

# Governance Document<sup>1</sup>

of the

College of Human Sciences

Iowa State University of Science and Technology

Approved December 2008



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<sup>1</sup> The specific content contained in the appendix section of this document is subject to periodic changes in response to changing needs in the college. Therefore, and in order to be responsive to the college's timely needs, any change to the content contained in the appendices is not subject to the same detailed procedures for amending the content found in the body of this document. It is the responsibility of the dean, working in consultation with the CHS Faculty Senate Caucus and with its full approval, to update these appendices.

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## **PREAMBLE**

Governance is shared by the faculty and the dean of the college. Its structure is organized to meet the goals and mission of the university as a whole and the interests of the college as outlined in its mission, vision, and goals. The faculty is the legislative body of the College of Human Sciences (CHS). 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, certificates, and licenses, and will 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. The faculty acts as a body on matters falling within its scope and responsibility, except in those specific instances where it has delegated its authority to committee or council. College policies will be consistent with university policies. In cases of conflict, university policies will supersede college policies.

## **COLLEGE MISSION, VISION, AND CORE VALUES<sup>2</sup>**

### **Mission**

CHS provides an integrative approach to improving the quality of life for individuals, families, schools and communities by:

- Linking discovery, science, creativity, and practice.
- Applying the knowledge of learning in all endeavors.
- Developing leaders for roles in research, education, business and industry, and health and human services.

### **Vision**

The CHS vision is to expand human potential across the lifespan through educational experiences; community enhancement; and optimizing health and well-being among individuals, families, educational institutions, and communities using scientific approaches, entrepreneurial creativity, and contemporary learning and lifestyle technologies.

The individuals in CHS aspire to excel in preparing CHS graduates to become professional practitioners, scholars, entrepreneurs, and leaders in families, education, business, government and communities. Those in CHS support both the individual and public good by creating, sharing, applying knowledge, and improving institutional practice.

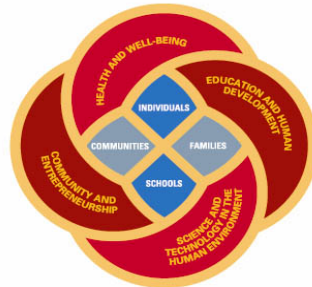
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<sup>2</sup> 2006-2010 CHS Strategic Plan. This mission and core values were approved by the College of Human Sciences faculty on November 3, 2004.

This vision is summarized in the following figure, illustrating four interdisciplinary, crosscutting themes that tie together CHS departments, faculty, extension, and academic programs. The themes include health and well-being, education and human development, community enhancement and entrepreneurship, and science and technology in the human environment. The center of the figure identifies the platforms or audiences with whom the college most often works, including individuals, families, communities, and schools.

**COLLEGE OF HUMAN SCIENCES**

**OUR VISION:  
Expanding Human Potential**



**IOWA STATE UNIVERSITY**

**Core Values**

- Access
- Diversity
- Learning
- Collaboration
- Engagement
- Professionalism
- Community
- Entrepreneurship
- Service
- Discovery
- Leadership

**CONCEPT OF SHARED GOVERNANCE<sup>3</sup>**

Shared governance is a critical component of collegial and collaborative relationships in CHS. The existing structure underscores the collaborative relationship between faculty and college administration. The circle of collaboration in the college extends beyond faculty and includes staff and graduate and undergraduate students. Students are invited to serve on key college and departmental committees and are elected to serve on the Student Council.

The structure and procedures for faculty participation in governance have been clearly developed, approved, and established by the joint action of the various components of the college. Faculty representatives to various university, college, and departmental committees are elected/selected by the faculty and/or appointed by department chairs and/or the dean according to procedures designated in this governance document.

Membership in faculty governance is extended to all faculty members on appointments of at least one academic year in length with a minimum of 50% FTE appointment in the college and with a status or rank of tenured or tenure-eligible faculty, lecturers, senior lecturers, clinicians, senior clinicians, and adjunct appointments at any academic rank. All such faculty members except the dean, associate deans, directors, and department chairs, are eligible for election to the faculty committees at department levels. Elections are arranged and conducted by the faculty or respective department chair in accordance with departmental governance documents.

Governance documents exist in each of the departments of CHS. These include procedures for evaluation of department chairs, election of faculty to departmental and college committees, procedures for promotion and tenure, post-tenure review, and voting privileges within each department. While the departmental documents establish

<sup>3</sup> Adapted from the former College of Family and Consumer Sciences Governance Document, 2002, p.3

policies and procedures within each department, the CHS Governance Document takes precedence over departmental governance documents for matters at the college level.

## **MATTERS OF JOINT AUTHORITY<sup>4</sup>**

### **College Mission**

The College of Human Sciences provides an integrative approach to improving the quality of life for individuals, families, schools, and communities by:

- linking discovery, science, creativity, and practice;
- applying the knowledge of learning in all endeavors; and
- developing leaders for roles in research, education, business and industry, and health and human services.

### **Strategic Planning**

The framing and execution of long-range plans, based upon the broadest and freest exchange of information and opinion, is an ongoing process both at college and department levels. The process involves faculty and administration at all levels within the college, and is aligned with overall university plans.

### **Physical Resources**

In decisions regarding existing or prospective physical resources, college faculty and administration seek collaborative agreement on basic decisions regarding physical resources used in the work of the college. Specific decisions pertinent to each department's physical resource allocation are handled within the department by the department chair and faculty.

### **Budgeting**

The allocation of the college's financial resources among competing demands is a primary responsibility of the college dean. Members of the CHS Budget Advisory Committee and other individuals specified by the dean will work collaboratively with the dean on budgetary matters, while the dean has final authority over the distribution of resources.

### **Selection and Review of Administrators**

Selection and review of administrators are done with faculty representation from each area or department for which the administrator is responsible. Chairs of department chair search committees will be appointed by the dean and shall be from outside the respective unit. Committee members shall be elected or appointed as specified in the respective departmental governance document(s).

### **Salary**

The policies and procedures, developed by the university administration in cooperation with Faculty Senate, are used as college guidelines for salary increases. In addition, in some departments, the faculty at the department level may develop additional procedures for recommendations related to salary increases.

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<sup>4</sup> Adapted from the former College of Family and Consumer Sciences Governance Document, 2002, p.4

## **College Leadership**

The selection of administrative officers (college and department) will follow university and Board of Regents' policies, with input from college faculty and university officials, also considering opinions of others who are appropriately invested. The dean is appointed and re-appointed by the Board of Regents upon recommendation by the president.<sup>5</sup>

## **MATTERS OF PRIMARY FACULTY AUTHORITY<sup>6</sup>**

The college faculty have primary responsibility for general academic and educational policies for the college. In particular, they develop policies and procedures in areas such as faculty promotion and tenure procedures, curriculum, methods of instruction, and aspects of student life related to the academic process.

CHS faculty members serve on committees at university, college, and department levels, with the overall objective being to keep channels of communication open among different groups and to ensure that each group is represented.

### **Educational and Academic Policy**

Matters related to educational and academic policies, including admission requirements, academic standards, methods of instruction, and grading policies and procedures, are primarily a faculty responsibility. The reason for faculty oversight of these policies is based on the understanding that this judgment is central to the teaching function and concepts of academic freedom. The faculty in CHS accomplish these functions through the appropriate departmental and college committees.

### **Curriculum and Related Matters**

Curriculum development and related matters, including curriculum and course revisions, degree program requirements, and graduation requirements, are faculty responsibilities. The responsibility of faculty for such matters is based on the understanding that this judgment is central to the teaching function and concepts of academic freedom. These functions in CHS are performed by department and college curriculum committees. College curriculum matters are voted upon by the eligible college faculty, the Faculty Senate Curriculum Committee, the Faculty Senate, and the Board of Regents. See section 10.8 of the Faculty Handbook for the full description of the approval process.

### **Policies and Procedures for Selection, Development, and Promotion of Faculty**

Faculty status and related matters are primarily a faculty responsibility. This includes appointments, 3-year reviews of tenure-eligible faculty, reappointments, decisions not to reappoint, and initiation of the process for promotions, the granting of tenure, and dismissal. Initial determination in these matters shall be made by faculty action through established departmental procedures. In the areas of promotion, the granting of tenure, and dismissal, departmental faculty recommendations are forwarded to the dean, as well as to the CHS Promotion and Tenure Committee. This committee shall also forward its recommendations on these areas to the dean. Department chairs shall review all tenure/promotion/dismissal documents in their role as department chair and make recommendations to the dean and the CHS Promotion and Tenure Committee, however, the chairs cannot vote with the faculty or with any other group and shall not influence a vote at any other level. The dean decides whether to support or not support each nomination and forwards to the provost all nominations not withdrawn by the faculty member involved. The dean may also consult the associate or assistant deans, provided that they have not voted within their respective departments. Care must be taken at all levels to insure that double voting or an influence on the vote does not occur at more than one level. Provisions of the Faculty Handbook to prevent double voting and the Senate's and Provost's Office best practices shall be followed.

