogical  
7 issues, including evidence of grants and publications in scholarly journals,  
8 pedagogical research performed, and incorporation of this information into  
9 classrooms
- 10 • Contributions to curricular development, including collaborative courses and programs  
11 and service on curriculum committees
- 12 • Descriptions of pedagogical innovations employed, including the incorporation of new  
13 technologies and approaches to learning and assessment
- 14 • Contributions to the development of teaching materials, including course manuals,  
15 review materials, computer programs, and other mechanisms to enhance student  
16 engagement
- 17 • Contributions to professional societies and organizations that seek to improve  
18 teaching  
19

### 20 **10.2.1.3. Outreach and Professional Practice**

21  
22 Term faculty whose PRS includes responsibilities in outreach and professional practice will  
23 provide professional expertise through dissemination of information, engagement of citizens in  
24 development activities, and provision of assistance to citizens outside the traditional  
25 classroom. These include activities that primarily occur outside of the University. The goal of  
26 these efforts is to extend the knowledge and expertise of the University to the state of Iowa,  
27 the nation, and the world. Judgment is often needed to distinguish outreach, professional  
28 practice, and institutional service from those activities that also reflect contribution to teaching  
29 or research. The EEOB Faculty recognizes the importance of professional responsibilities in  
30 outreach and professional practice and, commensurate with the percent outreach and  
31 professional service appointment in the candidate's PRS, the ARC should consider the  
32 following information regarding the following activities since appointment or last advancement:

- 33 • Documentation of the presentation of off-campus credit courses, international  
34 programs and courses, workshops, public programs, K-12 programs, continuing-  
35 education, and distance-learning programs
- 36 • A list of publications and websites or other computer-aided information transfer
- 37 • Documentation of contacts with the general public, professionals, and other  
38 researchers, including identification of specimens and provision of expertise on  
39 biological issues
- 40 • Documentation of the provision of expert information, including consulting and legal  
41 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 outreach and distance-learning, including the incorporation of new technologies and approaches to learning and evaluation of the effectiveness of outreach or distance-learning
- Documentation of mass media exposure of research, teaching, or outreach activities

#### **10.2.1.4. Institutional Service**

Term faculty whose PRS includes responsibilities in institutional service are expected to contribute to service in EEOB, their College, and the University, when called upon. Although the Department Faculty recognizes the importance and necessity of service, service alone shall not serve as the central basis for advancement. As a part of the ARC's evaluation for advancement, and commensurate with the percent institutional service appointment in the candidate's PRS, the following activities should be documented and will be considered:

- EEOB, College, and University committees
- international assignments on ISU projects
- other service contributions

#### **10.2.2. Criteria for Specific Advancements of Term Faculty**

##### **10.2.2.1. Advancement from Assistant to Associate Term Professor**

An Associate Term Professor should have a solid academic reputation and show promise of further development and productivity. The candidate must demonstrate excellence in scholarship that, consistent with activities described in the PRS, establishes the individual as a significant contributor to the discipline with a high likelihood of sustained contributions. To advance to the rank of Associate Term Professor, the candidate must show effectiveness in all areas of their PRS responsibilities and satisfactory institutional service.

##### **10.2.2.2. Advancement from Associate to Full Term Professor**

A Full Term Professor should be recognized by professional peers within the University for excellence in contributions to the scholarly discipline. The candidate must show significant growth in performance beyond that of the previous rank, consistent with activities described in the PRS, and must have demonstrated the ability to sustain contributions to the discipline. Significant institutional service is also expected for advancement to Term Professor.



1 10.2.3. Departmental Procedures for Advancement of Term Faculty  
2

3 Procedures in this section apply to the review of term faculty, including Lecturers and  
4 Assistant and Associate Term Professors. Review of all faculty by the Department Chair  
5 based on the annual FAR is dealt with in Section 9.1.  
6

7 **10.2.3.1. Responsibilities of the Department**  
8

9 Early each fall semester, the Department Chair sends out a notification to all faculty regarding  
10 annual review and, to term faculty in the penultimate year of their contract, renewal. With  
11 regards to term faculty, this section defines the committees, indicates the timing, and outlines  
12 procedures regarding review and consideration for advancement.  
13

14 **Timing of Reviews**  
15

16 For all Assistant Term Professors, a SRC and ARC will be established according to the  
17 procedures outlined in Sections 6 and 10.2. Assistant Term Professors will be reviewed  
18 annually by the SRC, ARC, and Chair with regard to performance in areas defined by the  
19 PRS. This review will evaluate progress toward reappointment and advancement. In addition,  
20 all term faculty members will be reviewed by the Chair with input from the ARC during the  
21 penultimate year of appointment. All of these reviews focus on the faculty member's prepared  
22 materials and PRS and do not require external reviews of the faculty member's performance.  
23

24 For term faculty, consideration for advancement and associated review is optional and those  
25 who are eligible must notify the department Chair if they wish to be considered for  
26 advancement.  
27

