

**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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TABLE OF CONTENTS

1

2 1. PREAMBLE 3

3 2. VISION STATEMENT 4

4 3. GENERAL PROVISIONS..... 4

5 4. FACULTY MEMBERSHIP 4

6 4.1. THE VOTING FACULTY 5

7 4.2. RESPONSIBILITIES OF THE FACULTY 5

8 4.2.1. *General Responsibilities of the Faculty* 5

9 4.2.2. *Defining Specific Responsibilities of the Faculty (Position Responsibility Statement)*

10 6

11 4.2.3. *Documenting Faculty Activities (Faculty Activity Report; FAR)* 6

12 5. RESPONSIBILITIES OF THE CHAIR..... 6

13 5.1. DEPARTMENTAL ADVOCACY..... 7

14 5.2. PERSONNEL MANAGEMENT..... 7

15 5.3. DEPARTMENT ADMINISTRATION AND GOVERNANCE..... 8

16 5.4. OFFICE MANAGEMENT..... 8

17 5.5. DELEGATION OF RESPONSIBILITY..... 8

18 5.6. GUIDANCE OF DEPARTMENTAL DEVELOPMENT..... 8

19 5.7. INVOLVEMENT IN DEPARTMENT MISSIONS..... 8

20 5.8. COLLEGE AND UNIVERSITY LIAISON..... 9

21 6. COMMITTEES 8

22 6.1 STANDING COMMITTEES 9

23 6.2 COMMITTEES WITH SPECIAL RESPONSIBILITIES 11

24 6.3 AD HOC COMMITTEES 12

25 7. FACULTY MEETINGS AND VOTING PROCEDURES 12

26 8. SEARCHES AND HIRING 13

27 8.1 CHAIR 13

28 8.2. TENURE-ELIGIBLE FACULTY 14

29 8.3. NON-TENURE-ELIGIBLE FACULTY (LECTURERS, CLINICIANS, AND ADJUNCT FACULTY)..... 16

30 8.4. ADJUNCT, VISITING, COLLABORATOR, AFFILIATE, AND JOINT APPOINTMENTS..... 16

31 9. PERFORMANCE REVIEWS 17

32 9.1. FACULTY PERFORMANCE REVIEWS 18

33 9.1.1. *Department Faculty*..... 18

34 9.1.2. *Jointly Appointed Faculty*..... 18

35 9.2. CHAIR PERFORMANCE REVIEWS 19

36 10. PROMOTION AND TENURE REVIEW..... 19

37 10.1. PROMOTION AND TENURE REVIEW FOR TENURE-ELIGIBLE FACULTY..... 20

1	10.1.1. <i>Criteria for promotion and tenure</i>	20
2	10.1.1.1. Research	20
3	10.1.1.2. Teaching.....	21
4	10.1.1.3. Extension and Professional Practice.	22
5	10.1.1.4. Institutional Service	23
6	10.1.2. <i>Criteria for Specific Promotions</i>	23
7	10.1.2.1. Promotion from Assistant to Associate Professor	23
8	10.1.2.2. Promotion from Associate to Full Professor	23
9	10.1.3. <i>Departmental Procedures for Promotion and Tenure Reviews</i>	24
10	10.1.3.1. Responsibilities of the Department	24
11	10.1.3.2. Responsibilities of the candidate	27
12	10.1.3.3. External reviews.....	27
13	<u>10.1.3.4. Appeals</u>	<u>28</u>
14	10.2. <i>ADVANCEMENT OF NON-TENURE-ELIGIBLE FACULTY</i>	28
15	10.2.1. <i>Advancement of Lecturers and Clinicians to Senior Lecturers and Senior</i>	
16	<i>Clinicians.</i>	28
17	10.2.2. <i>Advancement of Adjunct Faculty paid by the University</i>	28
18	10.2.3. <i>Advancement of Adjunct, Collaborator and Affiliate Faculty not paid by ISU.</i>	29
19	10.2.4. <i>Advancement of Joint and Visiting Faculty.</i>	29
20	11. <i>POST-TENURE REVIEW</i>	30
21	12. <i>GRIEVANCE PROCEDURES</i>	31
22	13. <i>AMENDMENT OF THE GOVERNANCE DOCUMENT</i>	31

23

24 1. PREAMBLE

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

1 2. VISION STATEMENT

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

13
14 EEOB plays a central role in the interdisciplinary training of undergraduate and
15 graduate students in the life sciences, offering a curriculum rich in courses in
16 ecology, evolution, and organismal biology and the interfaces of these arenas with
17 each other and with other disciplines. Students are expected to master the basic
18 principles of ecology, evolution, and organismal biology and are encouraged to
19 participate in research and experiential learning opportunities as core elements of
20 their education. Graduate and post-graduate training comprise integral components
21 of both the educational and research missions of the Department.

22 3. GENERAL PROVISIONS

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

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

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

37 4. FACULTY MEMBERSHIP

38 The terms "Department Faculty" or "Faculty" refer to all persons holding tenure-line,
39 Adjunct, Affiliate, Lecturer, Clinician, Emeritus, or Collaborator appointments. This
40 definition applies to those holding an academic rank of Professor, Associate

1 Professor, Assistant Professor, Senior Lecturer, Lecturer, Senior Clinician, or
2 Clinician, and includes persons with appointments split between departments.