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<sup>5</sup> See Personnel, Authority of the Board of Regents, Section 4.05(c); available at [www2.state.ia.us/regents/Policies/Chapter%204/Chapter%204.pdf](http://www2.state.ia.us/regents/Policies/Chapter%204/Chapter%204.pdf)

<sup>6</sup> Adapted from the former College of Family and Consumer Sciences Governance Document, 2002, p.11; and the College of Engineering Shared Governance Document, revised May 2000, p. 2.

During the process of new appointments, faculty input is systematically sought at the college and/or departmental levels by appropriate search and screening committees. The selection of faculty will follow policies identified in the Faculty Handbook, Section 3.2.

### **College Faculty Caucus<sup>7</sup>**

The College Faculty Caucus will facilitate the exchange of information between the CHS faculty and the college's administration. The Faculty Caucus will consider for discussion any matters germane to the function of the college when such matters are brought to a Faculty Caucus member by either the faculty or administrative staff. The Faculty Caucus will consult with and/or 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.

The College Faculty Caucus will include the faculty senate senators from each of the college's departments and any faculty senate senators-at-large who are members of departments in the college. The chair of the College Faculty Caucus will be chosen by a majority vote of all college senators serving on the caucus.

The College Faculty Caucus will meet regularly, with a minimum of one meeting per semester, with the dean or a mutually agreed upon representative, if the dean is unable to attend.

Responsibilities of the College Faculty Caucus will be to:

- Provide advice and counsel to the dean on administrative matters.
- Raise areas of concern identified by faculty or the administration.
- Promote the exchange of information between college administration and the college faculty. The Faculty Caucus will ensure that the college faculty remain informed of Faculty Caucus activities.
- Participate in the oversight of the college governance document.
- Oversee the process for the evaluation of the college dean.

### **VOTING PRIVILEGES**

Voting is limited to faculty members on appointments of at least one academic year in length with a minimum of 50% FTE appointment in the college and with a status or rank of tenured or tenure-eligible faculty, lecturers, senior lecturers, clinicians, senior clinicians, and adjunct appointments at any academic rank. Visiting professors, collaborators, affiliates, and non-tenure eligible research (NTER) appointments at any rank are excluded from voting. Faculty with a minimum of 50% FTE appointment in departments that are jointly administered by the CHS and another college and that meet the criteria specified above are eligible to vote.

### **INITIAL FACULTY APPOINTMENTS**

#### **Types of Appointments<sup>8</sup>**

Faculty appointments are made as tenured/tenure-eligible (with rank of assistant professor, associate professor, or professor) or as non-tenure-eligible (e.g., lecturer, clinician, senior lecturer, senior clinician, instructor, adjunct, affiliate, collaborator or visiting faculty). The type of appointment influences such considerations as fringe benefits, tenure status, and renewal procedures.

Initial appointments may be made to any of the academic ranks - assistant professor, associate professor, or professor. Appointment to the rank of assistant professor may be for a period of four years or less, with option of renewal for a period up to three years. Initial appointment to the rank of associate professor and professor may be made either for a specified term or it may be continuous, thereby granting the individual academic tenure. The rank of initial appointments will be defined in accordance with processes identified in the respective departmental

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<sup>7</sup> Adapted from the College of Agriculture and Life Sciences' Governance Document, June 1, 2007 (rev), p. 5.

<sup>8</sup> See Faculty Handbook, Section 3.3

governance document, which may include a vote of the faculty. Appointments to tenured positions are made only after consultation and special approval of the dean of the college and the provost. The provost must have an opportunity to meet candidates for a tenured position before approval is requested.

### **Appointment Procedures<sup>9</sup>**

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. 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 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 Diversity 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.

## **EVALUATION OF FACULTY MEMBERS**

### **Annual Reviews<sup>10</sup>**

Faculty members are reviewed annually for performance appraisal and development based on their position responsibility statement (PRS). This review will serve as a basis for determining merit salary increases. The department chair conducts annual faculty reviews. In the case of Extension funded faculty appointments, the Associate dean for Extension also participates in the Faculty review. 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 and follows-up with a written summary, thus providing an opportunity for exchange of ideas that would be of benefit to the individual and the department. Similar procedures apply to faculty holding administrative positions, such as the department chair, associate deans, and dean with reviews conducted by their immediate supervisors. Faculty with part-time appointments will be reviewed on the normal annual review cycle. For purposes of annual review, the percentage of the appointment must be taken into account when considering the appropriate level of accomplishment in that year.

### **Preliminary Review of Tenure-eligible Faculty<sup>11</sup>**

Tenure-eligible faculty members are reviewed by their departments in the third year of their appointments. The purpose of this review is to provide constructive, developmental feedback to tenure-eligible faculty regarding progress in meeting departmental criteria for promotion and/or tenure. This review also informs the decision to reappoint during the probationary period.

These reviews will include reviews by the respective departmental promotion and tenure committee which will prepare a letter explicitly describing progress and expectations to achieve tenure to the faculty member plus a corresponding review and letter from the department chair. All candidates are encouraged to utilize a peer review process in the evaluation of their teaching. All departmental materials are to be submitted to the dean for informational purposes. Relevant documents will then be forwarded to the Provost's office for similar purposes (information only).

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<sup>9</sup> See Faculty Handbook, Section 3.2

<sup>10</sup> See Faculty Handbook, Section 5.1.1.2

<sup>11</sup> See Faculty Handbook, Section 5.1.1.3

The review should be based upon departmental criteria and standards used for promotion and/or tenure. External letters are not normally expected as part of the process. Additional reviews may be conducted according to departmental governance policies.

Tenure-eligible faculty members with either non-permanent or permanent part-time appointments will have a preliminary departmental review during their third year of employment.<sup>12</sup> This review, between the department chair and the faculty member, will include input from departmental faculty. As a part of this review, the department chair will provide a written letter summarizing the findings of the third year review. This is intended to provide feedback to the faculty member early in his/her probationary period. This review also informs the decision to reappoint during the probationary period. A second preliminary review will occur in the sixth year of service, unless a promotion/tenure review will take place in the subsequent year. No contract for a tenure-eligible faculty member will exceed four years unless there is a negotiated agreement following the guidelines of the Faculty Handbook. Each tenure-eligible faculty member who has had a non-permanent or permanent part-time appointment will have his/her schedule of preliminary and tenure review updated each year at the annual review.

### **Position Responsibility Statement<sup>13</sup>**

It is the policy of Iowa State University that evaluations of tenure-eligible/tenured faculty are based on the position responsibilities of faculty members and other activities that relate to faculty appointments. The results of all reviews must be shared with the individual faculty members.

A position responsibility statement is a tool that allows for a flexible and individualized system of faculty review, particularly within the promotion and tenure process of tenure-eligible/tenured faculty or for advancement of non-tenure-eligible faculty. The position responsibility statement description itself 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 for tenure-eligible/tenured faculty or for advancement for non-tenure-eligible faculty. The position responsibility statement shall not violate the faculty member's academic freedom in teaching, in the selection of topics or methods of research, or in extension/professional practice.

The statement will be subject to regular review by the faculty member and his/her chair, and allow for flexibility in responsibilities over time and for the changing nature of faculty appointments. The statement should allow both faculty members and their administrative and peer evaluators to understand the basis of the academic appointment and to place that into context with the promotion and tenure criteria. The descriptions should be brief but may include detail important to the department and/or faculty member. The position responsibility statement cannot be changed unilaterally by either the chair or the faculty member. The governance document in each department may specify the procedure by which a position responsibility statement can be changed. The policy for changing the PRS for a non-tenure-eligible faculty member is found in section 5.4.1.2 of the Faculty Handbook. Henceforth, the statements in this section will relate only to tenure-eligible and tenured faculty.

At the time of appointment or within the first semester of the appointment, the chair and the new tenure-eligible/tenured faculty member will agree on a position responsibility statement that should be based on the job advertisement. This document will be signed and dated by both parties. The signed and dated copy will be on file in the faculty member's personnel file and in the dean's office. This PRS should stand for the first three years of appointment. In most cases, this initial statement will remain in effect until the tenure review, unless the new faculty member is already tenured. Any changes in the expectations for the tenure-eligible/tenured faculty member must be made in consultation between the chair and the faculty member.

When tenure is granted, the faculty member and his/her chair will review the details of the position responsibility statement 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 statement may be reviewed and/or changed more frequently as part of the

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<sup>12</sup> See Faculty Handbook, Section 5.1.1.3

<sup>13</sup> See Faculty Handbook, Section 5.1.1.5

annual review process, but this is not mandated. Any changes in the statement must be made in consultation between the chair and the tenured faculty member and signed and dated by both parties. The signed and dated copy will be on file in each faculty member's personnel file and in the dean's office.

