

IOWA STATE UNIVERSITY
College of Agriculture and Life Sciences

Governance Documents

Approved by
College of Agriculture and Life Sciences Faculty

October 28, 1994
March 2, 2017 (rev)

Table of Contents

PREAMBLE	4
COLLEGE OF AGRICULTURE AND LIFE SCIENCES MISSION STATEMENT	4
COLLEGE OF AGRICULTURE AND LIFE SCIENCES VISION STATEMENT	4
CALS FACULTY CAUCUS	5
MEMBERSHIP AND ORGANIZATION.....	5
FUNCTIONS AND RESPONSIBILITIES	5
COMMITTEE STRUCTURE AND RESPONSIBILITIES	7
STANDING COMMITTEES.....	7
DEPARTMENT REPRESENTATIVE COMMITTEES.....	8
OTHER COMMITTEES	9
COMMITTEE RESTRUCTURING	9
POLICIES AND PROCEDURES FOR APPOINTMENT OF TENURE AND TENURE-ELIGIBLE FACULTY	10
PROMOTION AND TENURE DOCUMENT	13
POLICY	13
Standards for Promotion and Tenure	13
Promotion.....	13
Tenure	14
Terminology.....	14
CRITERIA	14
General Considerations	14
Bases For Evaluation	14
DESCRIPTION OF THE ACADEMIC RANKS.....	15
Assistant Professor	15
Associate Professor	15
Professor	15
QUALIFICATIONS FOR ACADEMIC RANK.....	16
Assistant Professor	16
Associate Professor and/or Tenure.....	16
Professor	16
TENURE	16
PROCEDURES	17
Departmental Review.....	17
Department and Chair Responsibilities.....	17
External Reviews	19
Appeal Process.....	19
College Review	19
College Approval or Denial	20
Review of Probationary Appointment.....	20
Academic Rank of Other Than Tenured or Tenure-Track Faculty	21
PROMOTION AND TENURE DOCUMENT RATIFICATION AND CHANGES	21
CALS POST TENURE REVIEW POLICY	22
FACULTY APPEALS	24
POLICIES AND PROCEDURES FOR APPOINTMENT, REAPPOINTMENT, ADVANCEMENT AND EVALUATION OF LECTURERS AND CLINICIANS	25
PREFACE.....	25
LECTURER/CLINICIAN	25
SENIOR LECTURER/SENIOR CLINICIAN	26

POLICIES AND PROCEDURES FOR ADJUNCT FACULTY AND PROFESSIONAL AND SCIENTIFIC EMPLOYEES WITH NON-TENURE-ELIGIBLE APPOINTMENTS	27
ADJUNCT FACULTY	27
Hiring	27
Position Responsibility Statement (PRS)	27
Review	28
Advancement	28
Voting	28
Continuous Adjunct Appointments	28
POLICIES AND PROCEDURES FOR NON-TENURE-ELIBIGLE RESEARCH (NTER) APPOINTMENTS	29
Appointment Policies for Non-Tenure-Eligible Research Appointments	29
Funding for Non-Tenure-Eligible Research Appointments	29
Appointment Procedures for Non-Tenure-Eligible Research Appointments	30
Evaluation, Renewal, and Advancement of Non-Tenure-Eligible Research Faculty	31
PROFESSIONAL AND SCIENTIFIC (P&S) EMPLOYEES WITH NON-TENURE-ELIGIBLE APPOINTMENTS	31
Titles	31
Appointment	32
Review	32
Advancement	32
Voting	33
DEAN EVALUATION PROCEDURE	34
JOINTLY ADMINISTERED DEPARTMENTS	35
APPOINTMENT AND REAPPOINTMENT OF DEPARTMENT CHAIRS	35
POLICIES AND PROCEDURES FOR TEACHING ASSISTANTS	36
CONFLICT BETWEEN GOVERNANCE DOCUMENTS	37
REVISING COLLEGE GOVERNANCE	37
VOTING PRIVILEGES	37
APPENDIX: A: COLLEGE ORGANIZATIONAL CHART	38

Preamble

Governance of the College of Agriculture and Life Sciences (CAL S) is shared by the Dean of the College and the college faculty. The administrative structure of the college is outlined in an appendix to this document. Governance shall be organized to promote the missions of Iowa State University and the College of Agriculture and Life Sciences and to serve the interests of our clientele. Governance shall be undertaken in a collegial and cooperative spirit. Many sections of this document are taken verbatim from the ISU Faculty Handbook.

The faculty is the legislative body of the College of Agriculture and Life Sciences. It has responsibility for, and authority over, educational policies and procedures of the College including, but not limited to, admission requirements, graduation requirements, academic standards, degree programs, curricula, and courses. The faculty will recommend candidates from the college for diplomas, degrees and certificates. The faculty will also serve in an advisory role to the Dean of the College on administrative matters as they relate to academic and educational issues, or to the general welfare of the faculty.

Promotion and tenure policies and procedures are a joint responsibility of the faculty and the Dean of the College. These policies and procedures govern the promotion and tenure process and are explicitly stated in the College Promotion and Tenure Document.

The faculty acts as a body on matters falling within its scope of authority and responsibility except in those specific instances where the faculty has delegated authority to a committee or council.

College of Agriculture and Life Sciences Mission Statement

The College of Agriculture and Life Sciences' mission is to:

- discover and share science-based knowledge for the development of socially beneficial, economically successful, and environmentally sound systems for food and other renewable resources;
- engage communities for enhancing the quality of life; and
- prepare students to become future leaders in agriculture, life sciences, business, industry, and society.

College of Agriculture and Life Sciences Vision Statement

The College of Agriculture and Life Sciences will enrich the lives of people in Iowa, the nation and the world through excellence in education, scholarship, service, and leadership in food, agricultural, environmental, and social sciences.

College of Agriculture and Life Sciences Faculty Caucus

The College of Agriculture and Life Sciences (CALs) Faculty Caucus will facilitate the exchange of information between the College of Agriculture and Life Sciences faculty and the CALs administration. The CALs Faculty Caucus will consider for discussion any matters germane to the function of the College of Agriculture and Life Sciences when such matters are brought to a CALs Faculty Caucus representative by either the College of Agriculture and Life Sciences faculty or CALs administration. The CALs Faculty Caucus will advise the dean on these matters, and will also function to collect information from and disseminate information to the college faculty at the dean's request. Under the provisions of the Resource Management Budget Model, the CALs Faculty Caucus and the CALs cabinet will serve as the dean's faculty budgetary advisory committee.

Membership and Organization

The CALs Faculty Caucus will include the Faculty Senate Senators from each of the departments that are in the College of Agriculture and Life Sciences and any Faculty Senate Senators-at-Large who are members of departments in the College of Agriculture and Life Sciences. These departments include:

- Agricultural and Biosystems Engineering
- Agricultural Education and Studies
- Agronomy
- Animal Science
- Biochemistry, Biophysics and Molecular Biology
- Ecology, Evolution, and Organismal Biology
- Economics
- Entomology
- Food Science and Human Nutrition
- Genetics, Development and Cell Biology
- Horticulture
- Natural Resource Ecology and Management
- Plant Pathology and Microbiology
- Sociology
- Statistics

The Chair of the CALs Faculty Senate Caucus will be chosen by a majority vote of all Senators serving on the Caucus.

Functions and Responsibilities

The CALs Faculty Caucus will meet as agreeable with the dean or a mutually agreed upon representative if the dean is unable to attend. It is suggested that meetings be scheduled once per month during fall and spring semesters. The agendas for the meetings will include topic suggestions solicited from the CALs Faculty Caucus and the dean. The CALs Faculty Caucus Chair will be responsible for the agenda. The CALs Faculty Caucus Chair will serve as part of the CALs full cabinet (includes Chairs, Faculty Caucus Chair, and invited staff) representing the CALs Faculty Caucus.

Responsibilities of the CALs Faculty Caucus include:

The CALS Faculty Caucus will provide advice and counsel to the dean on administrative matters including budgeting, staffing, planning and reorganizing. The CALS Faculty Caucus will discuss areas of concern raised by the College of Agriculture and Life Sciences faculty or administration.

The CALS Faculty Caucus, along with the CALS Cabinet, will serve as the dean's faculty budget advisory committee. The CALS Faculty Caucus will discuss budget priorities, policies and procedures with the dean and offer advice and input on college budget decisions. After discussion with CALS Faculty Caucus and the CALS Cabinet, the dean will communicate to CALS faculty and staff annually on college goals, priorities, planning, and budget.

The CALS Faculty Caucus will promote the exchange of information between the College administration and the College faculty. The CALS Faculty Caucus will ensure that those departments administered in the College of Agriculture and Life Sciences remain informed of CALS Faculty Caucus activities.

The CALS Faculty Caucus may call for a vote by the college faculty on matters considered by the CALS Faculty Caucus to be of major concern before any administrative action is taken. A vote may also be instituted by a petition from at least 10 percent of the college faculty.

The CALS Faculty Caucus may communicate with and hear reports from college committees. The CALS Faculty Caucus will review the scope and coordinate the missions of the various ad hoc and standing committees of the college faculty and will recommend changes as necessary. Decisions regarding changes in college committee status or operations will be made jointly by the dean and the CALS Faculty Caucus.

Committee Structure and Responsibilities

The College of Agriculture and Life Sciences has established standing committees, department representative committees, and other committees to facilitate the programs of the college. All College of Agriculture and Life Sciences faculty and student members of the committees are voting members. Committees may restrict student members from voting on issues for which access to confidential files is necessary because student access to those files would be inappropriate. Other members may also be assigned to committees to facilitate communication and program administration; faculty and student members may extend voting privileges to other members by a majority affirmative vote.