3 4.1. The Voting Faculty

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

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

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

19 4.2. Responsibilities of the Faculty

20 **4.2.1. General Responsibilities of the Faculty**

21 Faculty members understand and are actively involved in EEOB governance.

22 The Faculty works to maintain a positive and collegial atmosphere (see section 7 of
23 the Faculty Handbook and, for more detail,
24 [http://www.las.iastate.edu/faculty_staff/forms/_documents/Collegiality%20and%20C
25 itizenship%20Statement%2011-3-10.pdf](http://www.las.iastate.edu/faculty_staff/forms/_documents/Collegiality%20and%20Citizenship%20Statement%2011-3-10.pdf)).

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

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

- 31 • contribute to the development and approval of curricula;
- 32 • participate in EEOB committee activities;
- 33 • provide effective service to the College and University through, for instance,
34 participation in College or University committees;
- 35 • promote discovery through undergraduate and graduate teaching and
36 mentoring;
- 37 • actively engage in creative scholarly and research activities, including seeking
38 of funds to support such activities;
- 39 • participate in extension and/or professional service.

1 **4.2.2. Defining Specific Responsibilities of the Faculty (Position**
2 **Responsibility Statement)**
3

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

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

22
23 The Department Chair and the faculty member agree in writing on the initial PRS.
24 At first appointment, the PRS will be based on the job advertisement. In the case of
25 joint appointments, the PRS will specify a primary department. The PRS must be
26 reviewed at least every five years by the faculty member and the Chair, but may be
27 reviewed more frequently at the request of either party. The PRS cannot be
28 changed unilaterally by either the Chair or the faculty member. In the case of
29 disagreement over the content of the PRS, it will be referred to the EEOB Executive
30 Committee for mediation, and if that fails to result in an agreement, to the College
31 procedures for mediating PRS disputes.

32
33 **4.2.3. Documenting Faculty Activities (Faculty Activity Report; FAR)**

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

38 **5. RESPONSIBILITIES OF THE CHAIR**

39 The Chair is the principal administrator of the Department. The primary roles of the
40 Chair are to offer strategic leadership toward the enhancement of excellence,
41 coordinate Department functions and represent the Faculty in interactions with
42 entities outside the Department. The Chair is appointed by the Deans in

1 consultation with the Department voting Faculty for a term of three to five years. As
2 detailed in Section 9.2, the Department Faculty will discuss and vote on the
3 proposed appointment, and the outcome of that vote will be transmitted to the
4 Deans. The Chair may be appointed to additional terms following these procedures.
5 The responsibilities of the Chair include the following:

6 **5.1. Departmental Advocacy**

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

17 **5.2. Personnel Management**

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

1 **5.3. Department Administration and Governance**

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

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

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

16 **5.4. Office Management**

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

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

23 **5.5. Delegation of Responsibility**

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

30 **5.6. Guidance of Departmental Development**

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

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

35 **5.7. Involvement in Department Missions**

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

1 5.8. College and University Liaison

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

5 6. COMMITTEES

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

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

21 6.1 Standing Committees

22 Terms in standing committees are usually for three years but, at inception, terms of
23 1, 2 and 3 years are assigned so that Faculty normally will rotate off these
24 committees. No individual may serve as the chair of a specific committee for more
25 than six consecutive years. Rules governing committees involved in promotion and
26 tenure action are covered in the Promotion and Tenure section (Section 10).
27 Standing committees will make regular reports to the Faculty. A Faculty member or
28 the Department Chair may request the replacement of said Faculty member on a
29 committee, when circumstances warrant, by making an appropriate motion to the
30 voting Faculty.

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

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

36 i. *Biology Program Committee* (BPC) will contain three members each from
37 EEOB and the Department of Genetics, Development, and Cell Biology
38 (GDCB), appointed by the respective Department Chairs. The BMC will
39 consult with the EEOB and GDCB Faculty concerning the curriculum,
40 advising, and web site of the Biology major. Further details of the
41 administrative structure and charge of the BMC are contained in a

1 procedural document that is periodically reviewed and approved by the
2 EEOB and GDCB Faculty.

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

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

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

33 *Graduate Studies Committee* (GSC) (three Faculty members, one graduate student
34 representative). The GSC will review applications of graduate students seeking
35 admission to the Department. Based on recommendations of Faculty members, the
36 GSC will recommend to the Chair the admission of students to the Department. The
37 GSC acts as a liaison with interdepartmental graduate majors and programs, and
38 coordinates recruitment with these programs to ensure high-quality applicants. The
39 GSC also assists in the implementation of the policies and procedures established
40 by the College and University Curriculum Committees, including catalog
41 preparation. The GSC has the authority and responsibility for making minor editorial
42 changes to curriculum documents without Faculty input. It brings before the Faculty,
43 for discussion and action, proposed substantive graduate curriculum changes and
44 recommendations.

1 *Honors and Awards Committee* (HAC) (at least three Faculty members, one
2 graduate student representative, one Merit or P&S staff member). The HAC will
3 consider Faculty, staff, alumni, and student achievements at least annually and
4 propose and coordinate nominations of appropriate individuals or groups for honors
5 and awards.