In the case of faculty members who have appointments in two departments (or a department and a program), a position responsibility statement will be written by the faculty member and the two chairs and signed and dated by all three parties. Each department and college involved will receive copies of those statements as indicated above. 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.

## **PROMOTION AND TENURE POLICIES AND PROCEDURES<sup>14</sup>**

### **Preface**

All promotion and tenure policies and procedures within CHS are consistent with those presented in the Faculty Handbook (Sections 5.1-5.3) and the Guidelines for Promotion and Tenure published on the Provost's office website. The purpose of this section is to present the criteria and procedures that are used at the college level and applicable across all departments within CHS.

### **Guiding Values and Commitments**

The creation of the CHS Promotion and Tenure policies and practices was guided by the attention to a number of core values and commitments. Attention to these commitments underlies the promotion and tenure processes in practice.

A commitment to fairness is evidenced by, among other things, prompt and open dissemination of promotion and tenure policy documents that provide clear and consistent information regarding criteria, expectations, and processes. Fairness is also evidenced by thorough, equitable review processes that involve careful and judicious interpretation and application of policies and criteria to individual promotion and/or tenure cases. Fairness is also assured in that each eligible faculty member is permitted only one vote during the full course of review of any one case. Faculty members voting on tenure/promotion should vote at the "lowest" level (e.g., departmental level). Formal appeals channels exist for candidates who suspect lack of fairness at any level in the review process.

A commitment to confidentiality, which should be ensured to the maximum extent allowable, is intended to foster frankness and candor in all aspects of the review process. Confidentiality should be accorded to the candidate, the writers of external review letters, and all individuals participating in discussions and meetings convened for promotion and tenure review purposes. Confidentiality should be protected by the dean, department chairs, individual faculty members, and all other individuals involved in review processes.

A commitment to integrity is intended to yield not only fair processes but predictable processes— although not necessarily predictable outcomes. Consistent with the Faculty Handbook, Section 8.2.2, regarding conflict of interest, individuals should strictly avoid being in a situation to influence a university decision that could result in personal gain. Individual faculty members should recuse themselves or otherwise refrain from participating in the review of any promotion and/or tenure case that presents a conflict of interest.

A commitment to respect provides for civil and considerate treatment of promotion and/or tenure candidates and of faculty members participating in the review process. Respect within the promotion and/or tenure review processes includes, but is not limited to, ready availability of promotion and tenure informational documents and guidelines to reduce candidate uncertainties or anxieties, and to prompt sharing of information with candidates by designated representatives (to the extent allowed by relevant policies) that apprise candidates of their candidacies at each level of the review process.

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<sup>14</sup> See CHS Promotion and Tenure Policies and Procedures, April 2006; p.3-4.

## Voting Procedures<sup>15</sup>

In order to avoid undue or unfair influence in promotion and tenure decisions, promotion and tenure procedures must ensure that the guiding principle of “one-person—one-vote” is complied with where a vote, or the equivalent of a vote, is defined as a vote, advice, or a recommendation on the specific question of whether or not a candidate should receive tenure and/or promotion. Specifically:

- If a faculty member votes on a promotion and tenure decision as a member of a departmental promotion and tenure committee, that faculty member may not vote again on the same decision at the departmental, college, or other levels.
- If a faculty member votes in a promotion and tenure decision at the departmental level, that faculty member may not vote again on the decision at the college or other levels.
- Since the chair of the department independently evaluates promotion and tenure decisions, he or she may not also vote on the decision at the departmental faculty, college, or other levels.
- Administrators participating in a promotion and tenure decision can only participate at the appropriate administrative level and are allowed to vote only once on the decision.

In order to promote accountability and avoid undue influence in promotion and tenure decisions, advice by members of advisory committees on whether or not a candidate should receive promotion and/or tenure at any level (departmental, college, and higher) must be considered a vote or the equivalent of a vote, and thus should be the advisory committee members' only opportunity for input in a promotion and tenure decision. Therefore, a faculty member participating in a promotion and tenure advisory committee at any level (and thus voting or providing the equivalent of a vote) may not vote again at any other level on the promotion and tenure decision for that candidate. Votes or advice concerning the process or readiness of a portfolio are not in violation of this policy. For example, advice to a candidate on how to improve their portfolio or advice to the department about the completeness of the portfolio or advice to an associate professor about the timing of a promotion application, etc. are process issues not promotion and tenure decision issues.

### Documentation Guidelines for Promotion and Tenure

The following information identifies the types of documentation and the individual or group responsible for preparation of the documentation for the promotion and tenure process consistent with the Faculty Handbook Section 5.3. Candidates should also follow departmental promotion and tenure policies and guidelines.

#### Candidate Responsibilities

The candidate has the primary responsibility for preparing his/her promotion and tenure materials in consultation with the department chair. The Department Review Committee may also advise the candidate with preparation of the materials.

Once the candidate has established his or her file for departmental review, no material may be added to the file without the candidate's consent. In any non-mandatory case, a candidate may withdraw his or her file from consideration at any level of the review process.

Each faculty member being reviewed for promotion and/or tenure shall:

- Submit materials for consideration in the review according to guidelines and procedures outlined in the departmental promotion and tenure document, the Provost's office website, the Faculty Handbook, and the documentation guidelines in this document.
- Inform the department chair of inaccurate or incomplete information in the non-confidential material to be forwarded for college review of his or her promotion and/or tenure.

The candidate should submit documentation as identified in the Faculty Handbook, Section 5.3.1, to ensure consistency between the university and the college.

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<sup>15</sup> See Faculty Handbook, Section 5.2.4.1

- Promotion and Tenure Vita: The vita should be inclusive of the faculty member's scholarship, activities, and accomplishments. The format of the vita is not specified, but it should reflect the norm within the discipline and be organized to present the candidate in a positive perspective per the Faculty Handbook, Section 5.3.1.1.
- Candidate Information: See the Faculty Handbook, Section 5.3.1.2.
- Scholarship: See the Faculty Handbook, Sections 5.3.1.3 and 5.3.2.1 for a list of suggested activities and accomplishments.
- Areas of Position Responsibilities and Activities: See the Faculty Handbook, Sections 5.3.1.4 and 5.3.2.2, for a list of suggested activities and accomplishments in the four areas of faculty activity. All candidates are highly encouraged to take full advantage of the peer review process of the evaluation of teaching.
- Faculty Portfolio: See the Faculty Handbook, Section 5.3.2.

#### **Department and Department Chair Responsibilities<sup>16</sup>**

- Letters of Evaluations from External Reviewers (provided by the department): See the Faculty Handbook, Section 5.3.3.1.
- Evaluations (provided by the department and chair): See the Faculty Handbook, Section 5.3.3.2.
- Department Chair Promotion and Tenure Evaluation Report Form (completed by the department chair). See Appendix E for "Department Chair Promotion and Tenure Evaluation Report Form."

#### **College Responsibilities**

- College: See Appendix F for the "CHS Promotion and Tenure Committee Evaluation Report Form."

#### **Responsibilities of the Dean**

- Recommendation Regarding Promotion and Tenure (provided by the dean): See Faculty Handbook, Section 5.2.4.3.3.

### **Procedures for Promotion and Tenure Review**

The procedure for mandatory and non-mandatory cases varies slightly. Mandatory cases are those which involve review for tenure in the penultimate year of the appointment. In these cases, the final administrative recommendation is made by the president. Mandatory cases are always sent through the administrative chain to the president to determine whether a positive recommendation for tenure and promotion will be made to the Board of Regents. In non-mandatory cases, the department, the dean, or the provost may make a decision not to forward a positive recommendation, and that action is the final administrative action. Reviews which occur in the final year (after denial in the mandatory year) are non-mandatory cases.

### **Departmental Review**

#### **Review by the Departmental Promotion and Tenure Committee**

Within the college, each department must have a promotion and tenure committee of faculty members to review candidates. Any member with a conflict of interest with respect to a candidate shall not participate in reviewing that candidate. Each department must have a document that sets forth the standards and procedures governing promotion and tenure of faculty within that department. The department document may specify standards that exceed those of the university or college provided that they do not contradict university or college standards. The department procedures for promotion and tenure review must be approved by the tenured and tenure-eligible faculty of the department, by the dean, and by the provost.

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<sup>16</sup> See the Faculty Handbook, Section 5.3.3.

Each promotion and tenure document shall specify:

- How candidates are identified for review.
- The composition and method of selecting the departmental review committee.
- The procedures followed by the committee in the review process.
- The role of the department chair in the review process.
- The circumstances under which faculty members may decline to be reviewed.
- The type and sources of information to be considered by the departmental review committee.
- The means by which candidates submit information and documentation.
- The procedure for obtaining external evaluations to be used by the department in the review.
- The procedures for appeal within the department by a faculty member who concludes that he or she did not receive a fair review.