28 **Process of Reviews**  
29

30 The SRC will be responsible for obtaining in a timely manner materials from the candidate  
31 organized according to the standard LAS Term Faculty Template. The SRC must respect  
32 confidentiality in seeking information about the candidate. The SRC will prepare a confidential,  
33 written summary report of the candidate's materials. The candidate's materials, SRC report,  
34 and supporting materials such as course outlines, publications, and other relevant materials  
35 will be made available to the members of the ARC for review at least one week before an  
36 ARC meeting. The ARC, chaired by an elected member of the ARC, meets to evaluate each  
37 candidate's relevant materials. The purpose of this review is to provide constructive  
38 developmental feedback to the candidate regarding progress in meeting EEOB criteria for  
39 renewal and advancement. The ARC shall evaluate each candidate, and the results of this  
40 evaluation will be summarized by the SRC in a written report, hereafter called the ARC  
41 Report. Following approval of the ARC Report by a majority vote of the ARC, the SRC or the  
42 Faculty Mentor will discuss the ARC Report with the candidate. The candidate will receive a  
43 written copy of the ARC Report. For advancement, it is mandatory to report to the Chair and  
44 the appropriate College the results of a specific vote of the ARC regarding advancement.  
45

1 For cases of advancement, the ARC will determine, before it adjourns, the period during which  
2 secret ballots from ARC members will be accepted by the Chair of the ARC, not to exceed 10  
3 days from the final ARC meeting. Voting will be performed by a secure and confidential  
4 electronic method. The Department Chair is excluded from voting as a member of the ARC.  
5 The vote may be yes, no, or abstain. The Chair of the ARC and another designated witness  
6 shall tally the votes. Eligible Faculty members vote only once as a member of an  
7 appropriately-constituted ARC. A positive vote from more than one-half of all eligible voters is  
8 required to recommend advancement. Eligible Faculty members are entitled to vote even if  
9 they did not attend the ARC meeting(s). Faculty on leave may vote by absentee ballot, but  
10 they must inform the EEOB Chair and the Chair of the ARC before the ARC begins  
11 deliberations of their intention to review materials and cast a ballot. Once the votes are tallied,  
12 the Chair of the ARC will notify the Department Chair in writing of the results.  
13

14 The Department Chair will inform the candidate in writing as soon as possible of the  
15 Department's recommendation for or against advancement, including the tally of votes. If  
16 advancement is not recommended, the Department Chair (and FM in appropriate cases) will  
17 discuss the reasons with the candidate. The Chair will also review with the candidate the  
18 factual information (the candidate's materials) to be submitted to the College.  
19

20 The SRC will construct the recommendation voted by the ARC in a format prescribed by Part  
21 3 of the LAS Term Faculty Template. This ARC Report is submitted to the appropriate Dean  
22 as part of the advancement packet.  
23

24 The Department Chair will submit an independent report on a candidate.  
25

### 26 ***10.2.3.2. Responsibilities of the Term Faculty Candidate***

27

28 Candidates are responsible for the factual documentation of progress and preparation of  
29 materials in accord with the LAS Term Faculty Template. Preparation of the materials should  
30 be done in consultation with the FM. Candidates are responsible for notifying the Chair of their  
31 intention to undertake review for advancement. Candidates are responsible for preparing their  
32 materials for review in a timely manner with respect to the deadlines set forth by the FM, SRC,  
33 ARC, Department Chair, and the Colleges.  
34

### 35 ***10.1.3.3. External Reviews of the Term Faculty Candidate***

36

37 The advancement review process for Term Teaching and Adjunct Faculty will not require  
38 external reviews. In contrast, the advancement review process for Term Research Faculty will  
39 include confidential reviews of professional impact sought from qualified persons from outside  
40 the University. The SRC will solicit written reviews of the candidate's performance in research.  
41 Before such solicitation, each SRC must provide the candidate with the stipulation in writing  
42 that these reviews are confidential by University policy and will not be available to the  
43 candidate in any form. This policy will not be waived for any reason. Confidential letters of  
44 review are to be made available to Faculty members and administrators with a need to know  
45 based upon their participation in the advancement review process. These individuals include

1 members of the SRC and the ARC, the Department Chair, administrators within the  
2 University, and the Board of Regents.