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

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

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

16 6.2 Committees with Special Responsibilities

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

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

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

42 *Special Review Committees* (SRC). Subcommittees of the PTC called the Special
43 Review Committees (sections 10.1 and 10.2) are assigned to work with Faculty

1 engaged in the promotion and/or tenure process and to conduct a preliminary
2 review on behalf of the PTC. The SRC consists of a Tenure Mentor (TM) chosen by
3 the candidate and two Faculty members appointed by the Department Chair with
4 the advice and consent of the candidate and Faculty. The TM normally acts as
5 Chair of the SRC (see Sections 9.1.1. and 10.1.3.1.). The term "SRC" shall also be
6 used for duly appointed committees charged with the review of non-tenure-eligible
7 Faculty (Section 10.2) or with mentoring of interested Associate Professors seeking
8 guidance for future promotion to Full Professor (Section 10.1.3.1). Non tenure-
9 eligible Faculty may choose a similar mentor and SRC to assist in professional
10 development and preparation for review.

11 6.3 Ad Hoc Committees

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

15 7. FACULTY MEETINGS AND VOTING PROCEDURES

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

35
36 A quorum, defined as greater than 50% of the voting Faculty not currently on leave,
37 must be present for voice votes or must vote in written or secure electronic ballots,
38 for any vote to be binding. Except as noted elsewhere, voting Faculty approval is by
39 majority vote, which is defined as being greater than 50% of the votes cast.
40 Abstentions do not count as votes cast in determining the majority. All votes that
41 regard the careers or employment of people must be cast by written ballot. Any
42 member of the quorum may call for a hand or in-meeting written ballot in lieu of a
43 voice vote. Any member of the voting Faculty can call for a secure and confidential

1 vote (including appropriately cast electronic ballots), in lieu of an in-meeting vote on
2 a specific issue. A secure and confidential vote is recorded by a designated Faculty
3 representative and a witness. The Chair, although counted toward the constitution
4 of a quorum, may only vote in the case of ties, except as specified elsewhere in this
5 document. Absentee ballots and written proxy votes are allowed at Faculty
6 meetings on published agenda items. The determination of a quorum counts
7 members who have supplied absentee ballots or written proxy votes, as allowed
8 above.

9 8. SEARCHES AND HIRING

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

13 8.1 Chair

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

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

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

38 Approved candidates will be invited to an EEOB interview. This will consist of a
39 research seminar presented by the candidate, an informal presentation and
40 discussion of future plans and visions for the Department, and opportunities for the
41 candidate to visit with each available Department Faculty member, the Department

1 graduate students, the Department Chair, the Deans and staff of relevant Colleges,
2 and other appropriate University administrators, faculty, staff, and students.

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

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

36 8.2. Tenure-Eligible Faculty

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

42 When a tenure-track faculty position is approved by the LAS Dean or the CALS
43 Dean (or both), the Chair proposes a search committee and search committee chair
44 to the Faculty. The elected search committee usually consists of five Faculty

1 members and one graduate student. The committee should be composed of an
2 appropriate mix of Faculty closest to the research focus of the position as well as
3 other members of the Department. One or more members may be from another
4 relevant University department.

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

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

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

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

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

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

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

8.3. Non-tenure-eligible Faculty (Lecturers, Clinicians, and Adjunct Faculty)

Department paid Lecturers, Clinicians, and Adjunct faculty are hired following established criteria stated in the Faculty Handbook.

Renewals of Lecturer, Clinician, and department-paid Adjunct appointments are made by following the procedures described for non-tenure eligible Faculty in Section 10.2.

8.4. Adjunct, Visiting, Collaborator, Affiliate, and Joint Appointments

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

In the case of off-campus, PhD-level scientists who request an EEOB Collaborator appointment solely for the purpose of serving on a graduate student's POS committee, the EEOB Collaborator appointment process will be simplified. The same written application materials as described above will be submitted to the department chair by the major professor of the POS committee. The EEOB

1 Collaborator appointment will be granted if formally endorsed by the major
2 professor of the graduate student POS committee and the EEOB department chair.
3 While a faculty vote is not required, the faculty will be informed of new
4 appointments. The appointment will be terminated at the time of the student's
5 graduation or when the POS committee dissolves.

6

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

16

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

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

33 9. PERFORMANCE REVIEWS

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

1 9.1. Faculty Performance Reviews

2 **9.1.1. Department Faculty**

3

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

11

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

19

20 Tenure-eligible, but as yet untenured, Faculty will undergo the above review by the
21 Chair, to be coordinated with an annual review by an SRC (see Sections 6.2 and
22 10.1.3.1.). The purpose of these reviews is to provide constructive guidance to
23 assure adequate progress toward promotion and tenure. Specific procedures for
24 tenure mentoring, SRC review, and promotion and tenure review of tenure-eligible
25 Faculty PTC are provided in Section 10.

