

IOWA STATE UNIVERSITY

College of Agriculture and Life Sciences

Governance Documents

**Approved by
College of Agriculture and Life Sciences Faculty**

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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)	<p>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.</p> <p>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</p>
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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, Equity, and Inclusion:
(December 2019)

The College of Agriculture and Life Sciences Diversity, Equity, and Inclusion Committee (DEIC) is composed of the chairs of each departmental DEIC and one student member, who will be appointed by the Dean. The Coordinator of Diversity Programs and the College's Multicultural Liaison Officer serve as ex-officio members. The committee is responsible for developing and implementing strategies to increase and maintain diversity, equity, and inclusivity in the College, disseminating diversity, equity, and inclusion-related information and policies to faculty, facilitating diversity, equity, and inclusion-related activities in departments, and participating in the execution of plans for integrating diversity and inclusivity into the basic functions of the College.

Each department will form a standing Diversity, Equity, and Inclusion Committee (DEIC). Members are assigned by the department chair and, in addition to faculty representatives, can include staff and student representation. The DEIC will be chaired by a faculty member who represents the department in the College of Agriculture and Life Science DEIC. The agenda for department faculty meetings must include a regular reporting line from their DEIC. The committee is responsible for

developing and implementing strategies to increase and maintain diversity, equity, and inclusivity in the department; disseminating diversity- and inclusion-related information and policies to faculty and staff; facilitating diversity, equity, and inclusion-related activities in the department; and participating in the execution of plans for integrating diversity and inclusivity into the basic functions of the department.

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.

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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 Action Plan Mediation Policy

The College of Agriculture and Life Sciences “Faculty Action Plan Mediation Policy” was approved by the CALS Faculty Caucus on 2/20/2019, and by a vote of the College of Agriculture and Life Sciences faculty on 3/4/2019.

In the case that a faculty member receives an unsatisfactory annual evaluation or a below expectations post-tenure review, the College follows the Action Plan policies outlined in Chapter 5 of the Faculty Handbook. It is expected that the department chair and the faculty member will work toward resolution of any disagreements with a proposed written action plan and will resolve any disagreements within 10 working days from the date the faculty member received the proposed written action plan. However, in anticipation of the possibility that all disagreements may not be resolved within this time period, the formation of an action plan mediation committee must be initiated when the proposed written action plan is presented to the faculty member, so that the committee is formed and ready to start the mediation process at the end of 10 working day period. The selection of the departmental action plan mediation committee must be defined by the college governance document. For the College of Agriculture and Life Sciences, the members of the departmental action plan mediation committee will be selected from the department faculty (excluding those outlined in the faculty handbook) as follows:

1. The department chair will appoint one faculty member to the committee.
2. The faculty member involved will appoint one faculty member to the committee. If the faculty member does not appoint a member within 5 working days, this appointment will default to the department faculty who will need to select a second member.
3. The department faculty will appoint one faculty member to the committee. The process for appointment by the department faculty, as well as the process to select a second member if needed, must be described in the department’s governance document.

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, Evaluation, Reappointment, and Advancement of Term Faculty

(added 11/2018)

The College of Agriculture and Life Sciences “Policies and Procedures for Appointment, Evaluation, Reappointment, and Advancement of Term Faculty” was reviewed and approved by the CALS Faculty Caucus effective 10/30/2018. 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.

Term Faculty Appointments

The College of Agriculture and Life Sciences follows term faculty appointment policies as described in ISU Faculty Handbook Section 3.3.2.

Term Faculty Titles

The following term faculty titles will be available for use within the College of Agriculture and Life Sciences:

- **Teaching Faculty Title and Ranks:** Lecturer, Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor.
- **Practice Faculty Title and Ranks:** Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice.
- **Clinical Faculty Title and Ranks:** Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor.
- **Research Faculty Title and Ranks:** Research Assistant Professor, Research Associate Professor, Research Professor.
- **Adjunct Faculty Title and Ranks:** Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor.