3  
4 External reviewers of Term Research Faculty will be nominated as follows: at least three of  
5 the external reviewers will be chosen from a list of more than three individuals provided by the  
6 candidate to the SRC. At least three more external reviewers will be solicited in a confidential  
7 manner based on suggestions from the SRC and the voting faculty. Although there is no  
8 university policy for the number of external reviews, EEOB will aim to obtain six external  
9 reviews, so in practice it will be necessary to solicit more than six reviews. If more than six  
10 letters are obtained, all letters are required to be forwarded as part of the final advancement  
11 package, as per Faculty Handbook policy for the promotion review of tenure-eligible faculty.  
12 The candidate may also provide a list of persons that the candidate feels should be excluded  
13 from consideration as external reviewers. The SRC will make the final selections. The SRC  
14 will provide each external reviewer with a dossier for the candidate and any other material  
15 deemed relevant to a fair and impartial evaluation. In addition to the external reviews, reviews  
16 may also be solicited from other members of the candidate's discipline at any rank within the  
17 University. All reviewers will be notified that the reviews will be confidential.  
18

#### 19 **10.2.3.4. Appeals by Term Faculty**

20  
21 In the case that advancement is subsequently denied, any appeals that are filed must follow  
22 the procedures outlined in the College promotion and tenure documents and the Faculty  
23 Handbook. Normally, these appeals must be filed soon after the last event or events that are  
24 being appealed.

### 25 **11. POST-TENURE REVIEW**

26 Post-tenure Review Committee (PTRC) (three or more tenured professors; committee  
27 renewed annually with variable membership dependent upon Faculty under review). The  
28 PTRC has the responsibility to perform post-tenure reviews as specified in this section. In  
29 addition to the annual review by the Chair, all tenured Faculty members will undergo a  
30 comprehensive peer review at least once every 7 years. The purpose of this review is to  
31 recognize the strengths of the Faculty member and to identify areas where development  
32 efforts or specific EEOB support would be helpful. Reviews will be conducted in a positive and  
33 collegial atmosphere respecting the principles of academic freedom. This review covers  
34 activities related to the individual's Position Responsibility Statement during the period since  
35 the last review. A promotion review also fulfills this requirement. The Chair will not undergo  
36 post-tenure review while serving as Chair, and years serving as Chair will not count toward  
37 the seven-year cycle. In cases of impending retirement, this review may be waived by written  
38 agreement of the Faculty member, the Chair, and the PTRC.  
39

40 Normally, the PTRC will review no more than three Faculty members annually. The Chair and  
41 the Faculty member under review must work to avoid conflicts of interest between PTRC  
42 members and the reviewed Faculty member. In cases of conflict, PTRC members should be  
43 replaced for specific reviews. Conflicts that are not resolved to the mutual satisfaction of the  
44 Faculty member under review and the Chair must be mediated by the EC. In the case that  
45 more than three Faculty members are eligible for post-tenure review in a given year, reviews

1 will be conducted in the order that tenure was granted, beginning with the most senior.  
2 However, an earlier review may be requested by a Faculty member and granted by the PTRC.  
3 Responsibility for review of Faculty with split appointments is the same as specified for  
4 promotion and tenure review.

5  
6 On a date specified by the PTRC, the individual under review will submit a written summary of  
7 their activities, including an up-to-date CV and other supplemental materials documenting  
8 professional accomplishments and scholarship in the areas of research, teaching, outreach  
9 and service. In addition, the individual under review will supply a statement presenting a vision  
10 for future developments in research, teaching, and service. This review will normally not  
11 include external evaluations. The PTRC will examine the submitted material and will meet to  
12 discuss its report with the Faculty member under review. The PTRC will present a confidential  
13 written evaluation to the Faculty member and the Department Chair. Recommendations for  
14 Faculty development or modification of a Faculty member's PRS and duties may subsequently  
15 be requested of the PTRC by the Chair or the Faculty member. The Faculty member under  
16 review may submit a written response to the Chair and PTRC within three months of receiving  
17 the written post-tenure review.

18 The materials written for this review may be used within the Department as the basis for  
19 deciding annual salary adjustments and for other confidential discussions between the Faculty  
20 member and the Chair. The Chair will forward the post-tenure review materials to the  
21 appropriate College(s) with the chair's ranking of the faculty member as "meeting  
22 expectations", or "below expectations" and a recommendation for salary increase, if  
23 applicable, as described in the Faculty Handbook (Section 5.3.5).

## 24 12. GRIEVANCE PROCEDURES

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

## 28 13. DEPARTMENTAL STATEMENTS AND POLICIES

29 Normally, public written (e.g., newsletters) and web-based communications that describe the  
30 department and its engagements will not require a faculty vote. However, any postings to a  
31 departmental webpage or other media containing departmental policy, position statements,  
32 code of conduct, or which may be interpreted as such, requires approval by a two thirds  
33 majority of the voting faculty.  
34

## 35 14. AMENDMENT OF THE GOVERNANCE DOCUMENT

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37  
38 This EEOB Governance Document may be amended at any time by a two-thirds majority vote  
39 of the EEOB voting Faculty. Before a vote to amend is taken, at least one open meeting must  
40 be held at which the proposed amendment(s) shall be explained and discussed. A formal vote  
41 shall be by written or secure electronic ballot. A current version of this Governance Document

1 shall be maintained in the Department office, posted on the Department web site, and  
2 deposited with the Faculty Senate Documents Committee (see Faculty Handbook).