The departmental review committee shall provide a written report of the decision, including all departmental vote tallies, to the department chair.

### **Review by the Department Chair**

The department chair shall:

- Provide candidates with the names of members of any committee who participated in the department level review.
- Prepare a Department Chair Promotion/Tenure Evaluation Report (see Appendix E) for each departmental faculty member under review who must be forwarded in mandatory promotion and tenure cases and, in cases that are not mandatory, where the faculty member elects to have the recommendation forwarded.
- Inform the department review committee of the chair's recommendations regarding promotion and/or tenure.
- Include with the Department Chair Promotion/Tenure Evaluation Report all departmental vote tallies and report of the department committee, as well as his/her own recommendation.
- Inform each candidate in writing (before recommendations are forwarded to the college) if he or she shall be recommended for promotion and/or tenure and clarify the substance of the recommendations.
- Notify in writing any person not recommended by the department committee, or the department chair, or both, of the reasons for the decision. The communication should be constructive in tone and content.
- Provide each candidate for whom a recommendation is forwarded, the non-confidential information that will be submitted to the CHS Promotion and Tenure Committee (CHSPTC).
- Submit promotion and tenure documents to the dean's office.

### **College Review**

#### **CHS Promotion and Tenure Committee (CHSPTC)**

Each year, during the scheduled review period, the CHSPTC shall meet to discuss the departmental recommendations of candidates for promotion and/or tenure. The committee shall evaluate all information provided by the candidate and the department. The judgments of the committee shall be based upon the criteria set forth in the Faculty Handbook and those set forth in the college and departmental policies and procedural statements.

The CHSPTC shall consist of one representative from each department in CHS. Committee membership shall be limited to tenured faculty holding the rank of professor. When a department does not have a full professor to represent the department, under the provisions noted above, the department shall elect a faculty member at the associate professor level (tenured) to serve on the committee. The departmental representative shall be nominated and elected by tenured and/or tenure-eligible faculty from their respective departments. The term of service shall be three years with two members rotating off the committee each year. Members shall not be eligible to serve two consecutive terms. The chairperson shall be elected by the current members of the CHSPTC each year. In the case of a conflict of interest, the committee member shall recuse herself or himself, and his/her department shall select a replacement member to serve on the CHSPTC for that particular case.

The CHSPTC shall meet with the dean at the beginning of the fall semester to clarify policy and procedures.

During this meeting the dean and committee shall discuss and review:

1. The current Faculty Handbook, "Promotion and Tenure Policy."
2. Department, college, and university tenure and promotion standards.
3. The departmental procedures for recommending candidates.
4. The list of anticipated candidates for promotion and/or tenure.
5. The proposed schedule for reviews, meetings, and deadlines.
6. Information regarding conflicts of interest. See previous section above and the Faculty Handbook, Section 5.2.4.1.3.
7. The CHS Promotion and Tenure Committee Evaluation Report Form in this document.<sup>17</sup>

### **Policies Governing the CHS Promotion and Tenure Review Committee (CHSPTC)**

The CHS Promotion and Tenure Review Committee (CHSPTC) shall consider matters pertaining to both promotion and tenure for faculty members in CHS. The CHSPTC shall be charged with:

1. Reviewing documents pertinent to faculty being considered for promotion and/or tenure.
2. Making promotion and tenure recommendations to the dean of the college.
3. Making recommendations to the faculty concerning changes in promotion and tenure policy and procedures.

The committee functions in an advisory capacity to the dean of CHS. Persons elected to the CHSPTC serve as a unit and may not be subjected individually to review of their actions. The CHSPTC shall not act as an appellate committee for faculty members who believe they have been treated unfairly at any level of the promotion and/or tenure review process.

### **CHSPTC Procedures**

The committee's evaluation shall be limited to a review of those materials submitted by the department to accompany the recommendation. If additional information is needed or if questions are raised concerning the departmental recommendation, the committee shall request that the department make available the relevant materials. Such a request is made by memo to the department chair from the committee member representing that department. Otherwise, there shall be no direct communication concerning the P&T cases between the CHSPTC committee and departments or candidates after a departmental recommendation has been forwarded to the CHSPTC.

During the scheduled review period, the CHSPTC shall meet to discuss all cases and the respective departmental recommendations. The judgments of the committee shall be based upon the criteria set forth in the Faculty Handbook and those set forth in the college and departmental policies and procedure statements.

A quorum shall consist of 100% of the eligible committee membership. Each member of the CHSPTC outside of the candidate's department and including the chair shall have one vote. CHSPTC members shall not vote on candidates from their own department at the college level. Voting shall be done by secret written ballot. Committee members may not abstain but may recuse themselves from particular cases in which there may be conflict of interest. A simple majority is required to reach a recommendation regarding promotion and/or tenure.

It shall be the committee's responsibility to advise the dean of the committee's judgments regarding how well each of the faculty members being recommended meets the college promotion and/or tenure criteria and standards. The chairperson shall forward the committee's recommendations, including a tally of the CHSPTC votes, in writing to the dean by using the Promotion and Tenure Committee Evaluation Report Form in this document (See Appendix F). If the CHSPTC recommendation differs from the department's recommendation, the committee shall state in writing the reasons for its judgment. After the CHSPTC has voted and prepared a written summary of its deliberations, the committee shall be available to meet with the dean upon request.

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<sup>17</sup> See Appendix F

All CHSPTC deliberations are confidential. Individual discussions between a CHSPTC member and any faculty member regarding any matter pertaining to any faculty tenure and/or promotion considerations are prohibited. If a CHSPTC member is approached by a faculty member regarding any such matter, that CHSPTC member shall refer the faculty member to the dean.

### **Review by the Dean**<sup>18</sup>

The results of deliberations by the department promotion and tenure committee, the department chair, and the CHSPTC will be reviewed by the dean of CHS. The dean may also consult the associate or assistant deans, provided that they have not voted previously. Care must be taken at all levels to insure that double voting or an influence on the vote does not occur at more than one level. Provisions of the Faculty Handbook, Section 5.2.4.1, to prevent double voting and the Senate's and Provost's Office best practices shall be followed.

The dean will review the promotion and tenure recommendations from the departments and from the CHSPTC and will present his/her recommendations to the provost, along with the recommendations and votes of the college and department committees, the chair reports, and supporting material and documentation.

The dean will, in writing, inform each candidate, the respective chair, and the CHSPTC whether a recommendation will be forwarded to the provost and, if so, the nature of the recommendation or recommendations. If the recommendation is contrary to the departmental, chair, and/or college 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.<sup>19</sup> It is recommended that the department chair also review the candidate's non-confidential materials with the candidate regarding the decision.

### **Appeals**

Mandatory promotion and tenure decisions involve review for tenure in the penultimate year of the faculty appointment. Mandatory promotion and tenure decisions are appealed directly to the university president, according to the Faculty Handbook, Section 5.2.4.4.5.

In non-mandatory cases, a decision not to forward a positive recommendation for promotion and tenure may be appealed through administrative channels or through the Faculty Senate Appeals Committee when the chair, dean, provost or president decides not to forward the recommendation. An administrative appeal should be filed with the next person in the administrative chain, except in the case of an appeal of the president's decision, in which case the appeal should be made to the president in the form of a request for reconsideration of his/her decision.<sup>20</sup>

A candidate's appeal of a promotion and tenure decision should follow the general procedures in Section 9 of the Faculty Handbook ("Faculty Grievance Procedures") and be based on the criteria specified in Section 9.1 of the Faculty Handbook.

The promotion and tenure document of each department in CHS should specify intradepartmental procedures for appeal of promotion and tenure decisions, consistent with Section 5.2.4.4.5 of the Faculty Handbook ("Appeals").

Consistent with Section 5.2.4.4.5 of the Faculty Handbook, appeals of promotion and tenure decisions at the college level should be submitted to the dean of CHS in writing. The dean may consult with the CHSPTC. College level responses to appeals shall be completed in accordance with Section 9.2 of the Faculty Handbook.

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<sup>18</sup> See Faculty Handbook, Section 5.2.4.3.3

<sup>19</sup> See Faculty Handbook, Section 5.2.4.3.3

<sup>20</sup> See Faculty Handbook, Section 5.2.4.4.5

## Special Circumstances

### Early Tenure<sup>21</sup>

A promotion and/or tenure review may be requested by individual candidates who think that they have met the criteria for promotion and/or tenure contained in departmental, college, or university guidelines in less than the specified probationary period. Tenure normally is conferred on an individual after seven consecutive years of continuous faculty service in a regular appointment at Iowa State University. A faculty member, therefore, is ordinarily reviewed for tenure in the sixth year. Recommendations for awarding of tenure before the mandatory year require documentation of truly exceptional accomplishments. The decision to seek early promotion and/or tenure should be made only after careful consideration by the candidate, departmental chair, and after consultation with the dean. It is recommended that this decision occur no later than the spring of the year preceding the submission of materials.