The college of Agriculture and Life Sciences defines these titles as described in ISU Faculty Handbook Section 3.3.2.2.

Lengths of Term Faculty Appointments

The College of Agriculture and Life Sciences follows the guidelines for lengths term faculty appointments by rank as described in ISU Faculty Handbook Section 3.3.2.3.

Minimum Qualifications for Term Faculty by Title and Rank

The College of Agriculture and Life Sciences “Minimum Qualifications for Term Faculty by Title and Rank” was reviewed and approved by the CALS Faculty Caucus on 10/30/2018, and by a vote of the College of Agriculture and Life Sciences faculty on 11/9/2018.

The College of Agriculture and Life Sciences establishes the following standard minimum qualifications for term faculty. Refer to ISU Faculty Handbook Section 3.1.3 regarding establishing minimum qualifications at the department level.

Departments may seek a waiver to advertise a position with minimum qualifications below the department’s stated minimum qualification for that type of position by having the department chair make the waiver request to the dean. The waiver request will consist of a justification of why the proposed lower minimum qualifications are appropriate for a particular position. If the dean approves the waiver, the dean will then request that a waiver be granted by the provost.

Teaching Faculty:

- Lecturer: master's degree
- Assistant Teaching Professor: master's degree
- Associate Teaching Professor: master's degree
- Teaching Professor: master's degree

Practice Faculty:

- Assistant Professor of Practice: bachelor's degree plus 5 years of relevant industry experience
- Associate Professor of Practice: bachelor's degree plus 10 years of relevant industry experience or five years of academic experience beyond the requirements for assistant professor of practice
- Professor of Practice: bachelor's degree plus 15 years of relevant industry experience or five years of academic experience beyond the requirements for associate professor of practice

Clinical Faculty:

- Clinical Assistant Professor: doctoral degree
- Clinical Associate Professor: doctoral degree
- Clinical Professor: doctoral degree

Research Faculty:

- Research Assistant Professor: doctoral degree
- Research Associate Professor: doctoral degree
- Research Professor: doctoral degree

Adjunct Faculty:

- Adjunct Assistant Professor: doctoral degree
- Adjunct Associate Professor: doctoral degree
- Adjunct Professor: doctoral degree

In addition to the minimum degree or professional experience requirements listed above, for an initial hire of a term faculty member at the associate professor or professor rank, the following minimum requirements are defined for titles of term faculty:

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

Term Faculty Roles and Responsibilities in Governance

The College of Agriculture and Life Sciences affirms that salaried term faculty are members of the general faculty and will fully participate in faculty governance as described in ISU Faculty Handbook Section 3.3.2.4. Term faculty employed by the university will have full voting rights in shared governance activities at the department level (any restrictions, such as voting on

promotion and tenure decisions, must be documented in departmental governance documents). Voting rights of non-salaried faculty appointments must be described in departmental governance documents.

Non-salaried Faculty Appointments

The College of Agriculture and Life Sciences follows the policies for term non-salaried faculty appointments for affiliate faculty and professional scientific faculty as described in ISU Faculty Handbook Section 3.3.3.1 and 3.3.3.2 respectively.

Annual Evaluation and Renewal of Term Faculty

Annual Review

All term faculty will undergo annual performance evaluations. The annual review of all term faculty will be based on their performance in the areas of their PRS following annual review procedures as defined in departmental governance documents.

Renewal Review

Term faculty appointments are eligible for renewal based upon the quality of performance and the continuing need of the unit. Term faculty members, full-time and part-time, shall be reviewed by an appropriate faculty committee, as defined by the departmental governance document, before the end of the third year after the initial appointment date. Subsequent peer reviews shall occur every three years or at appointment renewal time, whichever is greater. The outcomes of peer reviews shall inform appointment renewal decisions.

In order for research faculty to be eligible for re-appointment, they must demonstrate research and scholarly productivity commensurate with tenure-eligible faculty of the same rank, and must demonstrate independence as appropriate for their rank in their disciplinary field. Research faculty are required to maintain sufficient external funding for no less than 80% of their salary and for sustainable research activity.