26

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

40

41 **9.1.2. Jointly Appointed Faculty**

42

43 Each Faculty member with a joint appointment will have a primary department
44 defined in his or her PRS and letter of intent. The primary department shall initiate
45 the evaluation of persons holding rank in multiple departments. Individuals wishing

1 to change his or her primary appointment to the EEOB Department must obtain the
2 approval of the voting Faculty of EEOB.
3

4 9.2. Chair Performance Reviews

5 The Executive Committee annually requests an evaluation of the Department Chair
6 by the Faculty. The purpose of this review is to provide a positive avenue for
7 Faculty feedback to the Department Chair on his or her performance and
8 suggestions for improvement. Faculty members have the opportunity to supply
9 confidential evaluations to the EC. These evaluations should contain a constructive
10 assessment of the Chair's performance of the responsibilities outlined in Section 5.
11 The EC then meets with the Chair and presents a written summary of the
12 evaluations along with any recommendations. Copies of Chair Performance
13 Reviews are forwarded to the Deans of the two Colleges.
14

15 Sixteen months prior to the end of the Department Chair's term, the Chair will notify
16 the Faculty of willingness to be considered for another term. If the Chair is willing to
17 serve another term, an EEOB evaluation will be conducted by the end of that
18 semester. The EC will convene a faculty meeting without the Department Chair for
19 discussion of the matter and subsequently solicit written comments from the
20 Faculty. The comments will be reviewed by the EC and shared with the Chair, the
21 Deans, and the EEOB Faculty. Based on these comments, the EC will recommend
22 to the voting Faculty whether or not to support reappointment of the current
23 Department Chair. A two-thirds majority vote by written or secure electronic ballot of
24 the voting Faculty will serve as the EEOB recommendation to the Deans. If less
25 than a two-thirds majority of the voting Faculty supports the present Department
26 Chair, the results will be reported to the Deans accompanied by a recommendation
27 that a search for a new Chair be initiated.
28

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

38 10. PROMOTION AND TENURE REVIEW

39 The Departmental Faculty, Chair, PTC, and SRC all recognize their responsibilities
40 to assure professional development and a promotion and tenure process that is
41 based on a fair, objective evaluation of Faculty members' qualifications. Every effort
42 must be made to conduct such reviews in a positive and collegial atmosphere.
43

1 10.1. Promotion and Tenure Review for Tenure-Eligible Faculty

2
3 **10.1.1. Criteria for promotion and tenure**

4
5 The EEOB Department subscribes to the criteria and general procedures in the
6 current *Faculty Handbook* and College of Agriculture and Life Sciences and College
7 of Liberal Arts and Sciences Promotion and Tenure Documents. Faculty members
8 are expected to display a high level of scholarship, as defined in the Faculty
9 Handbook. Consistent with the land grant mission of Iowa State University, Faculty
10 evaluations are based on their activities in the areas of research, teaching and
11 extension/ professional service. The relative weighting for each area is indicated by
12 the individual Faculty member's *Position Responsibility Statement* (see Section
13 4.2.1). All Faculty members are also expected to make meaningful contributions to
14 the service of the Department and University.
15

16 **10.1.1.1. Research**

17
18 The EEOB Faculty recognize that research is the activity that most fundamentally
19 distinguishes a national-level doctorate granting university from other institutions
20 and is a major consideration in determining promotion and tenure. The critical issue
21 is whether the candidate's work contributes significantly to advancing her or his
22 research discipline. Since publication is the end product of research, the quality and
23 quantity of original peer-reviewed research publications in scientific journals
24 constitutes a primary measure of research productivity. Such aspects as sole
25 authorship, senior authorship, and reputation of the journals are considered. Other
26 evidence of the vitality of a research program includes, but is not limited to, external
27 support, invitations to present research results at other institutions and at
28 professional meetings, requests to serve on research panels or to serve as
29 reviewer for manuscripts and grant proposals, and participation in professional
30 society affairs. Accordingly, during the review process the Faculty will consider the
31 following information regarding research activities since appointment or last
32 promotion:
33

- 34 •All publications, including full citations of refereed and non-refereed journal
35 articles, books and monographs, chapters in books, book reviews, and
36 manuscripts submitted that are not yet accepted for publication. For co-
37 authored contributions, the role of the candidate in the creation and
38 execution of each work should be indicated
- 39 •Proposals created seeking grants, fellowships, and other external and internal
40 support should be provided, including source, funding amount granted or
41 requested, dates and the disposition of decisions about the award of funding.
42 For co-authored proposals, the role of the candidate in the creation and
43 execution of the proposal, as well as the amount of the funding intended for
44 the candidate, should be indicated

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

17 **10.1.1.2. Teaching**

18

19 As a unit in an institution of higher learning, effective teaching is a valued and

20 essential activity of the Department and its Faculty. The Department is committed

21 to excellence in the training of highly qualified personnel at both the undergraduate

22 and graduate levels. Teaching is a scholarly and dynamic endeavor and covers a

23 broad range of activities. Particular expressions of effective teaching vary widely,

24 and teachers demonstrate their pedagogical skills in a variety of ways. Some may

25 display their pedagogical abilities in organized lectures. Others may promote

26 collaborative learning or may improvise in the classroom in response to the

27 dynamics of a specific group, while still others may be adept in facilitating group

28 discussion. Faculty must demonstrate command of the subject matter, continuous

29 growth in the subject field, and an ability to create and maintain instructional

30 environments to promote student learning. Accordingly, during the review process,

31 the Faculty will consider the following information regarding teaching activities since

32 appointment or last promotion:

33

- 34 •Documentation of classroom teaching effectiveness based on student
- 35 responses to departmental course evaluation forms, documented outcomes
- 36 assessment, feedback from peer reviews following observation of the
- 37 candidate’s classroom teaching, additional feedback from students or
- 38 advisees, and the quality of the teaching portfolio
- 39 •A description of courses presented, including resident credit courses,
- 40 international programs and courses, non-credit seminars and workshops,
- 41 and continuing-education and distance-learning programs
- 42 •A list of undergraduate and graduate projects, internships, theses, and
- 43 dissertations directed
- 44 •Membership on masters and doctoral committees