### Joint Appointments

For joint appointments, departments shall follow the Faculty Handbook, Section 5.1.1.6. Joint appointment promotion and tenure applications should be initiated and conducted by the primary department, with advice from the secondary department. Prior to the review, the two chairs should decide on the role to be played by the secondary department, including the preparation of the documentation from the secondary department and the process for including that documentation in the review. In cases with an equal division of responsibilities, the departments may agree to conduct separate reviews. A coordinated recommendation shall be made at the dean's level with a single recommendation forwarded to the provost. Thus, the department committee and department chair from the secondary department shall forward their recommendations and materials on joint appointment candidates to the primary department. The CHSPTC shall forward a recommendation to the dean and the dean shall then confer with the dean of the joint appointment college and send the coordinated recommendation to the provost.

### Conflict of Interest

Conflicts of interest issues are addressed in the Faculty Handbook, Section 7.2.2.1. Conflicts of interest include conflicts arising out of personal relationships, family relationships, and those arising out of activities outside of work.

### Post Tenure Review

As stated in Section 5.3.5 of the Faculty Handbook, faculty in each department are charged with developing and implementing a plan for review of each tenured faculty member in the unit. Such review should be done every seven years, for faculty on full-time or part-time appointments. The review should address the quality of the faculty member's performance in the areas of teaching, research/creative activities, extension/professional practice, and institutional service, consistent with the faculty member's position responsibility statement. Ideally, the review shall result in recommendations for enhancing performance and provide a plan for future development. The review should also discuss the effectiveness of the part-time appointments.

### Evaluation, Renewal, and Advancement of Non-Tenure-Eligible Appointments<sup>22</sup>

#### Evaluation, Renewal, and Advancement Policies for Lecturer, Senior Lecturer, Clinician, Senior Clinician, and Adjunct appointments<sup>23</sup>

Non-tenure-eligible faculty positions are term appointments eligible for renewal based upon the quality of performance and the continuing need of the unit. They are subject to approval by the dean and provost. Individuals appointed to these positions will be evaluated for compensation and advancement using established criteria appropriate to their positions.

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<sup>21</sup> See Faculty Handbook, Section 5.2.1.3

<sup>22</sup> See Section 5.4 of the Faculty Handbook

<sup>23</sup> See Section 5.4.1 of the Faculty Handbook

Evaluations for renewal of appointment will be conducted by an appropriate faculty committee and recommended by the department chair at the time of reappointment. 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. See the Faculty Handbook, Section 5.1.1.2, for related information on annual reviews.

#### **Eligibility Criteria<sup>24</sup>**

- Lecturer and Clinician: a limited term, full- or part-time appointment from one semester to three years and renewable. After a minimum of six years or the completion of 12 semester FTEs of employment, the individual has the right to be reviewed for advancement by the appropriate departmental committee. Criteria for advancement shall be based on the quality of work relative to the individual's PRS. 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. An outcome of the review process should be to provide constructive and developmental feedback to the individual regarding progress in meeting departmental criteria for advancement.
- Senior Lecturer and Senior Clinician: a limited term, full- or part-time renewable appointment not to exceed five years, requiring a notice of one year of intent not to renew. To be eligible for appointment as Senior Lecturer or Senior Clinician the individual shall have served as a Lecturer or Clinician or its equivalent for a minimum of six years or completed 12 semester FTEs of employment.
- Adjunct appointment: a limited term, full- or part-time renewable appointment not to exceed five years for each appointment, requiring a notice of one year of intent not to renew except when the appointment is for a year or less.
- Professional and Scientific (P&S) non-tenure-eligible appointment: employees on P&S status may be appointed to limited term, renewable appointments, from one to five years, to carry out faculty duties as specified in the Faculty Handbook, Section 3.3.2.5.

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.

#### **Evaluation, Renewal, and Advancement Procedures for Lecturer, Senior Lecturer, Clinician, Senior Clinician, and Adjunct Appointments<sup>25</sup>**

In addition to the above policies established in conjunction with the Faculty Senate, the following practices and procedures shall apply:

- Since the appointment of Lecturers and Clinicians is for a specified period of time, no special notice of intent not to renew is necessary.
- Persons on appointment as Lecturer or Clinician may be reviewed for advancement to Senior Lecturer or Senior Clinician and may be advanced without a search.
- Persons on adjunct appointment may be reviewed by an appropriate faculty committee for advancement to Adjunct Associate Professor or Adjunct Professor using established criteria appropriate to the position.
- Persons appointed as Senior Lecturer and Senior Clinician must receive notice by May 15 of the year preceding the end of the term appointment (or at least 12 months in advance of the end of the term appointment when the appointment end date is not May 15) of intent to renew or not renew.
- Renewal of Senior Lecturers and Senior Clinicians or adjunct appointments must be approved by the dean and the provost. Request for approval should include a summary of the review results and a statement regarding the continuing need of the unit.

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<sup>24</sup> See Section 5.4.1.1 of the Faculty Handbook

<sup>25</sup> See Section 5.4.1.2 of the Faculty Handbook

- Both full-time and part-time non-tenure-eligible faculty will receive annual reviews as well as review by a faculty committee at least every six semesters of employment.
- Review of individuals in these positions will be based on the Position Responsibility Statement (PRS) derived from the advertised position. At each renewal time, the Position Responsibility Statement may change, depending on the continuing and/or changing needs of the unit. The PRS will be discussed and disagreements negotiated at that time as a part of the renewal agreement. The agreed upon PRS will be signed by both parties and dated.

### **Evaluation, Renewal, and Advancement of Adjunct Faculty Employed by the University<sup>26</sup>**

Adjunct faculty are eligible for review for advancement in accordance with university promotion policies.

### **Evaluation, Renewal, and Advancement of Professional and Scientific (P&S) Non-Tenure-Eligible Appointments<sup>27</sup>**

A person employed in a P&S position and assigned non-tenure-eligible faculty responsibilities shall be evaluated in accordance with the procedures governing non-tenure-eligible appointments for that portion of their responsibilities related to their non-tenure-eligible appointment.

P&S employees who held adjunct rank at the Assistant, Associate, or Full Professor levels at the time of adoption of this policy (2/11/03) will retain these titles, with appropriate review and approval by the departments in which the title is held. The term of these appointments shall be as previously specified or for a renewable term not to exceed five years.

For P&S employees, notice of intent not to renew is governed by the P&S appointment. Termination of the P&S appointment will also mean termination of the non-tenure-eligible appointment.

### **Evaluation, Renewal, and Advancement of Continuous Adjunct Appointments<sup>28</sup>**

Faculty on continuous adjunct appointment are eligible for review for promotion in accordance with university promotion policies and procedures. No new appointments may be made using this title.

### **Evaluation, Renewal, and Advancement of Visiting Appointments<sup>29</sup>**

Visiting appointments are not renewable.

### **Evaluation, Renewal, and Advancement of Collaborators<sup>30</sup>**

Collaborators are eligible for review for advancement in accordance with university promotion policies.

### **Evaluation, Renewal, and Advancement of Affiliates<sup>31</sup>**

Affiliates are eligible for review for advancement in accordance with university promotion policies.

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<sup>26</sup> See Section 5.4.1.3 of the Faculty Handbook

<sup>27</sup> See Section 5.4.1.4 of the Faculty Handbook

<sup>28</sup> See Section 5.4.2 of the Faculty Handbook

<sup>29</sup> See Section 5.4.3 of the Faculty Handbook

<sup>30</sup> See Section 5.4.4 of the Faculty Handbook

<sup>31</sup> See Section 5.4.5 of the Faculty Handbook

## **Non-Tenure-Eligible Research (NTER) Appointments<sup>32</sup>**

### **Appointment Policies for Non-Tenure-Eligible Research Appointments<sup>33</sup>**

Research professors 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 CHS and 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, college, and provost levels. In CHS, the qualifications, standards, and processes/procedures for NTER appointments shall be the same as for tenured and tenure-eligible faculty with commensurate titles. Each department hiring NTER faculty shall include provisions defining NTER positions, search and appointment processes, and review, renewal, and advancement procedures in its governance documents. These shall be consistent with college and university policies and procedures for tenured and tenure-eligible faculty. Persons holding this title are not members of the General Faculty, may not hold senate positions, nor represent the faculty on college or university committees. Departments will decide departmental rights and responsibilities.

### **Appointment Procedures for Non-Tenure-Eligible Research Appointments<sup>34</sup>**

Departments intending to retain NTER faculty shall develop procedures for hiring research professors. 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.