Department governance documents must outline the process, timelines, and procedures for conducting peer evaluations of term faculty. This includes expectation standards for performance, required documents, and submission deadlines and composition of the faculty committee conducting the review. It is expected that term faculty of equal or greater rank will participate in the review process.

Term faculty renewals will occur according to college and university timelines to ensure adequate notice as mandated in the Faculty Handbook.

Advancement Review of Term Faculty

Term Faculty appointments at the assistant/lecturer rank are eligible for promotion to the associate level after 5 years of employment as a faculty member at ISU (full or part time) or equivalent experience. There is no defined time-line for term faculty advancement from the associate to the professor level. All candidates for advancement must meet the standards for appointment at the proposed rank as defined in Faculty Handbook Section 3.3.3.2. Candidates for advancement to the associate rank must document a record of successfully contributing to the mission of the university as defined by the PRS, a record of contributions in the professional field, and promise further academic and professional development. Candidates for advancement to the professor rank must document a record of proven excellence in the primary responsibilities

identified in the PRS and effectiveness in other areas of the PRS, and a record of demonstrated substantial contributions to their professional field.

In order for research faculty to be eligible for advancement, they must demonstrate research and scholarly productivity commensurate with tenure-eligible faculty of the same rank, and must demonstrate independence as appropriate for their rank in their discipline. Because of the emphasis on scholarly productivity, external letters are required as part of the process for advancement of term research faculty.

Department Review

Department governance documents must define the process for evaluation of advancement of term faculty that include expectations for performance, required documentation and deadlines, and the procedures for evaluation. Governance documents must define the composition of the faculty committee conducting the evaluation, and the role of term faculty in selecting and/or participating on the evaluation committee. It is expected that term faculty of equal and/or greater rank are included in the evaluation process. The faculty evaluation committee will submit a written recommendation to the department chair regarding the request for advancement. The department chair will make an independent evaluation of the advancement case informed by the faculty evaluation committee.

The chair will explain to each candidate in writing both the faculty evaluation committee's recommendation and the chair's recommendation before these are submitted to the college. The chair may decide to support or not support the advancement.

If the chair's decision is to not support the advancement, the candidate may withdraw their application for advancement, or request that the chair submit the request for consideration by the dean. There is no penalty for withdrawing an application for advancement, and the candidate may resubmit their request in subsequent years. It is expected that the chair and evaluation committee will provide constructive assessment of performance to the candidate that includes guidance for improving performance in terms of the department's criteria for advancement to ensure their success. Candidates may request that a negative decision by the chair be submitted to the dean for college consideration.

If the chair's decision is to support the advancement, the chair will submit the evaluation committee's recommendation and the chair's letter of recommendation to the dean.

Advancement of term faculty should follow the academic year deadlines as defined for tenure-eligible faculty. Department chair should submit advancement requests to the college by March 1.

College Review

The dean will make an independent evaluation of the advancement case informed by the department evaluation. The dean may seek input from the college leadership team or may appoint a faculty committee to review the materials and make a recommendation. College tenured faculty and term faculty at or above the rank being considered shall be eligible to serve on the committee.

The dean will inform each candidate in writing before the college's recommendations are submitted to the provost for approval. The dean may decide to support or not support the advancement request.

Faculty who are not being recommended for advancement will be informed by the dean in writing. This information should be presented in a constructive manner and, where appropriate, should include guidance for improving performance in terms of the college's criteria for advancement. Faculty not being recommended for advancement, can request that their materials go forward to the provost with a negative college recommendation for further review at the university level.

Faculty who are supported for advancement will be forwarded to the provost.

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/tenure-eligible and salaried term faculty with 50 percent or more of their appointment in the College of Agriculture and Life Sciences are eligible to vote.