Standing Committees

The following committees are appointed by the dean or the dean's designee in consultation with department chairs and committee chairs. Unless otherwise stated, the term of faculty membership is three years, with approximately one-third of the committee rotating off each year, and no more than two consecutive terms may be served. Student members are appointed for one-year terms, which may be renewed. The committee members elect the chair and the vice chair (who normally will become chair the following year).

The standing committees and their responsibilities are listed below:

Honors Program	Four faculty and three honors-program students are voting members. The committee administers the admission of students to the program and evaluates the programs of study and student progress. The chair (or a designee) normally represents the college on the University Honors Committee.
Professional Development	Four faculty and one student are voting members. The committee is responsible for facilitating the professional growth of faculty, professional and scientific employees, staff, and administrators. This involves evaluating proposals or nominations for various professional development grants and awards, assessing professional development needs, and developing and overseeing programs to meet those needs.
Faculty Awards	Four faculty are voting members. The committee is responsible for reviewing nominations for faculty recognition and awards and determining recipients for most college awards and college nominees for many of the university awards. See awards at: http://www.ag.iastate.edu/agcoll/awards.php
Distinguished Professor	Nominations for this award will be selected by three College of Agriculture and Life Sciences Distinguished Professors from at least three departments. There is no term or term limit. The Chair is selected by the Dean.
University Professor	Nominations for this award will be selected by three College of Agriculture and Life Sciences University Professors from at least three departments. There is no term or term limit. The Chair is selected by the Dean.
Morrill Professor	Until a CALS faculty member is awarded the title of Morrill Professor, nominations for this award will be made by three CALS Faculty Senators

from at least three departments. As CALS faculty are awarded the Morrill Professor, they will replace the Faculty Senators. There is no term or term limit. The Chair is selected by the Dean.

Student Awards and Scholarships Four faculty and one student are voting members. The committee is responsible for all aspects of the college scholarship and student awards program.

Community College Relations Six faculty and one student are voting members. The committee is responsible for establishing and interpreting the guidelines for transfer of agriculture and life sciences course credits from Community Colleges in conjunction with the Office of Admissions.

Technology Advancement Six faculty, four undergraduate students and two graduate students are voting members. The committee provides recommendations on expenditures of student computer fees and other technology-related programs.

Department Representative Committees

The following committees have representatives from each department. When the term expires for a department's representative, or a vacancy arises, the individual department's governance document will specify procedures for selecting a replacement. Typically, the term of membership is two years. Faculty and staff may serve on the Academic Affairs and Recruitment committees for more than two consecutive terms provided they meet the other criteria specified for membership in other college committees (rev 4/18/97).

Curriculum (rev 3/20/95) The Curriculum Committee has one voting member from each department and one voting member from each interdepartmental undergraduate program administered within the College of Agriculture and Life Sciences. When the term expires for a representative, or a vacancy arises, the individual department's (or interdepartmental program's) governance document will specify procedures for replacement. A representative typically serves one four-year term. Half of the members will rotate off the committee every two years. One undergraduate student, selected by the CALS Student Council, serves a one-year term.

The committee chair will be selected by the committee members and will serve a two-year term, renewable for one additional term. If the chair is selected from among the committee membership, a new representative will be chosen to replace the chair as departmental (or supervisory committee) representative. The chair will not serve as a departmental representative to the curriculum committee and will only vote in order to break a tie. The chair will serve as the college representative to the Faculty Senate Curriculum Committee. A vice chair will be chosen from among the committee membership and will typically serve as the college representative to the Graduate College Curriculum and Catalog Committee.

The Curriculum Committee is responsible for reviewing and approving undergraduate and graduate courses (including experimental courses),

programs and curricula. The committee also considers other pertinent matters related to curriculum and makes recommendations to the faculty. Recommended changes in programs or curricula that are considered major may be submitted to the college faculty for final approval. For example, new curricula or curricula proposed for elimination must be approved by the college faculty. The Outcomes Assessment Committee operates as a sub-committee of the Curriculum Committee.

Academic Affairs One faculty member from each department in the College of Agriculture and Life Sciences and one student appointed by the dean serve a potentially renewable one-year term. The College Classification and Career Service officers serve as ex-officio members. The committee is responsible for ensuring that the college has quality advising and career placement programs, and establishing and enforcing college academic standards and admission policies. The committee chair and vice chair are selected by the committee; the vice chair will normally serve as chair the following year. The committee chair (and/or a designee) represents the college on the Faculty Senate Academic Standards Committee and the University Academic Advising Committee.

Diversity One faculty member from each department in the College of Agriculture and Life Sciences and one student member serve on the committee. The Coordinator of Diversity Programs and the College's Multicultural Liaison Officer serve as ex-officio members. The committee is responsible for developing innovative strategies to increase and maintain diversity in the college; disseminating diversity-related information and policies to departmental faculty; facilitating diversity-related activities in the departments; and participating in the execution of plans for integrating diversity into the basic functions of the college.

Recruitment One faculty member from each department in the College of Agriculture and Life Sciences and two students, one representing the CALS Ambassadors and one representing the CALS Student Council, will serve on the committee. The committee is responsible for developing the long-range recruitment strategy for the college as well as developing and coordinating effective information and experiential programs for prospective students.

Other Committees

The CALS Faculty Caucus, College of Agriculture and Life Sciences Promotion and Tenure Advisory Committee, and Dean Evaluation committee structure and responsibilities are outlined in other sections of the College Governance Document.

Committee Restructuring

The committees, the CALS Faculty Caucus, or the dean may initiate the addition, removal, restructuring or review of college committees. Decisions regarding changes will be made jointly by the dean and the CALS Faculty Caucus.

Policies and Procedures for Appointment of Tenured and Tenure-Eligible Faculty

(added 10/19/11)

The College of Agriculture and Life Sciences “Policies and Procedures for Appointment of Tenure and Tenure-Eligible Faculty” was reviewed and approved by the CALS Faculty Caucus effective 10/19/2011. A vote of the College of Agriculture and Life Sciences faculty was not required as this policy is stated in the Faculty Handbook.

Appointment Policies

Appointment policies for tenured and tenure-eligible faculty in the College of Agriculture and Life Sciences are detailed in Section 3.1 of the Faculty Handbook.

Appointment Procedures

The chair initiates a proposal for a new appointment after consultation with the members of the department. Upon receipt of approval from the dean(s) and provost, the department follows university search procedures <http://policy.iastate.edu/policy/opensearch/> and <http://policy.iastate.edu/policy/aa/>.

Departments will advertise for full-time tenure-eligible or tenured positions and must have funding for a full-time hire. Advertisements will include information about university policies for flexible and part-time appointments. Tenured/tenure-eligible faculty will be involved in the search process following normal departmental, college, and university procedures.

When a candidate has been identified for the appointment, the chair specifies the conditions of appointment on a form called the Letter of Intent and in a letter making the offer of appointment including the proposed Position Responsibility Statement.

The Letter of Intent form and the letter must be approved by the dean and, in the case of a tenured or tenure eligible appointment, by the provost. Approval must also be obtained from the Office of Equal Opportunity and Compliance confirming that the required search procedures have been followed in filling the position. The stipulated conditions include the academic rank, salary for the first year (in the case of new appointment), the ending date of the probationary period if one is established, the date by which a notification of intent not to renew is to be given if the appointment is renewable, and any special factors that apply to the appointment.

Appointments

Tenured and tenure-eligible appointments are regularly budgeted positions at any rank and account for most faculty appointments. Tenure-eligible faculty are appointed for a specified period of time (term appointment), and notice of intent not to renew shall be given according to the deadlines specified in the Faculty Handbook (3.4 Nonrenewal or Termination of Appointment). A person on a tenure-eligible appointment for a specified term is considered to be in a probationary period of service leading to tenure. The length of this period is specified at the time of initial appointment, but it may not exceed seven years, except in cases of part-time tenure-eligible appointments and in cases of the approved extension of the tenure-clock. Recruitment for tenured and tenure-eligible faculty must follow university procedures.

Annual Reviews

Faculty members are reviewed annually for performance appraisal and development on the basis of their Position Responsibility Statement. Faculty will submit a written document summarizing their accomplishments. This review may serve as a basis for determining merit salary increases. Annual faculty reviews are conducted by the department chair. In some departments it may be

desirable for the chair to select other persons from the department to aid in this evaluation. Following the review, the chair discusses the results with the faculty member, thus providing an opportunity for exchange of ideas that would be of benefit to the individual and the department. In addition, the chair will provide a written summary of his or her evaluation of the faculty member. The faculty member will sign a document confirming they received a written review. Similar procedures apply to faculty holding administrative positions, such as the department chair and dean. These reviews are conducted by their immediate supervisors.

Position Responsibility Statement

Evaluations of tenure-eligible/tenured faculty in the College of Agriculture and Life Sciences are based on the position responsibilities of faculty members (see section 5.1.1.5 of the Faculty Handbook for more details). The Position Responsibility Statement (PRS) should be general and only include the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments in the promotion and tenure process. The statement will be subject to regular review by the faculty member and the department chair, and allow for flexibility in responsibilities over time and for the changing nature of faculty appointments. The statement should allow for all parties to understand the basis of the academic appointment and to place that into context with the promotion and tenure criteria.

At the time of appointment or within the first semester, the chair and the new faculty member will agree on a position responsibility statement based on the job advertisement. This PRS should stand for the first three years of appointment and in most cases will remain in effect until the tenure review. When tenure is granted, the faculty member and the department chair will review the details of the PRS and make any necessary changes. At least every five years as part of the annual review process, tenured faculty members will re-evaluate their position responsibilities with their chairs. The PRS may be reviewed and/or changed more frequently. Department chairs will have a position responsibility statement, written by the department chair and the dean, describing the administrative and other departmental responsibilities of the position.