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

19 **10.1.1.3. Extension and Professional Practice**

20
21 Extension and professional practice refers to activities where Faculty members
22 provide professional expertise through dissemination of information, engagement of
23 citizens in development activities, and provision of assistance to citizens outside the
24 traditional classroom. These include activities that primarily occur outside of the
25 University. The goal of these efforts is to extend the knowledge and expertise of the
26 University to the state of Iowa, the nation, and the world. Faculty judgment is often
27 needed to distinguish extension, professional practice, and institutional service from
28 those activities that also reflect contribution to teaching or research. The EEOB
29 Faculty recognizes the importance of professional responsibilities in extension and
30 professional practice and accordingly will consider information such as:

- 31
- 32 •Documentation of the presentation of off-campus credit courses, international
33 programs and courses, workshops, public programs, K-12 programs,
34 continuing-education, and distance-learning programs
- 35 •A list of extension publications and websites or other computer-aided
36 information transfer
- 37 •Documentation of contacts with the general public, professionals, and other
38 researchers, including identification of specimens and provision of expertise
39 on biological issues
- 40 •Documentation of the provision of expert information, including consulting and
41 legal testimony
- 42 •A list of committee, editorial, or other service to professional organizations,
43 including planning and chairing conferences, sessions or special symposia

- 1 •Documentation of service to technical, professional, and scholarly societies
- 2 that results in extending the expertise of the University into government or
- 3 non-governmental organization policy or function
- 4 •Indications of pedagogical innovation about extension and distance-learning,
- 5 including the incorporation of new technologies and approaches to learning
- 6 and evaluation of the effectiveness of extension or distance-learning
- 7 •Documentation of mass media exposure of research, teaching, or extension
- 8 activities
- 9

10 **10.1.1.4. Institutional Service**

11

12 All Faculty members are expected to contribute to institutional service by

13 participating effectively in EEOB governance and in the formulation of Department,

14 College, and/or University policies, and by carrying out administrative

15 responsibilities when called upon. Although the Department Faculty recognizes the

16 importance and necessity of service, service alone shall not serve as the central

17 basis for promotion and/or tenure. As a part of the promotion and tenure evaluation,

18 the following activities should be documented and will be considered: EEOB,

19 College, and University committees; international assignments on ISU projects; and

20 other service contributions.

21

22 **10.1.2. Criteria for Specific Promotions**

23 **10.1.2.1. Promotion from Assistant to Associate Professor**

24

25 An Associate Professor should have a solid academic reputation and show promise

26 of further development and productivity in his or her academic career. The

27 candidate must demonstrate excellence in scholarship that, consistent with

28 activities described in the *Position Responsibility Statement*, establishes the

29 individual as a significant contributor to the discipline with a high likelihood of

30 sustained contributions and potential for national distinction. The candidate must

31 show effectiveness in all areas of his or her position responsibilities and satisfactory

32 institutional service. Promotion to the rank of Associate Professor is generally

33 accompanied by the granting of tenure.

34

35 **10.1.2.2. Promotion from Associate to Full Professor**

36

37 A Professor should be recognized by professional peers within the University, as

38 well as nationally and/or internationally, for excellence in contributions to his or her

39 scholarly discipline and be recognized as an authority in a field of specialization.

40 The candidate must show significant growth in performance beyond that of the

41 previous rank, consistent with activities described in the *Position Responsibility*

42 *Statement*, and must have demonstrated the ability to sustain contributions to the

43 discipline. Significant institutional service is also expected for promotion to

44 Professor.

45

1 **10.1.3. Departmental Procedures for Promotion and Tenure Reviews**

2
3 Procedures in this section apply to the review of tenure-eligible Faculty, including
4 both non-tenured Faculty being considered for promotion and tenure and tenured
5 Faculty being considered for promotion. Review of all Faculty members, including
6 non-tenure-eligible Faculty, by the Department Chair based on the annual FAR is
7 dealt with in Section 9.1.1, and review for promotion of non tenure-eligible Faculty is
8 considered in Section 10.2.

9
10 **10.1.3.1. Responsibilities of the Department**

11
12 Early each autumn, the Department Chair sends out a notification to all Faculty
13 regarding annual review, reappointment of non-tenured Faculty, and Faculty eligible
14 for consideration for promotion and/or award of tenure. Review of all Faculty
15 members, including non-tenure-eligible Faculty, by the Department Chair based on
16 the annual FAR is dealt with in Section 9.1.1. This present section defines the
17 committees, indicates the timing, and outlines procedures regarding review and
18 reappointment of non-tenured Faculty and consideration for promotion and tenure.

19
20 **Committee Definitions**

21
22 *Promotion and Tenure Committee (PTC)*. A PTC reviews the professional progress
23 of Faculty members for purposes of promotion and tenure in accordance with the
24 policies and procedures set forth in this section, as well as policies in the
25 governance documents of the Colleges and the University. A PTC shall consist of
26 all tenured Faculty of higher rank than the candidate (except retired Faculty and
27 those with adjunct, visiting or affiliate appointments in the Department) and who are
28 not in conflict of interest. Judgments concerning exclusion of Faculty for reasons of
29 conflict are made by the Department Chair and mediated by the EC, if necessary.
30 The Department Chair is not a voting member of the PTC. At each annual fall PTC
31 meeting, a new PTC Chair will be elected from among the EEOB Full Professors.
32 The term of the PTC Chair will start on the following 1 January and end on 31
33 December. The current PTC Chair will lead the fall EEOB PTC meeting, and
34 afterwards continue to work with candidates, the newly elected PTC Chair, the
35 EEOB Chair, and the SRC Chair(s) to prepare and submit tenure documents to the
36 appropriate College(s) in a timely manner. The newly elected PTC Chair will attend
37 College and University information sessions concerning promotion and tenure to
38 prepare for the next set of annual reviews.