- Research professors 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.
- Persons holding NTER positions shall have a PRS stipulating 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 these are research (not teaching) appointments, funding for the incidental teaching time-share shall be from external funds.
- 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.
- 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.
- All appointments are non-tenure-eligible.
- Persons denied tenure at ISU are eligible to apply for these positions after three years have elapsed from the date of tenure denial.
- Persons holding NTER positions are eligible to be named to the Graduate Faculty in accordance with Graduate College procedures.
- 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.
- 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

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<sup>32</sup> See Section 3.3.3 of the [Faculty Handbook](#)

<sup>33</sup> See Section 3.3.3.1 of the [Faculty Handbook](#)

<sup>34</sup> See Section 3.3.3.2 of the [Faculty Handbook](#)

for the potential rank. Tenured and tenure-eligible faculty shall be involved in the appointment process as outlined above.

### **Evaluation, Renewal, and Advancement for Non-Tenure-Eligible Research (NTER) Appointments**<sup>35</sup>

Appointments for all ranks of NTE research professors shall be for 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 dean and 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).

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

An NTER faculty member may be proposed for advancement to the next rank, following the departmental 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.

### **EVALUATION OF THE DEAN**<sup>36</sup>

#### **Purpose**

The provost will initiate the formal evaluation of the college dean at least once every five years. The focus of the evaluation shall be on the performance of the dean and her/his administrative units, considering the responsibilities identified in the listing of administrative duties and responsibilities provided in Appendix B.

The CHS policy for the review of the dean was developed from the "Policy for Faculty Involvement in the Evaluation of a College Dean" in the Faculty Handbook, Section 5.5.1. The following statement from the university policy identifies the basic purpose of a college review of the dean.

*A systematic and constructive review program shall be established whereby college offices and officers are evaluated by their respective faculties. This review program should serve two purposes: (a) provide constructive and systematic faculty evaluation of college deans and administrative organization; and (b) provide faculty opinion for the provost's evaluation of deans.*

#### **Participants**

The CHS Faculty Caucus shall oversee the formation of the ad hoc Committee for the Review of the Dean (CRD) which will consist of eight members---a faculty representative from each department (selected through procedures identified in departmental governance documents); one college department chair; and one outside evaluator, preferably with college administrative experience. The department chair and outside evaluator will be selected by the CHS Faculty Caucus through nominations received from eligible college faculty.

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<sup>35</sup> See Section 5.4.6 of the Faculty Handbook

<sup>36</sup> See Section 5.5 of the Faculty Handbook

### **Description of Review Process**

As an initial step in the evaluation process, the dean will prepare a self-assessment report, which will be distributed to the college faculty and discussed and reviewed by the college review committee.

Input will be solicited by the CRD from a multiplicity of sources who are knowledgeable about the functioning of the college, such as faculty, administrative unit leaders in the college, P&S staff, merit staff, selected student leaders, and others. Such individuals and groups may include selected alumni, designated administrators, and representatives from state agencies and other designated organizations that have had professional contact with the dean. Input will be collected using a variety of strategies, including surveys. All responses sent to the Review Committee will be treated as confidential correspondence, subject to applicable privacy laws. Based on this input and on their own investigation, the CRD will prepare a confidential report reflecting their evaluation of the performance of the dean. The report will be provided to and discussed with the dean and the provost.

The provost, after consultation with the CRD, will determine the appropriate format for reporting to the faculty the outcome of the review process.

### **EVALUATION OF COLLEGE ASSOCIATE DEANS**

The associate deans serve at the pleasure of the dean and hold term appointments which are renewable. An appointment renewal is made on the basis of an evaluation conducted by the dean who will solicit input from appropriate college personnel, such as administrators, faculty, staff, and others who are knowledgeable about his/her professional performance. Other individuals and groups may include alumni, student leaders, and representatives from state agencies and/or other organizations that have had professional contact with the respective associate dean. At the beginning of the final year of the associate dean's appointment, the dean will meet with him/her to determine if he/she is willing to be considered for reappointment for another term. The dean will consider all input in making reappointment decisions.

One exception among the college associate deans is the Associate Dean for Extension. This position is appointed and co-supervised by both the dean and the Vice President for Extension and Outreach. The Associate Dean for Extension serves at the pleasure of both the dean and the Vice President for Extension and Outreach. The length of this appointment and the renewal process for this appointment are determined by the office of the Vice President for Extension and Outreach in coordination with the dean.

### **EVALUATION OF DEPARTMENT CHAIRS**

As documented in the Faculty Handbook, Section 5.1.2, "Periodically each department chair is evaluated on the basis of his or her administrative responsibilities and accomplishments. This review is normally initiated by the college dean as part of a reappointment decision. Mechanisms for department faculty input are provided within the evaluation process." Department chairs are typically appointed for three to five years (not to exceed five years), as specified within their respective department's governance document. Appointments are renewable. Appointment renewals are made by the dean on the basis of a formal evaluation conducted by the dean involving all departmental faculty members, according to the respective department's governance document.

At the beginning of the final year of the department chair's appointment, the dean will meet with him/her to determine if he/she is willing to be considered for reappointment for another term. After the response is received, the dean will meet with the respective department's faculty to discuss the reappointment and will solicit input from the faculty and other appropriate college personnel such as staff and others who are knowledgeable about his/her performance. Other individuals and groups may include alumni, administrators, student leaders, and representatives from state agencies and/or other organizations that have had professional contact with the respective department chair. 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.

## **COLLEGE CONVOCATIONS**

College convocations will take place a minimum of once per academic year for the purpose of providing relevant and important college information, the recognition of award recipients and new faculty and administration, and other pertinent items. All college personnel will be invited.

## **COLLEGE FACULTY MEETINGS**

In addition to college convocations, the dean or the college Faculty Caucus may call special meetings of the faculty as needed.

### **Organization of College Faculty Meetings**

Whenever possible, the agenda for college meetings will be developed collaboratively with the Faculty Caucus and the dean and her/his administrative cabinet. The agenda will be prepared and disseminated to CHS faculty prior to each faculty meeting. The dean of the college will preside over these faculty meetings.

### **Purpose of Meetings**

College meetings shall serve as a forum for reporting to the faculty on matters of college-wide importance, receiving input from the faculty on such matters, and carrying out other business of the faculty.

### **Quorum**

A quorum made up of a majority of voting faculty must be present to conduct a vote on any motion. If there is not a quorum present, a ballot, preferably electronic, will be sent to voting members of the faculty. The voting period will be established at the college meeting where the motion is introduced. The dean's support staff, with appropriate oversight by the college Faculty Caucus, will be responsible for preparing the ballot and for collecting and compiling votes. Except for approval of changes to the governance document, a simple majority of affirmative votes will be required for approval of motions.

## **USE OF UNIVERSITY PROPERTY**

This policy is intended to cover all types of university property and services, including cars, supplies, telephones, typewriters, computer hardware and software, equipment, campus mail, electronic mail and copying facilities, products from university farms, and food, drugs or chemicals available from university activities. No one shall be permitted to remove for personal use from the buildings or grounds any property belonging to the university, even though it may seem to be of no value. This includes use of university equipment such as farm machinery, trucks, or other equipment during off-hours when it is not needed for university operations.

All equipment, including computer software and hardware purchased for office use is the property of the university and must be returned when the employee retires, resigns, or otherwise leaves the university.

Office, laboratories, work areas, files, and materials (either in written or electronic form maintained or stored on university premises or in university computers or servers) may be entered, opened, or reviewed by authorized university personnel without prior notice either as part of maintenance or servicing procedures, in order to conduct university business, or when there is a question about the use or misuse of university property. Due care shall be taken of university property so that full expected use is obtained.

## **COLLEGE SAFETY POLICIES**

The CHS is committed to providing and ensuring a safe and healthful environment for employees, students, and the general public. In order for this to occur, each individual must bear responsibility to become informed of emergency evacuation procedures and routes, providing information on how to contact the Iowa State University Department of Public Safety (police and parking), and by following other safety guidelines and procedures when called upon. It is the intent of these guidelines in the CHS to promote a community that is safety-conscious and knowledgeable of the many safety resources available.

Each employee and student is responsible for complying with environmental health and safety rules and for using any safety equipment that is provided or required. Moreover, each person in a supervisory or management capacity is responsible for ensuring reasonable and safe working conditions in his or her respective area, and for proper adherence to all authorized and applicable environmental, health and safety policies, and rules and regulations.

The CHS Safety Committee will periodically facilitate a review of safety procedures in each college building. Department chairs are charged with the responsibility to distribute to their department personnel relevant safety information and/or post such information in appropriate locations, including websites. Supervisory personnel should ensure that new employees receive this information.

### **POLICIES AND PROCEDURES FOR AMENDING THE COLLEGE GOVERNANCE DOCUMENT<sup>37</sup>**

Proposed amendments/changes to the college governance document may be requested by the dean, the CHS Faculty Caucus, or by a petition by 20% of the voting faculty. Proposed amendment(s) will be presented at a college faculty meeting and available to all faculty as a part of the meeting minutes. At this college faculty meeting, a majority vote in the affirmative of those voting faculty present will be required for the proposed amendment to be submitted to all voting faculty for approval. Approval of changes to the governance document will require endorsement by a majority of the voting faculty. Electronic balloting is preferred but voting by a written mail ballot may be considered as an option.