Any changes in the PRS must be made in consultation between the chair and the faculty member. The PRS cannot be changed unilaterally by either the chair or the faculty member. The PRS must be signed and dated by both the faculty member and the department chair. The signed and dated copy will be on file in the faculty member's personnel file and in the dean's office.

Mediation Guidelines to Handle Disagreements Related the Position Responsibility Statement

When the faculty member and department chair agree to the PRS, it will be signed by both parties and dated. If however, one of the parties disagrees with a proposed change, either party may refer the matter to the department's PRS Mediation Panel in accordance with Section 5.1.1.5.1 of the Faculty Handbook. If an agreement cannot be reached within ten working days of receiving the recommendation of the PRS Mediation Panel, the matter will be forwarded to the college. If the issue cannot be solved at this level, the matter will be taken to the dean for final resolution.

Disagreements on changes in PRS statements will be handled by a college-level PRS Arbitration Panel. In the College of Agriculture and Life Sciences, this panel will consist of all members of the CALS Promotion and Tenure Committee plus one non-voting member selected by the faculty member and one non-voting member selected by the department chair. The full college PRS Arbitration Panel will gather and discuss relevant information. The non-voting members will be excused during the deliberative and decision-making meetings. Any member of the P&T Committee who is in the same department producing the disputed PRS will also be excused

during these final meetings, consistent with how P&T cases are handled. The deliberative process will produce a binding PRS within four weeks of receiving the disputed PRS. If either party is dissatisfied with the proposed resolution at this point, he or she may file a complaint through normal grievance procedures to the Dean of the College. The PRS approved by the college PRS Arbitration Panel will be in effect during this process. (Adopted 2011 CLAS policy)

Tenure for Faculty Members in Administrative Positions

In the College of Agriculture and Life Sciences, the appointment of an individual to an administrative position does not automatically guarantee tenure in a department. When an individual who has been a faculty member at another institution is appointed to an administrative position in the college, the granting of academic rank and tenure will be done as described in Section 5.2.1.2 of the Faculty Handbook.

Promotion and Tenure Document

(revised 9/1/04)

Policy

This document, in conjunction with the university policies, criteria, and procedures as set forth in the University Promotion and Tenure Document as approved by the Board of Regents on December 8, 1998, dated July 1, 1999, establishes the College of Agriculture and Life Sciences' promotion and tenure protocol.

Standards for Promotion and Tenure

Evaluation of a faculty member for promotion and/or tenure is based primarily on evidence of scholarship in the faculty member's teaching, research/creative activities, and/or extension/professional practice. In all areas of professional activity, a faculty member must uphold the values and follow the guidelines in the Statement of Professional Ethics found in "Professional Policies and Procedures."

A key tool in the promotion and/or tenure review process is the Position Responsibility Statement, which describes the individual's current position responsibilities and activities in the following areas: teaching, research/creative activities, extension/professional practice and institutional service. This statement is used by all evaluators to interpret the extent, balance, and scope of the faculty member's scholarly achievements.

Promotion

Promotion through academic ranks is part of the recognition system of the University. Each step implies that the faculty member has demonstrated a certain level of competence, accomplishment, maturity, and recognition. Promotion from assistant to associate professor generally will be judged on actual accomplishment and potential for growth; whereas, promotion from associate professor to professor will be judged on accomplishment alone. Professor is the highest academic rank, and a faculty member must have proven his/her right to be awarded that title. All accomplishments and credentials of a faculty member will be considered in making a decision on promotion, but primary weight shall be given to accomplishments and attainments while in the current rank.

Tenure

The purpose of tenure is to ensure academic freedom. The public is best served when faculty are free to teach, conduct research, provide extension/professional practice services and engage in institutional service without fear of reprisal or without compromising the pursuit of knowledge and/or the creative process. Granting of tenure to a faculty member of the College of Agriculture and Life Sciences implies that the individual was judged to have potential to develop into an outstanding member of the academic community. The individual is expected to have been involved in departmental, college and/or university activities and governance; to have been a willing worker in local, national and/or international societies and organizations of his/her profession; and to have upheld the high standards of the university and the College of Agriculture and Life Sciences. Tenured faculty members are expected to conduct academic activities in a scholarly manner and to submit their ideas and research results to rigorous peer review.

Terminology

For the promotion and tenure document, candidate shall mean the individual who is being considered for promotion and/or tenure. Vote is the actual count and includes the number eligible to vote, the number voting positively, the number voting negatively, and the number of abstention votes cast. The college records and sends to the provost the number absent and the number on leave. Dean refers to the dean of the College of Agriculture and Life Sciences. Chair refers to the chair of the department. Duties outlined in this document to be conducted by the dean or chair may be delegated to his/her representative(s). Documentation will mean those items prepared and submitted to support the nomination of a candidate who is being considered for promotion and/or tenure within the college. Scholarship* is the development of new understanding and insights or the generation, synthesis, interpretation or analysis of new knowledge, methods, understanding, technologies, curricula, publications (including electronic), presentations, exhibits, software, patents, licenses and copyrights. Scholarship is evaluated according to such criteria as originality, significance, replicability, scope, impact and adoption by peers.

*Drawn from definitions of scholarship by Conrad J. Weiser and Ernest L. Boyer:
Conrad J. Weiser, *The Value of a University—Rethinking Scholarship*, draft version
Ernest L. Boyer, *Scholarship Reconsidered—Priorities of the Professorate*, 1990

Criteria

General Considerations

The College of Agriculture and Life Sciences seeks to add innovative and creative scholars to its senior ranks through tenure and promotion policies. Because individuals are unique, there must be a substantial subjective component to the criteria by which they are selected. Thus, the following criteria are general, not specific, to ensure that each candidate, regardless of his or her discipline or cross-disciplinary area, receives a fair and impartial evaluation.

Bases For Evaluation

Evaluation of a faculty member for promotion and/or tenure shall be based on criteria related to the individual's assignments and activities, domestic and/or international, in the following four areas: teaching, research/creative activities, extension/professional practice and institutional service.

All tenured and probationary faculty members are expected to engage in scholarship in their teaching, research/creative activities, and extension/professional practice. Individuals who have assignments in more than one area will be evaluated based on the written Position Responsibility Statement. In all areas of activity, a faculty member must exhibit a strong sense of professional ethics.

The University Promotion and Tenure Document (5.2 Promotion and Tenure of Tenured and Tenure-Eligible Appointments and 5.3 Documentation Guidelines for Promotion and Tenure, Faculty Handbook) provides ways in which scholarship may be demonstrated in each area of evaluation and should be consulted. In general, the substantive criteria for promotion and/or tenure recommendations are the effectiveness of the candidate in carrying out his or her assignments.

Criteria considered for promotion and/or tenure decisions will primarily be scholarly activities completed by the candidate while in the current rank. All accomplishments and credentials of the candidate, however, may be important in establishing an individual's national or international reputation and shall weigh in making promotion and/or tenure decisions. Therefore, a copy of the candidate's complete professional vita shall be included in the documentation. The candidate

is responsible to ensure that the materials are up-to-date and complete. Also, external reviews (see Procedures-External Reviews, page 17) from individuals competent in the candidate's discipline or cross-disciplinary areas shall be solicited and will be part of the criteria considered.

Each faculty member will have a written Position Responsibility Statement maintained at the department against which performance shall be evaluated. The Position Responsibility Statement, as agreed to by the chair and the individual at the time of the initial hire (or within the first semester), will list the assignments for the individual. Any changes in the expectations for the faculty member must be made in consultation between the chair and the faculty member. Departmental governance documents shall outline the procedures to be followed in reviewing and updating an individual's Position Responsibility Statement.

Description of the Academic Ranks

Assistant Professor

Assistant professor is often the beginning rank for faculty initiating employment with a university. It is recognition that the faculty member has exhibited the potential to grow in an academic career. The primary responsibility of an assistant professor is to initiate development of an effective professional program as described in the written Position Responsibility Statement. An accompanying responsibility is to achieve a degree of success and recognition for his or her professional competence. The assistant professor also is expected to devote some service to aid in the operation of the university.

Associate Professor

Associate professor is a high academic rank that embodies significant responsibilities in achieving the university's missions. Major among the associate professor's responsibilities is to establish personal preeminence in his or her discipline or cross-disciplinary area. Such is accomplished by establishing and refining his or her professional program in the university and elsewhere, developing a high degree of performance in professional activities, and attaining a level of utmost disciplinary competence. A concomitant responsibility is to render significant service to the university and appropriate professional organizations. Significant service most notably includes effectively undertaking tasks that aid in and improve the daily functioning of the university and professional organizations (e.g., serving on committees and assisting in program evaluations). It is also the duty of the associate professor to assist in creating a cooperative collegial environment.

Professor

Professor is the highest academic rank in the university and carries with it responsibilities beyond those of lower ranks. Foremost among the faculty member's responsibilities in this rank are maintenance of preeminence in a discipline or cross-disciplinary area, except for a professor with full-time administrative assignments, and assumption of principal leadership status in the university and the profession. Duties associated with maintaining preeminence involve making significant contributions, both conceptual and factual, and sustaining excellent performance according to the Position Responsibility Statement. Some examples of leadership include the following: initiating program improvements both on and off the university campus, engaging in activities related to effectiveness of the department, the college and the university, such as chairing standing and *ad hoc* committees, service as a mentor for faculty of lower rank, promoting enthusiasm, cooperation and rapport among colleagues in an environment allowing for professional disagreement and enhancing development and effectiveness of relevant disciplines (e.g., holding office in professional societies, chairing symposia, editorial review for

professional journals and professional presentations for the general public).