39 *Special Review Committee (SRC)*. For each non-tenured Faculty member there will
40 be a subcommittee of the PTC called the Special Review Committee. Each new,
41 un-tenured, tenure-eligible Faculty member is assigned an individualized SRC to
42 work with him or her through the promotion and tenure process. A SRC consists of
43 a Tenure Mentor (TM) chosen by the candidate and two Faculty members
44 appointed by the Department Chair with the advice and consent of the candidate.
45 The TM normally acts as Chair of the SRC. SRC membership may vary from year
46 to year but normally the TM will remain the same. Candidates may submit rankings

1 of their preferences for membership on the SRC to the Chair, as well as names of
2 Faculty to be excluded from the SRC due to conflicts of interest. A SRC is also
3 created for each tenured Faculty member at the time he or she announces his or
4 her intention to seek promotion (see below). The SRC has the responsibility of
5 conducting a preliminary review and reporting to the PTC. Interested associate
6 professors seeking guidance for future promotion to full professor may also request
7 a similarly structured SRC for mentoring assistance.

8 Within the first year after probationary appointment to the Department (see Section
9 8.2.1), each tenure-eligible Faculty member will be asked by the Department Chair
10 to choose a Tenure Mentor (TM). The TM is a tenured Faculty member at ISU who
11 is responsible for guiding the Faculty member to assure professional development
12 and to help prepare the Faculty member for the promotion and tenure process. It is
13 suggested that the tenure-eligible Faculty member consult with the Department
14 Chair and other Faculty in choosing a TM. A Faculty member may choose a new
15 TM at any time because of changing professional or personal circumstances after
16 consulting with the Department Chair.

17 18 **Timing of reviews**

19
20 Non-tenured Faculty will be reviewed annually by the EEOB Chair with regard to
21 performance (see Section 9). In addition, the TM and an SRC, in cooperation with
22 the Chair, will conduct an annual review with regard to progress toward
23 reappointment, tenure, and promotion. Non-tenured Faculty members therefore
24 would be reviewed during the second year of appointment and each year thereafter
25 through the penultimate (6th year) of appointment. The annual review focuses on
26 the FAR and the PRS and does not require external reviews of the Faculty
27 member's performance.

28
29 Promotion and tenure review is mandatory during the penultimate year of a
30 probationary appointment. Should a Faculty member in the penultimate year of a
31 probationary period decline to undergo review, the Chair will notify that individual of
32 the consequences. In accordance with University policy, special circumstances may
33 occur that would interfere significantly with the Faculty member's opportunity to
34 develop the qualifications necessary in the time allowed. Under such conditions, the
35 Faculty member may request, in a letter to the Chair, that the probationary period
36 be extended. To be approved by the Provost, such extension must be endorsed by
37 the Department Chair and the Deans as soon as possible, but no later than April 1
38 before the academic year in which the third-year review or tenure review is
39 scheduled to be conducted.

40
41 For tenured Faculty, consideration for promotion review is optional. Tenured Faculty
42 eligible for promotion may ask to be reviewed for promotion, or decline to be
43 reviewed, by responding in writing to the Department Chair's notification. If a
44 tenured Faculty member is to be reviewed for promotion, a SRC and PTC will be
45 established according to the procedures outlined above in Section 6.
46

1 In exceptional cases, the Department Chair may request that a SRC and PTC
2 consider early recommendation for promotion for other candidates who would
3 normally not be considered for EEOB review.
4

5 **Process of Reviews**

6

7 The SRC will be responsible for obtaining the FAR and other information available
8 from the candidate and the Department Chair. The SRC is responsible for assuring
9 that the candidate's documentation includes the elements outlined in Sections
10 10.1.1.1—10.1.1.4 above, that it is prepared according to standard format, and that
11 it is compiled in a timely fashion. The SRC must respect confidentiality in seeking
12 information about the candidate. It is the responsibility of the SRC to compile as
13 factual and complete a dossier as is possible to be submitted to the PTC. The SRC
14 will prepare a confidential, written summary report of the candidate's dossier to the
15 PTC. The report, dossier, and supporting materials such as course outlines,
16 publications, and other relevant materials will be made available to the members of
17 the PTC for review at least one week before a PTC meeting.
18

19 A PTC meets to evaluate each candidate. For meeting purposes, a PTC quorum is
20 two-thirds of the eligible Faculty. The written report to the PTC by the SRC, the
21 candidate's dossier, confidential letters of review (Section 10.1.3.3.), the cumulative
22 record in Tab 1 and Tab 2 format, publications, teaching portfolio, and other
23 relevant materials are the documents reviewed by the PTC. The PTC, chaired by
24 an elected member of the PTC, will discuss the candidate's materials.
25