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<sup>37</sup> Adapted from the Governance Document, College of Veterinary Medicine, Section VIII.

## **APPENDICES**

The specific content contained in the appendix section of this document is subject to periodic changes in response to changing needs in the college. Therefore, and in order to be responsive to the college's timely needs, any change to the content contained in the appendices is not subject to the same detailed procedures for amending the content found in the body of this document. It is the responsibility of the dean, working in consultation with the CHS Faculty Senate Caucus and with its full approval, to update these appendices.

## **Appendix A: General Organization of the College**

Please see <http://www.hs.iastate.edu/about/deanstaff.php> for an updated college administrative organizational chart.

## **Appendix B: Administrative Structure and Administrative Roles**

### **Dean**

The dean is the CHS chief academic officer, provides the overall leadership for the college, oversees its programs and development, and chairs the college cabinet. The dean is responsible to the president of Iowa State University of Science and Technology through its provost and is the lawful custodian of the public records of the college.

The appointment of the dean is determined through a search process administered by the provost with broad involvement of the faculty and other interested groups as determined by the provost. The final appointment is made by the president with the approval of the State Board of Regents. The dean holds a fixed-term, renewable appointment.

#### Leadership

- A. Provide overall leadership to develop, implement, and evaluate the goals of the college.
- B. Facilitate college-wide strategic planning to keep pace with the changing needs of society, priorities of the university, and evolving unique potential of the college.
- C. Provide overall leadership, promote and position CHS with internal and external constituencies and stakeholders, and encourage excellence in undergraduate and graduate teaching, research, Extension, and outreach program functions through department and college administrators.
- D. Enhance resource development and external support consistent with current and projected program needs, and allocate resources to maximize the potential of programs in the college. Promote improvement and expansion of facilities consistent with program needs.
- E. Develop and administer the college budget.
- F. Provide leadership for the recruitment and retention of outstanding faculty, staff, and students, with an emphasis on diversity.
- G. Provide leadership by selecting the chair of department chair search committees. The search committee chair will be from outside the department. All search committees in the college will include at least one other member outside of the department.
- H. Provide leadership that fosters a positive climate and incentive for creative programming and scholarship.
- I. Facilitate personnel appointments and promote development of faculty and support personnel involved in instruction, research, Extension, public service, and administrative support.
- J. Advance the potential of the college and its various professional areas, by stimulating supportive relationships for the college with the university community, alumni, educational institutions, business and industry, profit/non-profit institutions, governmental agencies, and political leaders.
- K. Promote interdisciplinary and inter-college collaborations and facilitate positive interactions among departments and units within the college.
- L. Provide leadership in establishing goals and strategies for the effective deployment of information technologies in the college
- M. Assume responsibility for decisions affecting the administrative organizational structure of the college.

#### Administration of Policies and Procedures

- A. Administer policies and procedures, which promote the teaching, scholarship, research, Extension, and public service functions of the university in relation to the mission of the college and university.
  1. Promote development of appropriate policies and effective procedures for accomplishing the mission of the college through:
    - a. College faculty committees and meetings
    - b. Liaison and advisory roles of students and faculty
    - c. Departmental and college administrators
  2. Develop, implement, and evaluate organizational and communication processes that facilitate student-faculty-administration interchange.

- B. Contribute to development of university policies in general and as they affect the college through communication processes and liaison roles with appropriate university offices and councils.
- C. Promote collaboration and coordination across departments and college units in undergraduate and graduate education, research, Extension, and outreach.
- D. In accordance with Faculty Senate policy and with attention to the concept of shared governance, the dean will report to the faculty periodically each academic year matters relating to budget and implications of the Resource Management Model.

### **Associate Deans**

The associate deans serve at the pleasure of the dean and hold fixed-term appointments, which are renewable. The appointment of associate deans is determined through a search process administered by the dean that involves department chairs, faculty, and other college administrators. Associate deans are responsible for assisting the dean of the college and serve in her or his absence.

### **Role of the Associate Dean for Undergraduate Programs and Diversity, Equity, and Community**

#### Academic Programming/Administration

- A. Provide administrative leadership for development, implementation, and evaluation of undergraduate curricula.
- B. Provide administrative leadership and support for academic standards, classification functions, and decision-making related to undergraduate academic programs and requirements.
- C. Provide functional support for scholarships and awards for undergraduate students.
- D. Provide leadership for diversity initiatives and international/cross-cultural programs.
- E. Provide leadership in coordinating and supervising summer school offerings, faculty assignments, scheduling, and budget.

#### Diversity, Equity, and Community<sup>38</sup>

- A. Provide leadership to create an environment characterized by equal access for all students, faculty, and staff regardless of socially constructed identity differences (e.g. race, disability, gender, sexual orientation, religion, etc.) where individuals are valued.
- B. Create an environment to increase multicultural awareness and understanding, within an environment of mutual respect and cooperation.

#### Other

- A. Perform other duties as assigned by the dean.

### **Role of the Associate Dean for Research, Graduate Education, and Economic Development**

#### Research

- A. Provide leadership in the development and administration of research programs in CHS and coordinate research funding in cooperation with other colleges and units.
  - 1. Facilitate procurement of external grants and contracts through administration of CHS-sponsored programs office.
  - 2. Administer college-funded programs with respect to research and scholarship.
  - 3. Serve as leader and manager of CHS –sponsored programs office.
- B. Facilitate and enhance research and scholarship activities among faculty in the departments and college.
  - 1. Direct P & T workshops with emphasis on developing research portfolios.
  - 2. Encourage publication and communication of research and scholarship to academic, policy-makers, general public, and CHS audiences.

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<sup>38</sup> Adapted from Implementation Plan for Diversity, Equity, and Community: 2006-2011, April 2005.

3. Encourage interdisciplinary research and funding efforts in the college, across the university, and with other institutions.
4. Cooperate with the Experiment Station as well as the Associate Dean for Extension in facilitating research and scholarship partnerships with Extension faculty and research as well as scholarship that addresses the outreach missions of the college.
5. Facilitate faculty development activities conducive to research.

#### Graduate Program

- A. Work with departments and college administration to provide leadership in coordinating and facilitating graduate education programs.
  1. Serve as leader of graduate program in CHS.
  2. Coordinate recruitment strategies and general information about graduate study in the college for prospective graduate students.
  3. Serve as college liaison with the Graduate College.

#### Online and Distance Education

- A. Provide leadership for college distance education programs by:
  1. Establishing goals and strategies.
  2. Coordinating program development in the college.
  3. Assuring quality.

#### General Administration

- A. Represent college at university, regional, and national levels as Assistant Director of Iowa Agriculture and Home Economics Experiment Station.
- B. Support the dean and college on other committees or activities as assigned.

#### Other

- A. Perform other duties as assigned by the dean.

### **Role of the Associate Dean for Teacher Education and Student Services**

#### Leadership of the University Teacher Education Program (UTEP)

- A. Provide leadership to the University Teacher Education Program.
- B. Serve as a spokesperson for ISU teacher education statewide.
- C. Serve as Iowa State Teacher Licensure Officer for the State and ISU liaison with both the State Board of Educational Examiners and the Iowa Department of Education.
- D. Lead publicity for and recruitment to ISU's pre-service teaching program.
- E. Develop and coordinate 2+2 articulation agreements between ISU and other educational institutions for teacher preparation and education in collaboration with department leadership and faculty.
- F. Work with faculty and administration throughout the university to improve teacher preparation for secondary, elementary, and early childhood education; advocate for UTEP within CHS and university.
- G. Serve as CHS liaison to all ISU colleges and programs regarding teacher preparation/education and other institutions of higher education.
- H. Serve as CHS liaison to school districts and school personnel statewide; advocate for ISU teachers and pre-teachers statewide.
- I. Provide leadership in establishing and sustaining learning communities in teacher education.
- J. Lead program reviews and accreditation efforts for teacher education programs.
- K. Serve in advisory role to the dean; support development and fundraising efforts related to teacher education.

### Administration of the University Teacher Education Program (UTEP)

- A. Administer the University Teacher Education Program (UTEP); including improvement initiatives, scholarship, and research agendas.
- B. Administer admission of students to UTEP; lead the University Teacher Education Coordinating Council (UTECC) and faculty in setting teacher education policy or recommending program curricula; develop and manage budgets related to UTEP; resolve student appeals and disciplinary action regarding the program; and supervise office support staff.
- C. Supervise the UTEP associate directors, including appointing the office supervisor for the University Teacher Education Program who will oversee the operations and policies related to day-to-day business.