Qualifications for Academic Rank

Assistant Professor

An assistant professor should have a strong academic record and ordinarily should have earned the accepted highest degree in his or her field. The assistant professor rank is recognition that the faculty member has exhibited the potential to grow in an academic career. Appointment at or promotion to this rank should be based on evidence that the faculty member can be expected to become qualified for promotion to associate professor in due course.

Associate Professor and/or Tenure

An associate professor should have a solid academic reputation and show promise of further development and productivity in his or her academic career.

The candidate must demonstrate:

- excellence in scholarship that establishes the individual as a significant contributor to the field or profession, with potential for national distinction;
- effectiveness in areas of position responsibilities; and
- satisfactory institutional service.

Furthermore, a recommendation for promotion to associate professor and granting of tenure must be based upon an assessment that the candidate has made contributions of appropriate magnitude and quality and has a high likelihood of sustained contributions to the field or profession and to the university.

Professor

A professor should be recognized by his or her professional peers within the university, as well as nationally and/or internationally, for the quality of the contribution to his or her discipline.

The candidate must demonstrate:

- national distinction in scholarship, as evident in candidate's wide recognition and outstanding contributions to the field or profession;
- effectiveness in areas of position responsibilities; and
- significant institutional service.

Fe

There is no set time-line for faculty member to demonstrate the three criteria identified above. The faculty member's entire academic career must be considered in the evaluation of whether or not the candidate has met these criteria. A recommendation for promotion to professor also must be based upon an assessment of the record, since the last promotion, regardless of the institution that granted the promotion. The candidate is expected to have made contributions of appropriate magnitude and quality and demonstrated the ability to sustain contributions to the field or profession and to the university.

Tenure

The College of Agriculture and Life Sciences will automatically recommend that tenure-track assistant professors being recommended for promotion to associate professor also be granted tenure. Associate professorship is normally required for tenure. In the College of Agriculture and Life Sciences, consideration for tenure is based on merit and thus, consideration for tenure

during the fifth year of employment is not regarded as early, just as consideration during the sixth year is not late.

Procedures

Departmental Review

Each department within the College of Agriculture and Life Sciences shall have a Promotion and Tenure Document and a Promotion and Tenure Committee(s) as stated in the University Promotion and Tenure Document, 5.2.4.2.1. The departmental document shall outline the schedule and procedures used for identifying and assessing candidates for departmental recommendation in promotion and/or tenure decisions, and the procedures for naming the departmental committee(s). The document also shall outline procedures to be used in providing a system to work with the candidate in ensuring that the candidate's documentation is factual and complete. A professional vita of activities and accomplishments should be provided by the candidate. For candidates not being recommended for promotion and/or tenure by the department, the document shall outline procedures to be used to inform the candidate in writing of the Promotion and Tenure Committee's vote and the reasons for a negative recommendation.

The Departmental Promotion and Tenure Committee shall ensure that individual candidates receive a full and impartial review of their credentials, and shall be responsible for the vote on whether or not to recommend promotion and/or tenure to the chair (as stated in the university document, the vote becomes part of the candidate's documentation to be forwarded to the dean). This should be completed in a timely fashion so that the documentation can be forwarded to the dean by the date previously announced and deemed appropriate by the dean to meet university deadlines. Also forwarded to the college with the candidate's documentation are the cover sheet for P&T recommendation and the chair's letter. Failure to submit the documentation from the department on time shall be *prima facie* evidence that promotion and/or tenure considerations are not desired at this time.

In instances when promotion and tenure decisions are mandatory for an individual on probationary appointment, the candidate's nomination will automatically be considered by the department, and documentation and a recommendation will be forwarded to the dean for consideration.

Department and Chair Responsibilities

1. Position Responsibility Statement

Each candidate will have a Position Responsibility Statement, along with any revisions (mutually agreed to in writing by the chair and the candidate) during the period under review.

2. Letters of evaluation (provided by the department)

The Chair and/or the Department Review Committee solicits a maximum of six letters, with a minimum of five letters from qualified reviewers with the understanding that, insofar as possible, access to them will be limited to persons involved in the promotion and/or tenure decision. All solicited letters are treated as part of the evaluation process and must be forwarded on to college and university review levels.

Solicited letters of evaluation from professionals in the field, outside the institution. The chair will provide the external reviewers with all Position Responsibility Statements in effect during the time of review and information on the candidate's record of scholarship. The materials sent to reviewers should include a summary of university standards for scholarship and our ISU criteria for promotion and tenure (a summary document is available on our web site, <http://www.provost.iastate.edu/faculty/advancement/promotion.html>.)

Letters should be solicited from appropriate professionals in the field and chosen for their ability to evaluate impartially the candidate's activities and accomplishments. They should generally be tenured professors at peer institutions or other Doctoral/Research Universities – or individuals of equivalent stature outside of academe who are widely recognized in the field. Letters should focus primarily on the aspects of the candidate's work that qualify as scholarship. While in some cases this might mean a focus on one area such as teaching or research, in others it might entail a mixture of scholarship in teaching, research/creative activities and/or extension/ professional practice. The reviewers shall be asked to be specific and to comment on particular aspects of the candidate's scholarly contributions and impact on the discipline or cross-disciplinary area as well as to compare the candidate with others at the same stage of their careers.

At least one of the reviewers, but not all, should be suggested by the candidate. Candidates may consult with ISU colleagues about appropriate reviewers and their institutions. Candidates may submit a list of up to three people in their field who will not be contacted as reviewers. This request, if made, must be put forward at the same time candidates submit their names of potential reviewers. Example letters are available at <http://www.provost.iastate.edu/faculty/advancement/promotion.html>.

Additional Reference Letters

a. Letters from co-authors, co-principal investigators, mentor/advisor, et cetera.

In general, reviewers should not be colleagues with whom the candidate has collaborated. When necessary, however, these individuals may be solicited to detail the nature of collaborative projects or to respond to specific questions.

b. Letters from ISU department, college, and university colleagues.

Although not required, letters from department, college and university colleagues may be important. This may be appropriate for activities related to interdisciplinary research and teaching programs, joint projects, and services provided to other colleagues or in cases where a fuller understanding of specific activities is warranted.

3. Evaluations (provided by the department and chair)

Evaluations from each level of review will serve as a summary of the case. They should not be statements of advocacy but should address both the strengths and relevant weaknesses in the candidate's record of performance. When appropriate they should summarize the primary points made by external evaluators. The evaluations should include:

- modifications in the Position Responsibility Statement;
- evaluation of the candidate's accomplishments in scholarship;
- evaluation of the candidate's performance in his/her areas of responsibility: teaching, research/creative activities, extension/professional practice and/or institutional service;
- evaluation of the candidate's prospects for future contributions to the field and department;
- assessment of the candidate's role and contributions to department and college missions.

4. A Recommendation for Promotion and Tenure (provided by the chair)

The chair will inform each candidate in writing before the department's recommendations are

submitted to the college, whether a recommendation will be forwarded and, if so, the nature of the recommendation or recommendations. Faculty who are not being recommended by either the Promotion and Tenure Review Committee or the chair, or both, will be informed by the chair in writing of the reasons. This information should be presented in a constructive manner and, where appropriate, should include guidance for improving performance in terms of the department's criteria for promotion and/or tenure.

External Reviews

The procedures for naming the reviewers and for obtaining the external reviews shall be explained in the departmental Promotion and Tenure Document. The names of the external reviewers and the verbatim content of their reports shall not be made available to the candidate. In solicitation of external reviews, it shall be stated that "the contents of the reviews are regarded by the university as confidential to the extent permitted by law and shall be released only to those individuals who are authorized to review and make recommendations on the candidate." Also, in the letter soliciting the reviews, it shall be stated that "all accomplishments and credentials of a faculty member are considered at Iowa State University in making a decision on promotion and/or tenure, but primary weight is given to accomplishments while in the current rank."

All external reviews received by the department shall become part of the documentation of the candidate. The original reviews and other relevant documentation shall be forwarded to the dean for candidates being recommended for promotion and/or tenure by departments for all mandatory cases. Then the original reviews shall be forwarded to the Office of the Provost where they will be retained.

To preserve confidentiality, reviews for candidates not being recommended for promotion and/or tenure must be respected; these reviews will be retained by the dean or chair, as appropriate, and then destroyed when it is evident that no appeal is forthcoming. Copies of external reviews attached to copies of the documentation, for use in departmental or college promotion and/or tenure decisions, shall be handled with the same confidentiality as original reviews. They will be either forwarded to the Office of the Provost along with the documentation for candidates being recommended by the college for promotion and/or tenure, or destroyed by the dean or chair as appropriate.

Appeal Process

The candidate for promotion and/or tenure may appeal a negative departmental decision to the dean by submitting a formal written request to the dean. For non-mandatory cases, the dean shall request that the chair forward the candidate's supporting documentation, the department Promotion and Tenure Committee report, the recommendation for promotion forms prepared by the chair, and other relevant materials. For mandatory cases, these materials are required to be submitted to the college. The College Promotion and Tenure Advisory Committee shall review these materials and provide a written report to the dean similar to that provided for other promotion and/or tenure candidates. The dean shall then affirm or deny the appeal. The dean shall report the results of the recommendation to the chair and the candidate.

College Review

The College of Agriculture and Life Sciences shall have a College Promotion and Tenure Advisory Committee composed of faculty members at the rank of professor from the college, each with a three-year appointment. Promotion and/or tenure decisions are critically important in the development and welfare of faculty within the College of Agriculture and Life Sciences.

To ensure that each candidate receives fair and impartial consideration at the college level, the advisory committee must be structured so that the breadth of disciplines and variety of assignments within the college are adequately represented on the committee. With the approval of their departmental chair, the dean shall select the committee members and name the chair. The College Promotion and Tenure Advisory Committee membership will be reviewed by the CALS Faculty Caucus and comments will be provided to the dean. Membership on the committee shall be staggered so that approximately one-third are replaced annually, and not more than one committee member shall serve from one department at any one time. It shall be the responsibility of the dean to ensure that the advisory committee is complete and that membership is kept current.