26 **For tenure-eligible Faculty members being reviewed for reappointment to**
27 **another probationary period at their current rank**, the purpose of this review is
28 to provide constructive developmental feedback to probationary Faculty regarding
29 progress in meeting EEOB criteria for promotion and tenure. The PTC shall
30 evaluate each candidate, and the results of this evaluation will be summarized by
31 the SRC in a written report, hereafter called the PTC Report. Following approval of
32 the PTC Report by a majority vote of the PTC, the SRC or the Tenure Mentor will
33 discuss the PTC Report with the candidate. The candidate will receive a written
34 copy of the PTC Report. In the third year, it is mandatory to report to the Chair and
35 the appropriate College the results of a specific vote of the PTC regarding
36 reappointment of a tenure-eligible probationary Faculty member.
37

38 For cases of promotion or tenure, the PTC will determine, before it adjourns, the
39 period during which secret ballots from PTC members will be accepted by the Chair
40 of the PTC, not to exceed 10 days from the final PTC meeting. Voting will be
41 performed by a secure and confidential electronic method. Separate ballots with the
42 name of each candidate being considered for promotion and/or tenure at each rank
43 will be made available to eligible Faculty members (i.e., members of the appropriate
44 PTC). The Department Chair is excluded from voting as a member of the PTC. The
45 vote may be yes, no, or abstain. The Chair of the PTC and another designated
46 witness shall tally the votes. Eligible Faculty members vote only once as a member

1 of an appropriately-constituted PTC. A positive vote from more than one-half of all
2 eligible voters is required to recommend promotion and/or tenure. Eligible Faculty
3 members are entitled to vote even if they did not attend the PTC meeting(s).
4 Faculty on leave may vote by absentee ballot, but they must inform the EEOB Chair
5 and the Chair of the PTC before the PTC begins deliberations of their intention to
6 review materials and cast a ballot. Once the votes are tallied, the Chair of the PTC
7 will notify the Department Chair in writing of the results.

8
9 The Department Chair will inform the candidate in writing as soon as possible of the
10 Department's recommendation for or against promotion and/or tenure, including the
11 tally of votes. If promotion or tenure is not recommended, the Department Chair
12 (and TM in appropriate cases) will discuss the reasons with the candidate. The
13 Chair will also review with the candidate the factual information (Tab 1 and Tab 2)
14 to be submitted to the College.

15
16 The SRC will construct the recommendation voted by the PTC in a format
17 prescribed by the Dean of Agriculture and Life Sciences and Dean of Liberal Arts
18 and Sciences. This PTC Report becomes a part of Tab 3 that is submitted to the
19 appropriate Dean as part of the promotion and tenure packet. The voting results of
20 the PTC, including positive, negative, and abstention votes are a part of the PTC
21 report and the cover sheet for candidates under mandatory tenure consideration,
22 candidates subject to vote for reappointment, and candidates considered for
23 promotion.

24
25 The Department Chair will submit an independent report on a candidate.
26

27 **10.1.3.2. Responsibilities of the candidate**

28
29 Candidates are responsible for the factual documentation of progress and
30 preparation of the FAR. Preparation of the dossier should be done in consultation
31 with their TM. Candidates are responsible for notifying the Chair of their intention to
32 undertake review for promotion and/or tenure. Candidates are responsible for
33 preparing their dossier for review in a timely manner with respect to the deadlines
34 set forth by the TM, SRC, PTC, Department Chair, and the Colleges. The dossier
35 and other documentation must conform to the guidelines set forth by the relevant
36 College and at a minimum contain the items listed in Sections 10.1.1.1—10.1.1.4.
37

38 **10.1.3.3. External reviews**

39
40 In recognition of the unique nature of each individual's research, teaching, and
41 outreach program, confidential reviews of a candidate's professional impact will be
42 sought from qualified persons both from within and outside the University and will
43 be considered during the review process. The SRC will solicit written reviews of the
44 candidate's performance in the areas of research, teaching, and professional
45 practice/outreach. Before such solicitation, each SRC must provide the candidate
46 with the stipulation in writing that these reviews are confidential by University policy

1 and will not be available to the candidate in any form. This policy will not be waived
2 for any reason. Confidential letters of review are to be made available to Faculty
3 members and administrators with a need to know based upon their participation in
4 the promotion and tenure review process. These individuals include members of
5 the SRC, PTC, Department Chair, administrators within the University, and the
6 Board of Regents.

7
8 Nominations of external reviewers will be made as follows: At least three of the
9 external reviewers will be chosen from a list of more than three individuals provided
10 by the candidate to the SRC. At least three more external reviewers will be solicited
11 in a confidential manner based on suggestions from the SRC and the voting faculty.
12 Six external reviews are required by the University (Faculty Handbook, Section
13 5.3.3.1), so in practice it will be necessary to solicit more than six reviews. If more
14 than six letters are obtained, all letters are required to be forwarded as part of the
15 final tenure and/or promotion package, as per rules stated in the Faculty Handbook.
16 The candidate may also provide a list of persons that he or she feels should be
17 excluded from consideration as external reviewers. The SRC will make the final
18 selections. The SRC will provide each external reviewer with a dossier for the
19 candidate and any other material deemed relevant to a fair and impartial evaluation.
20 In addition to the external reviews, reviews may also be solicited from other
21 members of the candidate's discipline at any rank within the University. All
22 reviewers will be notified that the reviews will be confidential.