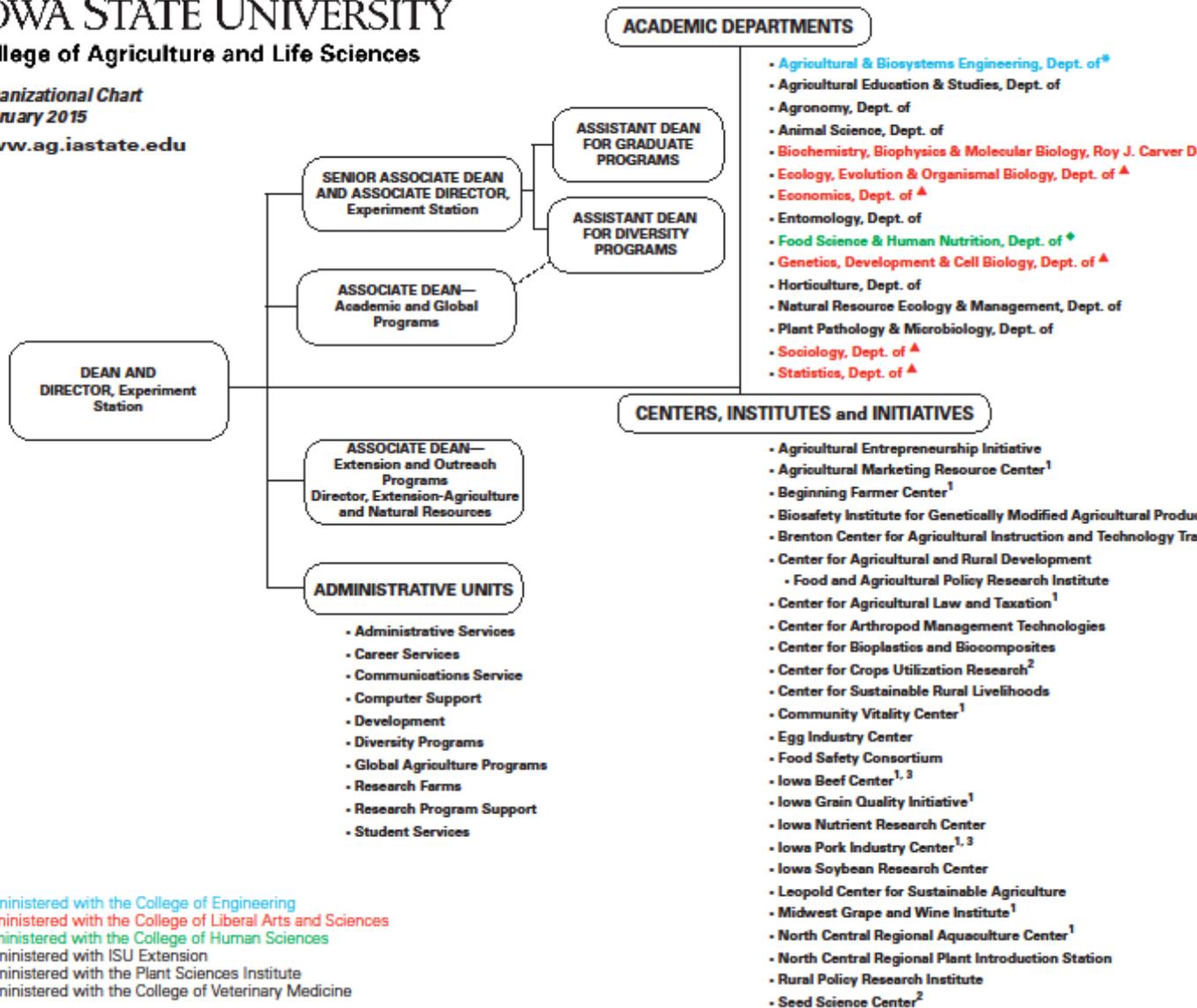
In departments, voting privileges on departmental issues may be extended to all tenured/tenure-eligible and salaried term faculty, regardless of college affiliation. Those eligible to vote on promotion and/or tenure may be restricted by the department. Non-salaried faculty (collaborators, affiliates,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