Members of the College's Promotion and Tenure Advisory Committee will not participate in the discussion or vote on candidates from their respective departments. The guiding principle of "one-person--one-vote" will be followed, with the vote taken at the departmental level (5.2.4.1. Voting Procedure, and 5.2.4.3. College Review, Faculty Handbook). Any recusals for this reason will be noted in the committee's report. The votes of the advisory committee shall be by written ballot and the tallies forwarded to the dean. The chair of the advisory committee shall provide the dean with a brief written summary of discussions of each candidate.

The dean shall review the promotion and/or tenure recommendations from the departments and from the college advisory committee and shall decide whether to recommend promotion and/or tenure of individual candidates to the provost.

The dean reviews the promotion and tenure recommendations from the departments and from the college advisory committee and presents his/her recommendations to the senior vice president and provost, along with the recommendations and votes of the college and department committees, the chair reports, and supporting material and documentations.

The dean will inform in writing each candidate and the respective chair and the college advisory committee whether a recommendation will be forwarded to the senior vice president and provost and, if so, the nature of the recommendation or recommendations. If the recommendation is contrary to the departmental, chair, and/or college advisory committee recommendations, the dean will summarize in writing the reasons as part of his/her recommendation. The chair will forward the dean's recommendation and summary to the department promotion and tenure committee.

College Approval or Denial

Subsequent to being notified of the college decision on promotion and/or tenure or denial, the chair shall inform the candidate of the college decision by written/electronic memo. If promotion and/or tenure has been denied, the chair shall discuss the reasons given for denial by higher administration and, where appropriate, the means for improving performance.

Preliminary Review of Probationary Faculty

At the time of appointment, the chair and the new faculty member will agree on a Position Responsibility Statement. This should stand for the first three years of appointment. In most cases, this initial statement will remain in effect until the tenure review.

Departmental promotion and tenure documents shall define the involvement of the voting faculty or the departmental Promotion and Tenure Committee in decisions regarding the extension or termination of probationary appointments.

Faculty members may request that their probationary appointment and tenure evaluation be extended because of unusual circumstances. A written request to the chair, outlining the unusual circumstances and proposed tenure evaluation date, initiates the process. The request needs to include the statement “If my request is granted, I will not claim tenure based on total length of employment.” The chair will consult with the departmental Promotion and Tenure Committee in determining whether to support or deny the request. Positive recommendations will be forwarded to the dean. Further evaluation will occur at the dean’s level. Positive recommendations from the dean will be forwarded to the provost.

Academic Rank of Other Than Tenured or Tenure-Track Faculty

Departments, with the approval of the dean and provost, may grant academic rank to affiliates, collaborators, or others associated with a department. Departmental governance documents shall state the procedures for determining the initial academic rank and the procedures to be followed for subsequent promotion. Because these individuals are not tenured or tenure-track faculty, they shall not serve on the College Promotion and Tenure Advisory Committee.

Promotion and Tenure Document Ratification and Changes

The policies and procedures described herein are effective upon adoption by a two-thirds affirmative vote of tenured and tenure-track faculty in the College of Agriculture and Life Sciences. The vote shall be by written/electronic ballot and sent by the dean. The two-thirds affirmative vote shall be of those ballots that are returned by the date specified by the dean. This document also may be revised with approval of two-thirds written/electronic vote of all returned ballots from tenured and tenure-track faculty in the College of Agriculture and Life Sciences.

Post-Tenure Review Policy

(added 10/19/11)

The College of Agriculture and Life Sciences "Post-Tenure Review Policy" was reviewed and approved by the CALS Faculty Caucus effective 10/19/2011 and updated on 2/23/2015. A vote of the College of Agriculture and Life Sciences faculty was not required as this policy was developed in compliance with a governance change required by the ISU Faculty Handbook.

Policy

Each tenured faculty member in the College of Agriculture and Life Sciences will be reviewed by their peers in accordance with Section 5.3.4 of the Faculty Handbook. The review should address the quality of the faculty member's performance in accordance with all Position Responsibility Statements (PRSs) in effect during the period of the review in the areas of teaching, research/creative activities, extension/professional practice, and institutional service. If applicable, the review should also discuss the effectiveness of part-time appointments. The review shall include an overall recommendation of the performance (meeting expectations or below expectations) and result in acknowledgement of contributions and may also include suggestions for future development of the faculty member. A faculty member may receive a below expectations review if their performance in any aspect of PRS is below expectations.

Post-Tenure Review Timeline

Post-tenure review of each tenured faculty on full-time or part-time appointment will occur under the following guidelines:

- at least every seven years;
- at the faculty member's request (but at least 5 years from last review); And
- during the year following two consecutive unsatisfactory annual reviews.

Faculty members are exempted from their scheduled post-tenure review if: 1) they are being reviewed for higher rank during the same year, 2) they are within one year of announced retirement or are on phased retirement, or 3) they are faculty members who serve as department chair or whose title contains the term president, provost, or dean.

Post-Tenure Review Outcomes

Based on the outcomes of the post-tenure review, the following actions will be taken:

- a "meeting expectations" post-tenure review recommendation may include suggestions for future development of the faculty member. If a meeting expectations post-tenure review recommendation includes a determination of below expectations performance in any PRS area, then the faculty member will work with the department chair and the chair of the review committee to develop a detailed action plan for performance improvement in those areas. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation (Section 5.1.1.5.1 of the Faculty Handbook).
- a below expectations post-tenure review recommendation will include specific recommendations for achieving an acceptable performance evaluation. The faculty member will work with department chair and the chair of the review committee to develop a detailed action plan for performance improvement in areas deemed below expectations. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation (Section 5.1.1.5.1 of the Faculty Handbook).

Failure to have the performance improvement plan in place by the time of the next academic year's annual performance review may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy (Section 7.2.2.5.1 of the Faculty Handbook).

Role of the Department

Faculty in each department are charged with developing and implementing a plan for peer review of each tenured faculty member in the unit. The departmental policy for post-tenure review should designate the following:

- the review participants;
- review procedures and timelines;
- materials to be reviewed; and
- mechanisms for the faculty member to respond.

If an action plan is necessary, it must include at least the following three parts: 1) the justification for the plan, 2) a specific timetable for evaluation of acceptable progress on the plan, and 3) a description of possible consequences for not meeting expectations by the time of that evaluation.

The departmental post-tenure review policy shall be reviewed, approved, and revised by the department in accordance with the departmental, collegiate, and university governance approval process.

Role of the Department Chair

The department chair will take the following actions regarding post-tenure review:

- review the post-tenure review report submitted;
- provide a cover letter to the dean indicating agreement with the outcome of the report or a detailed explanation if there is disagreement with the report findings. In cases of disagreement, the explanation is also communicated to the post-tenure review committee and the candidate;
- discuss the post-tenure review report and its recommendations with the reviewed faculty member;
- work with the reviewed faculty member and the chair of the review committee to develop the action plan for improving performance for those faculty who received a below expectations recommendation. After the action plan is agreed upon, it is the responsibility of the department chair and the faculty member to ensure that the action plan is implemented. It is the chair's responsibility to assess the faculty member's performance in accomplishing the action plan; and
- forward post-tenure review materials to college.

Role of the Dean

The dean will take the following actions regarding post-tenure review:

- review post-tenure review reports and recommendations submitted for consistency and thoroughness;
- provide feedback to the department chairs and the college caucus if there are areas that need improvement regarding thoroughness or consistency of post-tenure review processes or reports; and
- forward post-tenure review materials to the Office of the Senior Vice President and

Provost.

Role of the Provost

The provost will take the following actions regarding post-tenure review:

- review post-tenure review reports and recommendations submitted for consistency and thoroughness; and
- provide feedback to the deans if there are areas that need improvement regarding thoroughness or consistency of post-tenure review processes or reports.

Faculty Appeals Policy

Section 9 of the Faculty Handbook (Faculty Grievance Procedures) provides the process for faculty to appeal a decision related to salary, promotion, tenure, reduction in force, or other matters related to employment, or other academic concerns and decisions. The College will follow all procedures outlined in Section 9.

Policies and Procedures for Appointment, Reappointment, Advancement and Evaluation of Lecturers and Clinicians

(added 5/12/03, revised 10/19/11)

The College of Agriculture and Life Sciences “Policies and Procedures for Appointment, Reappointment, Advancement, and Evaluation of Lecturers and Clinicians” was reviewed and approved by the CALS Faculty Caucus effective May 12, 2003 and 10/19/2011. A vote of the College of Agriculture and Life Sciences faculty was not required as this policy was developed in compliance with a governance change required by the ISU Faculty Senate.

Preface

Lecturers and clinicians are primarily used to support the instructional mission of the College of Agriculture and Life Sciences, including involvement in resident-based and distance education teaching, laboratory supervision, undergraduate advising, coordination of student services and supervision of student experiences in the field.

Tenured and tenure-eligible faculty shall be responsible for selecting, reviewing, and renewing non-tenure-eligible faculty appointments, consistent with the principles of shared governance, and in accordance with each unit's governance document. This purview includes all personnel carrying out instructional duties providing course credit.

Lecturer/Clinician

Term of Appointment - The lecturer/clinician is a limited term full- or part-time appointment of from one semester to three years and renewable based on the quality of performance and the continuing need of the unit. Since the appointment of Lecturers and Clinicians is for a specified period of time, no special notice of intent not to renew is necessary, with one exception. For lecturers and clinicians who have been employed continuously at one-half time or greater for three years or more, advanced written notice of nonrenewal must be given at least one year in advance.