23
24 **10.1.3.4. Appeals.** In the case that promotion and/or tenure are subsequently
25 denied, any appeals that are filed must follow the procedures outlined in the
26 College promotion and tenure documents and the Faculty Handbook. Normally,
27 these appeals must be filed soon after the last event or events that are being
28 appealed.

29 10.2. Advancement of Non-Tenure-Eligible Faculty

30 **10.2.1. Advancement of Lecturers and Clinicians to Senior Lecturers and** 31 **Senior Clinicians**

32
33 Lecturers or Clinicians may request advancement to Senior Lecturer or Senior
34 Clinician following University policies and procedures. Senior Lecturers and Senior
35 Clinicians in the last year of a term of appointment must apply for reappointment
36 following University policies and procedures.

37 38 **10.2.2. Advancement of Adjunct Faculty paid by the University**

39
40 Adjunct Faculty may be eligible for advancement from the rank of Adjunct Assistant
41 Professor, to Adjunct Associate Professor, or from Adjunct Associate Professor to
42 Adjunct Professor. Adjunct Faculty should be accorded rank equity with tenure-line
43 Faculty of similar stature and productivity. If an Adjunct Faculty member attains the
44 stature normally associated with an Associate or Full Professor, and performs
45 duties equivalent to those performed by faculty of either of those ranks, the Adjunct

1 Faculty member may request consideration for advancement in rank by notifying
2 the Department Chair in writing. The candidate is responsible for preparing a
3 dossier and other relevant documentation that the candidate deems necessary to
4 support her or his request for advancement (see suggested documents indicated
5 above under “Promotion and Tenure Review of Tenure-eligible faculty”). The Chair
6 will then nominate a SRC to examine the submitted materials in a timely fashion,
7 evaluate them in light of the Faculty member’s responsibilities and role in the
8 Department, and make a report to a duly constituted committee (PTC). The PTC
9 will vote according to the procedures outlined in Section 10.1.3.1.

10
11 **10.2.3. Advancement of Adjunct, Collaborator and Affiliate Faculty not paid by**
12 **ISU**

13
14 The rank of these Faculty members normally should reflect their stature in the
15 scientific community and the level of contribution they make to their field. Where
16 such Faculty members are paid by organizations with a promotion system similar to
17 that of the University, advancement at ISU will follow the normal promotion and
18 tenure review process but should generally parallel their change in rank at their
19 home institution or organization. Such Faculty should be accorded rank equity with
20 ISU-paid Faculty of similar stature and productivity. An Adjunct, Collaborator or
21 Affiliate Faculty member requesting advancement in rank should address a letter
22 requesting advancement to the Department Chair. The candidate is responsible for
23 preparing a dossier and other relevant documentation that the candidate deems
24 necessary to support her or his request for advancement (see suggested
25 documents indicated above under “Promotion and Tenure Review of Tenure-
26 eligible faculty”). The Chair will then nominate a SRC to examine the submitted
27 materials in a timely fashion, evaluate them in light of the Faculty member’s
28 responsibilities and role in the Department, and make a report to a duly constituted
29 PTC. The PTC will meet and vote according to the procedures outlined in Section
30 10.1.3.1.

31
32 **10.2.4. Advancement of Joint and Visiting Faculty**

33
34 Joint Faculty members for whom EEOB is the “home department” are evaluated as
35 tenure-eligible faculty (Section 10.1). Promotion of Joint Faculty members who have
36 a home department other than EEOB will follow automatically when the Faculty
37 member is promoted by her or his home department. The EEOB Faculty may
38 choose to review a jointly budgeted candidate’s credentials and submit a letter to
39 the appropriate Dean in support or opposition of promotion. Should the voting
40 Faculty choose to do this, the Department Chair will nominate a SRC to examine
41 the materials submitted to the home department in a fashion coordinated with the
42 home department’s promotion and tenure process and make a report to a duly
43 constituted PTC. The PTC will vote according to the procedures outlined in Section
44 10.1.3.1.

1 Promotion of Visiting faculty will follow automatically upon promotion by their home
2 institution.
3

4 11. POST-TENURE REVIEW

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

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

30 On a date specified by the PTRC, the individual under review will submit a written
31 summary of his or her activities, including an up-to-date resume and other
32 supplemental materials documenting professional accomplishments and
33 scholarship in the areas of research, teaching, outreach and service. In addition,
34 the individual under review will supply a statement presenting his or her vision for
35 future developments in research, teaching, outreach and service. This review will
36 normally not include external evaluations. The PTRC will examine the submitted
37 material and will meet to discuss their report with the Faculty member under review.
38 The PTRC will present a confidential written evaluation to the Faculty member and
39 the Department Chair. Recommendations for Faculty development or modification
40 of a Faculty member's PRS and duties may subsequently be requested of the
41 PTRC by the Chair or the Faculty member. The Faculty member under review may
42 submit a written response to the Chair and PTRC within three months of receiving
43 the written post-tenure review.

1 The materials written for this review may be used within the Department as the
2 basis for deciding annual salary adjustments and for other confidential discussions
3 between the Faculty member and the Chair. The Chair will forward the post-tenure
4 review materials to the appropriate College(s) with his/her ranking of the faculty
5 member as "superior", "meeting expectations", or "below expectations" and a
6 recommendation for salary increase, if applicable, as described in the Faculty
7 Handbook (Section 5.3.5).

8 12. GRIEVANCE PROCEDURES

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

12 13. AMENDMENT OF THE GOVERNANCE DOCUMENT

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