Appointment and Evaluation - lecturers and clinicians are hired according to established departmental procedures and will include input from tenured and tenure-track faculty, consistent with the principles of shared governance and the department's governance document. A written Position Responsibility Statement will be prepared that clearly indicates the duties and expectations of the lecturer/clinician. The hiring of lecturers and clinicians must be approved by the dean and the provost.

Consistent with the procedures used for tenured and tenure-track faculty, lecturers and clinicians will be evaluated annually by the department chair. The annual evaluation will be based upon an updated report of activities and will be conducted according to regular departmental procedures.

Reappointment Review - lecturers and clinicians will be considered for reappointment based upon a positive outcome of the evaluation process and demonstration of a continued need within the department. The Position Responsibility Statement will be the basis for the reappointment decision with the criteria for reappointment as (1) demonstrated success in teaching and teaching-related activities, with potential for excellence and (2) evidence of continuing professional development. Evaluations for renewal of appointment will be conducted by an appropriate faculty committee and recommended by the department chair.

Advancement Review – After a minimum of six years or the completion of 12 semester FTEs of employment, persons on appointment as lecturers and clinicians have the right to be reviewed for advancement to senior lecturer and senior clinician and may be recommended for advancement without a search. A faculty committee will be convened to evaluate the request for advancement

and will provide their recommendation to the department chair. The review will be based upon the continuing need for the position to fulfill the department's mission; evidence of excellence in the performance of duties outlined in the Position Responsibility Statement; evidence of teaching-related service activities; and evidence of continuing professional development. The three outcomes of this review include: recommendation for advancement to senior lecturer or senior clinician; continuation of appointment as lecturer or clinician; or non-renewal of contract. Individuals who are not recommended for advancement are eligible to reapply in subsequent years. The department chair must approve the committee's recommendation for advancement and obtain final approval from the dean and the provost.

Senior Lecturer/Senior Clinician

Senior lecturers and senior clinicians are limited term appointments not to exceed five years, plus a one-year notification period if the appointment will not be renewed. To be eligible for appointment as senior lecturer or senior clinician, the individual shall have served as a lecturer or clinician or its academic or professional equivalent for six years or 12 semester FTEs of employment. Each senior lecturer/clinician will have a written Position Responsibility Statement that clearly outlines responsibilities and expectations.

Evaluation - senior lecturers and senior clinicians will be evaluated annually as described under Appointment and Evaluation for lecturers/clinicians. Additionally performance evaluations conducted by a faculty committee should be completed at least every six semesters of employment for those who will be considered for future re-appointment and shall be based on the individual's PRS.

Reappointment Review

A Faculty Committee, as determined by the department chair, will have the responsibility of conducting a review of senior lecturers and senior clinicians at least once every five years. The criteria for reappointment at the rank of senior lecturer/senior clinician are (1) demonstrated excellence in the performance of duties outlined in the Position Responsibility Statement, (2) satisfactory evidence of teaching-related service activities (*e.g.* committees, *ad hoc* work groups, participation in learning communities), (3) evidence of teaching-related professional development activities (*e.g.* attendance and participation at professional meetings, participation in CELT and College of Agriculture and Life Sciences professional development programs) and (4) a continuing need for the position in fulfilling the department's mission.

The Faculty Committee will make a written recommendation for or against reappointment to the chair. The chair must approve each reappointment and must obtain final approval from the dean and the provost.

Policies and Procedures for Adjunct Faculty and Professional and Scientific Employees with Non-Tenure-Eligible Appointments

(added 5/24/04)

The College of Agriculture and Life Sciences “Policies for Adjunct Faculty and Professional and Scientific Employees with Non-tenure-eligible Appointments” was reviewed and approved by the CALS Faculty Caucus effective May 24, 2004. A vote of the College of Agriculture and Life Sciences faculty was not required as this policy was developed in compliance with a governance change required by the ISU Faculty Handbook.

Adjunct Faculty

The departments in the College of Agriculture and Life Sciences have periodic need to appoint non-tenure eligible faculty in adjunct positions. Adjunct appointments recommended by the department must be approved by the college and the provost.

Adjunct appointments are full-time or part-time renewable term positions with these possible titles: adjunct professor, adjunct associate professor, and adjunct assistant professor. Adjunct appointments will not exceed five years for each term appointment, requiring a notice of one year of intent not to renew, except when the appointment is for a year or less.

The college may approve hires of adjunct faculty in the following categories:

- Experts employed elsewhere. Adjunct titles may be used for persons who are employed elsewhere but have faculty responsibility at Iowa State. This would include persons currently employed and paid by businesses, government, and other organizations without direct connection to ISU. These appointments are normally part-time, made to recognize the appropriate teaching, extension/professional practice, and/or research responsibilities of these individuals. Any temporary full-time appointments of these individuals would be for a special need and usually last no longer than one year. Adjunct faculty should be individuals holding a terminal degree in an appropriate field. Under extraordinary circumstances, individuals without the terminal degree but with national or international reputations in their field might be considered for appointment in an adjunct position.
- Adjuncts employed only by the university. In the university’s quest to hire and retain excellent faculty, including dual-career couples, as well as to carve out new areas of academic expertise, and attract experts on extramural grants and contracts, certain individuals may be hired in full-time positions as adjunct faculty. These should be persons with the terminal degree in their field. They will likely function as faculty with significant research or extension/professional practice responsibilities, usually funded by extramural grants and contracts. Whenever possible, these individuals should be considered for tenure-eligible positions. Faculty hired primarily for teaching purposes should be hired as lecturers or clinicians. New appointments in this category will be rare in the college.

Hiring

Adjunct faculty will be hired through established university search processes. Tenure-line faculty should work with the department chair to coordinate the search process.

Position Responsibility Statement (PRS)

Each adjunct faculty member will have a Position Responsibility Statement reflecting the nature of his or her responsibilities. Reviews will be based on the PRS and will consider performance in all areas of responsibility.

Review

- Annual review. Annual review of adjunct faculty will follow procedures outlined for the review of other non-tenure-eligible faculty positions.
- Renewal review. Renewal review will follow procedures outlined for the renewal review of other non-tenure-eligible faculty, except that there is no requirement that adjunct faculty must be advanced after a particular period of time.
- Advancement review. When an adjunct assistant professor or adjunct associate professor and the department chair agree that it is appropriate to seek advancement to the next adjunct level, the same faculty committee which considers advancement from lecturer to senior lecturer and from clinician to senior clinician will review the record of the adjunct faculty member.
- Materials for advancement review. Materials to be submitted for review will include documentation of all areas of responsibility; departments will specify the materials needed in their disciplines. Requests for advancement forwarded to the college and provost should include a summary of the review results and a statement regarding the continuing need of the unit. If a department does not recommend an advancement, no recommendation should be forwarded to the college.

Advancement

Recommendations for advancement must originate in the department and be approved by the college and provost. Since advancement is not a part of the promotion and tenure process, department schedules for this review may differ from promotion and tenure review.

- Criteria for advancement from Adjunct Assistant Professor to Adjunct Associate Professor. For the department to recommend advancement to Adjunct Associate Professor, the faculty member must demonstrate effective performance in all areas of responsibility and must demonstrate excellence in scholarship (scholarship is defined in the *Faculty Handbook*).
- Criteria for advancement from Adjunct Associate Professor to Adjunct Professor. For the department to recommend advancement to adjunct professor, the faculty member must demonstrate effective performance in all areas of responsibility and must demonstrate distinction in scholarship (scholarship is defined in the *Faculty Handbook*).

Voting

Voting rights of adjunct faculty are defined in the governance documents of the individual departments.

Continuous adjunct appointments

No changes to the status, title, and privileges of persons already holding continuous adjunct non-tenure-eligible faculty positions shall be made unless requested by such a person. These faculty will continue to be reviewed under the promotion and tenure process as specified in the *Faculty Handbook*.

Policies and Procedures for Non-Tenure-Eligible Research (NTER) Appointments

The College of Agriculture and Life Sciences "Policy and Procedures for Non-Tenure-Eligible Research (NTER) Appointments" was reviewed and approved by the CALS Faculty Caucus effective April 8, 2010. A vote of the College of Agriculture and Life Sciences faculty was not required as this policy was developed in compliance with a governance change in the Faculty Handbook. The CALS policies and procedures follow those approved by ISU and language for guidance to departments related to departmental-level rights and responsibilities of the NTER research faculty has been added for clarification.

ISU Policies and Procedures for Non-Tenure-Eligible Research (NTER) Appointments were approved by the Faculty Senate on February 12, 2008, by the president and provost on February 15, 2008 and by the Board of Regents on May 1, 2008.

Appointment Policies for Non-Tenure-Eligible Research (NTER) Appointments

Research professors (NTER research faculty) are persons holding the rank of research assistant professor, research associate professor, and research professor. Research professors are employees of the university. They are subject to appointment, renewal, advancement, termination, and conduct consistent with university policies and procedures, and the special conditions outlined herein. All positions shall be non-tenure-eligible renewable term appointments not to exceed five years in any one contract period. These appointments shall be approved at the department, collegiate and provost levels. Qualifications, standards and procedures for ranks shall be the same as for tenured and tenure-eligible faculty with commensurate titles.

Each department hiring NTER research faculty shall include provisions defining NTER positions, search and appointment processes, and review, renewal and advancement procedures in its governance documents. Persons holding this title are not members of the general faculty, may not hold senate positions, nor represent the faculty on collegiate or university committees. Departments will decide departmental rights and responsibilities other than the NTER appointee voting on tenure-eligible faculty searches and faculty Promotion and Tenure actions.

Funding for Non-Tenure-Eligible Research (NTER) Appointments

Funding for NTER research faculty positions shall be external to the university and are not a part of the university base budget. Funding including direct salary and benefits, and "start-up" packages must be from sources other than tuition and state appropriations, including state appropriations for the Agriculture & Home Economics Experiment Station and the Cooperative Extension Service. Exceptions will be allowed when short-term funding, up to a maximum of three years, is provided for salary and benefits only for a partner accommodation from centrally managed resources. Any other resources needed for "start-up" must come from external funds.

1. Positions may be funded from grants, contracts or other sponsored sources, special project-specific appropriations from the federal, state, or local government, the Ames Laboratory, and indirect cost revenues distributed to departments or research centers/institutes.
2. Indirect costs captured from funded research shall accrue to the NTER research faculty member's home unit(s) in accordance with university policy. Reimbursable travel, conferences and professional development expenses shall be covered by grant funding. A share of generated indirect cost revenues may be used to defray such expenses consistent

with unit procedures and criteria.

Appointment Procedures for Non-Tenure-Eligible Research Appointments

Departments intending to retain NTER faculty shall develop procedures for hiring NTER research faculty. Tenured and/or tenure-eligible faculty shall be involved in the search process, review of applications and credentials, final recommendations for hiring, and determination of rank consistent with that department's processes for hiring tenure-eligible faculty. Similar tenured and tenure-eligible faculty involvement needs to be followed for candidates holding other types of appointments at ISU seeking to convert to a research professor position.

1. NTER research faculty shall have a departmental home and a PRS. In the case of joint appointments, at least 51 percent of the appointment shall be in the home department.
2. Persons holding NTER positions shall have a PRS stipulating a not-less-than 90 percent time commitment of the appointment to research. Up to a maximum of 10 percent time commitment may be assigned for serving on graduate committees and/or leading research related seminars. As NTER positions are research (not teaching) appointments, funding for the incidental teaching time-share shall be from external funds.
3. The total number of persons holding NTER faculty appointments, whether full- or part-time, shall not be more than a 20 percent ratio of the total FTE tenured and tenure-eligible faculty in a department, nor more than 10 percent of a similar share for the university as a whole.
4. Persons may not hold simultaneous appointments as P&S and NTER faculty except that persons holding P&S positions at level P-17 and higher may do so, provided they meet the conditions of both appointments, and only when governmental stipulations require an appointment as a P&S staff member. Exceptions to the simultaneous appointments must be reviewed and approved by the provost and the Faculty Senate president and must be reported annually to the Faculty Senate.
5. All appointments are non-tenure-eligible.
6. Persons denied tenure at ISU are eligible to apply for these positions after three years have elapsed from the date of tenure denial.
7. Persons holding NTER positions are eligible to be named to the Graduate Faculty in accordance with Graduate College procedures.
8. Persons holding NTER positions shall not convert to tenure-eligible or tenured positions. They may apply for an advertised tenure-eligible position provided the search and appointment processes conform to those for tenure-eligible faculty.
9. Persons holding P&S positions, post-doctoral positions, and tenured and tenure-eligible positions shall be eligible for appointment to a research professor position provided that their credentials are commensurate for the potential rank. Tenured and tenure-eligible faculty shall be involved in the appointment process as outlined above.

The Faculty Senate shall exercise oversight of compliance with these recommendations and will accept and review applications from the provost for exceptions to appointment limitations consistent with shared governance. The provost shall provide an annual report regarding the number of appointments and ratios to the Faculty Senate.

Evaluation, Renewal, and Advancement of Non-Tenure-Eligible Research (NTER) Faculty

Appointments for all ranks of NTE research professors shall be for a stipulated time duration not to exceed five years per appointment period. There is no limit to the number of appointment periods or to time in rank except as noted in the following. Appointments are renewable at the discretion of the home department contingent on continuation of external funding (except that research professors supported by federal funds shall be governed by applicable federal policy) and departmental performance review. The provost shall approve reappointments. At any time during the contract period positions may be terminated without cause and/or due to lack of grant funding sufficient to cover salary and benefits through the term of contract (subject to federal guidelines when they apply).

1. Annual performance reviews shall conform to those for tenured and tenure-eligible faculty.
2. Performance review involving tenured and tenure-eligible faculty shall be done periodically, at least once every three years.

A NTER faculty member may be proposed for advancement to the next rank. Departments shall develop procedures for advancing NTER faculty. The standards for each rank shall be the same as the definitions for scholarship performance at rank for assistant, associate and professor ranks for tenure-eligible and tenured faculty. The advancement review process shall include tenured and/or tenure-eligible faculty and be the same as the review for tenure and promotion of tenure-eligible and tenured faculty.

Approved by the Faculty Senate on February 12, 2008, by the president and provost on February 15, 2008 and by the Board of Regents on May 1, 2008.

Professional and Scientific (P&S) Employees with Non-Tenure-Eligible Appointments

Employees on P&S status in the university may be appointed to renewable, term non-tenure-eligible appointments, of from one to five years, to carry out faculty duties in departments in the college.

Individuals holding a full or part-time P&S position may have no more than 30 percent of their total work responsibilities assigned as teaching.

Titles

The following titles will be employed for P&S employees assuming faculty responsibility in the college. These titles will be in addition to their title within the P&S system.

- When the faculty work undertaken is similar to that of a department's lecturers and clinicians, the title of lecturer and clinician (or senior lecturer and senior clinician) is appropriate. These titles should only be given to employees with an advanced degree in an appropriate field.
- When the faculty work undertaken is substantially different from the work of department clinicians and lecturers, which often occurs when the work is focused on research or extension/professional practice, the P&S employee may be given the title of Adjunct

Assistant Professor, Adjunct Associate Professor or Adjunct Professor. The qualifications for these titles should be similar to those required to hire at the Assistant, Associate or Full Professorial ranks under the tenure-eligible system. These titles should only be given to employees with the terminal degree in the field.

- P&S employees who, as of August 2003, have adjunct rank at the Assistant, Associate or Full Professorial levels may retain these titles, with appropriate review and approval by the departments in which the title is held. College approval is also necessary. The term of these appointments shall be as previously specified or for a renewable term not to exceed five years.
- Adjunct Instructor will not be used as a classification for P&S employees. All titles can be given for terms not to exceed five years, when a department foresees a continuing need for the P&S employee's service in faculty roles. There is no required notice of intent not to renew for the non-tenure-eligible titles given to P&S employees. Termination of the P&S appointment will also mean the termination of the non-tenure-eligible appointment.

P&S employees should not be teaching courses in the college without a non-tenure-eligible title.

Appointment

Appointment of P&S employees to non-tenure-eligible positions will be recommended by the department chair, with faculty input. Department chairs can make initial appointments of P&S employees for one year without faculty input, but reappointment (or initial appointment beyond one year) will require faculty input.

All appointments will be reported to the Provost's Office on the "non-tenure-eligible faculty appointment of P&S employees" form. A form should be on file with the college and provost for each P&S employee assigned a non-tenure-eligible title.

The awarding (and renewing) of the titles of senior lecturer, senior clinician, adjunct assistant professor, adjunct associate professor or adjunct professor must be approved by the department, the college, and the provost.

Review

A person employed in a P&S position and assigned non-tenure-eligible faculty responsibilities and title shall be regularly evaluated by the department employing the person for faculty work (this may be a separate department from that in which the P&S appointment is located).

While the P&S employee will not have a Position Responsibility Statement, the department chair should specify in writing, at the time of appointment, the responsibilities associated with the non-tenure-eligible appointment.

In general, the same procedure used to review other non-tenure-eligible faculty will be employed.

Annual review. Each P&S employee with non-tenure-eligible title will have faculty work evaluated annually by the department chair.

Faculty review. At least every four years and before any re-appointment, these employees will have their faculty work reviewed by a faculty committee.

Advancement

For P&S employees with non-tenure-eligible titles, there is no minimum or maximum time in rank. For example, an employee may continue with the title of "lecturer" for an indefinite time, with appropriate review.

P&S employees with adjunct appointments. If the department chair and the P&S employee believe the employee may qualify for a change in adjunct title, the P&S employee would go through the same procedure described above for advancement of adjunct faculty.

P&S employees with lecturer and clinician appointments. If the department chair and the P&S employee believe the employee may qualify for a change to senior lecturer or senior clinician status, the P&S employee member would go through the advancement procedure described in department governance documents.

Voting

Voting rights for P&S employees with a non-tenure-eligible title are defined in the governance documents of the individual departments.

Dean Evaluation Procedure

The provost will initiate a faculty evaluation of the college dean and his/her administrative organization at least once every five years. The following procedures shall be followed in the faculty review and evaluation process:

The focus of the evaluation shall be on the performance of the dean and his/her administrative units, considering:

- the college mission statement and strategic plan;
- leadership in developing, articulating and implementing improvements in college teaching, research, and outreach programs;
- progress in acquiring financial support and high-quality faculty and staff to achieve program objectives and effectively administer those programs;
- relationships with college faculty, staff and students, administrators in the college of Agriculture and Life Sciences and related colleges, and stakeholders; and
- other topics requested by the provost when the evaluation process commences.

The Dean Evaluation Committee shall consist of three college faculty members selected by the CALS Faculty Caucus after soliciting nominations from all college faculty, and one outside evaluator, preferably with college administrative experience, selected by the CALS Faculty Caucus.

The review and evaluation procedure shall consist of:

- a self-assessment by the dean, which will be distributed to the college faculty after being discussed with and reviewed by the Evaluation Committee;
- an Evaluation Committee assessment of the college goals and progress toward those goals. Input shall be solicited from faculty, administrative unit leaders in the college and related colleges, department chairs, selected agricultural leaders, selected student leaders, and others who are knowledgeable regarding the functioning of the college;
- an Evaluation Committee report on the review and evaluation of the functioning of the college, which will be made available to the faculty; and
- a confidential Evaluation Committee report on their review and evaluation of the performance of the dean, which shall be provided to and discussed with the dean and the provost, and held in the dean's personnel file.

Jointly Administered Departments

The College of Agriculture and Life Sciences jointly administers eight departments with the College of Engineering, College of Human Sciences, and the College of Liberal Arts and Sciences.

<i>Colleges</i>	<i>Departments</i>
CALS, Engineering	Agricultural & Biosystems Engineering
CALS, Human Sciences	Food Science & Human Nutrition
CALS, Liberal Arts & Sciences	Biochemistry, Biophysics & Molecular Biology; Ecology Evolution & Organismal Biology; Economics; Genetics Development & Cell Biology; Sociology; Statistics

Department chairs from the jointly administered departments report to the deans of both colleges and represent their departments at cabinet meetings in both colleges. As such, departments are responsible for implementing the missions, plans and policies of both colleges. If a conflict in policy is identified, the deans will work with the appropriate chairs to develop an appropriate solution.

The deans of the appropriate colleges work together to appoint and evaluate department chairs of jointly administered departments.

Faculty in the jointly administered departments hold tenure in one of the colleges and as such follow the promotion and tenure procedures of that college.

Appointment and Reappointment of Department Chairs

The department chair is appointed by the dean, in consultation with the departmental faculty, for a term of three to five years. Candidates for the position of department chair must have credentials sufficient for tenure and the appropriate rank in the department. Appointments are renewable.

At the beginning of the final year of the department chair's appointment, the dean will meet with him/her to review the chair's performance. If the dean wishes to renew the appointment and if the chair is willing to be considered for reappointment for another term, the dean will meet with the faculty to discuss the reappointment and will solicit input from the faculty. The faculty will make a recommendation to the dean, in the manner designated by the departmental governance document. The dean will take the faculty recommendation into account in making the reappointment decision. (rev 1/15/05)

Policies and Procedures for Teaching Assistants

(added 10/19/11)

The College of Agriculture and Life Sciences "Policies and Procedures for Reviewing Teaching Assistants" was reviewed and approved by the CALS Faculty Caucus effective 10/19/2011. A vote of the College of Agriculture and Life Sciences faculty was not required as this policy as stated in the Faculty Handbook.

The supervision of teaching assistants and the maintenance of teaching proficiency standards are the responsibilities of the hiring department. To that end, departments or programs in which teaching assistants perform their duties will evaluate their teaching proficiency at the end of each academic period. The nature and scope of these evaluations will vary with the instructional setting and the materials being taught.

Evaluations of teaching assistants will encompass the following aspects of teaching as mandated by the Regents' policy:

- knowledge of the subject material at a level appropriate for the course being taught;
- proficiency in oral and written communication in formal and informal instructional settings;
- ability to evaluate student performance appropriately; and
- facility with appropriate instructional materials and equipment.

The departmental faculty has the responsibility to mentor and arrange instructional assistance for students who teach. Policies for evaluation need to be developed at that level to ensure both the quality of instruction and the sustained development of the teaching assistants' professional skills. Written standards and procedures for these evaluations should be developed in a collegial way at the department level and be provided to teaching assistants at the outset of their teaching appointments. Special attention should be paid to assuring that the standards, review procedures, and the evaluations themselves are fully communicated to the teaching assistants involved. Evaluations should take into account the assistants' knowledge of the subject matter, their ability with written and spoken English, and the social dynamics of the classroom including matters of age, gender, and cultural diversity. Student input will be included in evaluation.

Conflict Between Governance Documents

College governance documents may not conflict with university governance documents. If such a situation is identified, the university governance document takes precedent and it is the joint responsibility of the dean and CALS Faculty Caucus to revise college governance documents in accordance with college procedures to resolve the conflict.

Department governance documents may not conflict with either college or university governance documents. If such a situation is identified the college/university governance document takes precedent and it is a joint responsibility of the department chair and the department faculty to revise department governance documents in accordance with departmental procedures to resolve the conflict.

Revising College Governance

Changes in college governance documents can be initiated by petition to the CALS Faculty Caucus by 20 or more faculty, two or more college administrators with faculty rank (Asst. Dean or higher rank), or by the CALS Faculty Caucus. If the CALS Faculty Caucus considers the proposal to be a substantive change worth faculty consideration, the CALS Faculty Caucus shall develop the specific proposal to be voted upon, and submit it to eligible voting faculty for approval by mail or electronic ballot. A two-thirds affirmative vote of eligible faculty casting ballots is required for approval of the proposed change.

Where changes in law or university policy require changes with little or no discretion, CALS Faculty Caucus may make those changes without requiring a faculty vote and distribute changes to the college faculty. This document contains both a preamble and appendice that provide context and additional information relevant to the document. The preamble and appendice are for information purposes only, and are not considered as binding part of the governance document. Changes to these sections can be made by joint approval of the dean and the CALS Caucus.

Voting Privileges

On College of Agriculture and Life Sciences issues, all tenured or tenure-track faculty with 50 percent or more of their appointment in the College of Agriculture and Life Sciences are eligible to vote.

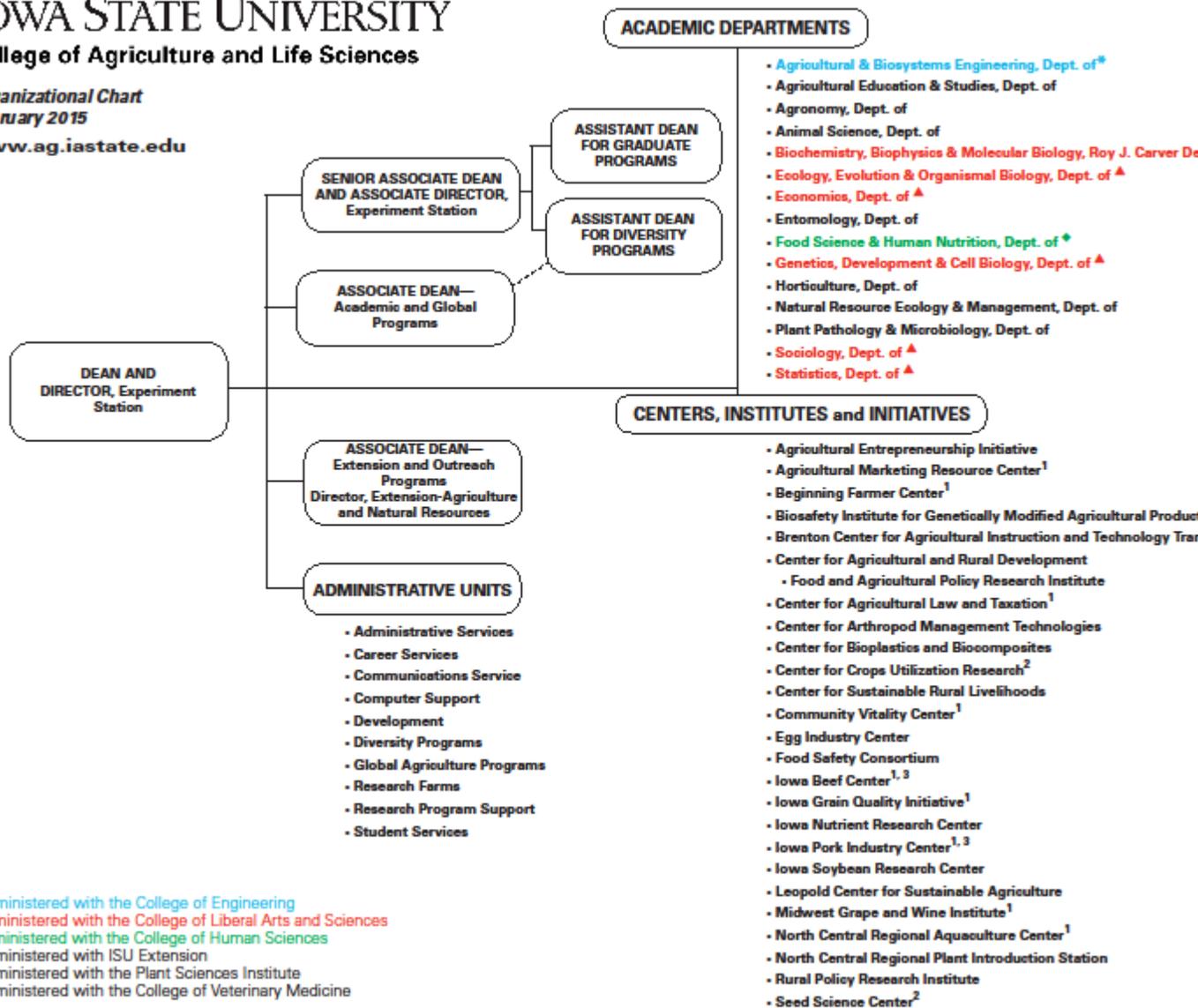
In departments, voting privileges on departmental issues may be extended to all tenured and tenure-track faculty, regardless of college affiliation. Those eligible to vote on promotion and/or tenure may be restricted by the department. Other non-tenure-track faculty (collaborators, adjunct professors, etc.) may have department voting privileges extended to them (or renewed) for a five-year period by a two-thirds affirmative vote of tenured and tenure-track faculty.

IOWA STATE UNIVERSITY

College of Agriculture and Life Sciences

Organizational Chart
February 2015

www.ag.iastate.edu



*administered with the College of Engineering
 ^administered with the College of Liberal Arts and Sciences
 ^administered with the College of Human Sciences
 1 administered with ISU Extension
 2 administered with the Plant Sciences Institute
 3 administered with the College of Veterinary Medicine