### Student Services

- A. Provide leadership in establishing goals and strategies for student services including classification, general college advising, diversity, career services, and outreach.
- B. Supervise the Director of CHS Student Services.
- C. Provide leadership and supervision of articulation among two- and four-year academic institutions.
- D. Coordinate and supervise transfer evaluations and community college articulation plans.

### Other

- A. Perform other duties as assigned by the dean.

### **Role of the Associate Dean for Extension and Director for Families Extension Programs**

The Associate Dean for Extension within the College of Human Sciences at Iowa State University and Director for ISU Extension to Families (also referred to as Program Director within the Cooperative Extension/USDA structure) serves at the pleasure of both the dean of the college and the Vice President for Extension and Outreach. This is a jointly appointed, funded and supervised position with the majority of the appointment funded by ISU Extension. Responsibilities include:

- A. Provide vision and leadership for the Families Extension unit (campus and field) in collaboration with; five other ISU Extension's program units (Agriculture, Business/Industry, Community and Economic Development, 4-H & Youth Development), five Area Extension Education Directors, 100 County Extension districts and appropriate departments within the College of Human Sciences.
- B. Provide leadership for coordinating issue-based ongoing and interdisciplinary extension programs within the university and with outside agencies and institutions.
- C. Develop and maintain effective partnerships at state, multi-state and national levels to enhance programming efforts.
- D. Ensure an entrepreneurial approach in procuring funds through grants and contracts and user fees to support and expand ISU Extension programs. Secure and serve as PI on major grants and contracts related to the identified needs of Iowans, and to support faculty and staff in doing the same.
- E. Encourage and facilitate the use of state-of-the-art technologies and creative formats for reaching a variety of constituents.
- F. Manage a \$4 million dollar base budget (FY09). Hire, supervise and/or co-supervise a diverse campus and field staff funded with ISU Extension to Families base budget and grants, contracts and revenue generation administered by the Families unit. (FY 2008- 17 faculty and staff on campus, 42 multi-county MS level field positions, 30 county based para-professionals)
- G. Participate in the formulation and implementation of college and extension programs and management policies as a member of the college and university extension administrative teams.
- H. Provide other duties as assigned by the dean and/or Vice President for Extension and Outreach.

### **Department Chair**

The department chair is the chief executive officer of a department and reports to the dean. The department chair is responsible for leading the overall work of the department in the areas of teaching, research, and service, preparing and administering the departmental budget, and for recommending personnel actions, which include 3-year reviews of tenure-eligible faculty, promotion and tenure, and post-tenure review of tenured faculty. The department chair will also recommend merit salary recommendations to the dean. The department chair is also responsible for the overall academic supervision of the department's students. Through significant interaction with faculty, the department chair holds key leadership roles in recruiting quality faculty and students, facilitating faculty development, developing and implementing quality academic programs, and in advancing departmental resources and program quality. The department chair serves as a member of the college cabinet and plays a key role in the development and implementation of the college's interdisciplinary programs.

### **CHS Cabinet**

The CHS cabinet is comprised of the dean, associate deans, department chairs, and the academic fiscal officer. The dean presides over the cabinet and the dean's administrative assistant serves as its secretary. The cabinet acts as the principal advisory body to the dean on all administrative and policy matters of the college. Faculty and other staff of the college may request or be invited by the dean to make presentations to the cabinet or participate in cabinet discussions in areas of their particular interest, expertise, or administrative responsibility.

## **Appendix C: College Committees- Structure and Responsibilities**

### **Academic Advising Committee**

#### Responsibilities:

- Communication and dissemination of information related to undergraduate student advising. The committee will discuss and make recommendations on current and pending policies/procedures which affect undergraduate students.
- The committee is to facilitate information exchange among advisers and the CHS Classification Office, to department and college administrators, and to the university through UAAC.
- The committee will meet a minimum of four times per semester.

#### Membership & Term of Service:

- 1 representative (may be an advisor or faculty member) from each department (AESHM, C&I, FSHN, HDFS, KIN) within the CHS, 3-year term or as specified by each department
- Classification officer
- Advising coordinator
- Multicultural liaison officer
- 1 student representative from CHS Student Council, 1-year term.
- Ex-officio members: associate dean and coordinators of recruitment, retention, and career services.
- Meetings are open to all advisers within CHS.
- Chair will be the advising coordinator. The chair will also serve on the UAAC (or designate another member).
- Secretarial duties will be rotated among departmental representatives for yearly term. The secretary will be responsible for minutes to be provided to all college advisers in a timely manner.
- Departmental representatives will serve three (3) years terms and will be appointed by the department chair they serve.

### **Academic Standards and Admissions Committee**

#### Responsibilities:

- Review and update academic policies of the college and the university, including special admission and/or graduation policies.
- Take action on petitions for extenuating circumstances, appeals, and reinstatements.
- Monitor academic standing and progress of students:
  - admitted with high school "unmets"
  - on academic probation
  - reinstated.

#### Membership & Term of Service:

- 1 faculty member from each department (AESHM, C&I, FSHN, HDFS, KIN), 3-year term or as specified by each department.
- 1 advisor from each department (ex-officio), 3-year term or as specified by each department.
- Classification officer (ex-officio).
- The chair shall be appointed by the dean and will serve on the Faculty Senate Academic Standards Committee.

### **CHS Budget Advisory Committee**

#### Responsibilities:

- Make recommendations to the dean on the annual distribution of revenues, reductions, and allocation changes.
- Identify and/or prioritize long range initiatives within the Resource Management Model.
- Review the budgets of the dean on a regular basis to ensure that these administrative functions of the college are being carried out effectively and efficiently.
- Provide advice and input to the dean regarding the annual preparation and presentation of a unified set of budget recommendations to the provost.

#### Membership & Term of Service:

- CHS cabinet members
- One faculty representative elected from each academic department within the college\*
- One departmental fiscal officer, selected by council of departmental fiscal officers
- College fiscal officer (ex-officio)
- The committee will meet a minimum of once per semester or more frequently as needed.

\* If there is no CHS Faculty Senator elected as a department faculty representative, a CHS Faculty Senator will be selected to serve by the CHS Faculty Caucus in an at-large capacity. Three-year terms or as otherwise specified in departmental governance documents.

### **CHS Promotion and Tenure Committee (CHSPTC)**

Please see a full description within this document under “Faculty Evaluation.”

### **Committee on Diversity, Equity, and Community**

#### Responsibilities:

- Suggest and promote strategies to improve equity per ISU’s equal opportunity and diversity policies. Work with the college’s Recruitment and Retention Committee on issues related to recruitment and retention of students of color and other marginalized populations.
- Review policies and procedures within the college to ensure equal opportunity to all students, faculty, and staff, and make recommendations to improve policies and procedures when necessary.
- Ensure the incorporation of diversity content and instruction throughout the curricula in the college.
- Analyze and disseminate yearly data on the representation of diverse students, faculty, and staff within the college.
- Ensure the establishment of a climate of inclusion within the college and recommend strategies for improvement.
- Develop strategies to educate the entire college community on diversity and equity issues and cultivate an understanding and respect for inclusion as it affects the daily interactions of individuals in the classroom and workplace.
- Contribute diversity information via the college website.

#### Membership & Term of Service:

- 1 representative per department (both faculty and staff are eligible), 3-year term.
- Multicultural liaison officer (ex-officio)
- Associate dean (ex-officio)
- 1 undergraduate student, 1-year term
- 1 graduate student, 1-year term
- 1 representative from Extension, 3-year term
- 1 Merit employee, 3-year term
- The dean will appoint one of the faculty or staff on the committee to serve as the chair.

### **Committee for Helen LeBaron Hilton Fund**

#### Responsibilities:

- Solicit and review proposals submitted to the Hilton Proposal fund. The committee will follow the established guidelines for the grant.

#### Membership and Term of Service:

- 1 faculty representative, 3-year term
- 1 representative from Extension faculty, P&S- 3-year term
- 1 representative from retired faculty- Research, 3-year term
- 1 undergraduate student, 1-year term
- 1 graduate student, 1-year term
- Representation will be drawn from AESHM, FSHN, and HDFS Departments, 3-year terms
- Chair to be appointed by CHS dean

### **Computation Advisory Committee (CHS-CAC)**

#### Responsibilities:

- Review, evaluate, and recommend proposals from the College of Human Sciences for university CAC consideration. Distribute all CAC funds to departments based on enrollment and student credit hours. Review departmental reporting of expenditures of CAC funds. Members serve as a link between the college and university computer-related committees, as well as between the college and individual departmental committees, with equal faculty/student representation.

#### Membership & Term of Service:

- 1 undergraduate/graduate student from each academic department, 1-year term
- 1 faculty member from each academic department, 3-year term. Faculty members may only vote if student representative is present.
- 1 faculty chair (non-voting; 3-year term)
- 1 college computer support specialist (ex-officio)

### **Curriculum Committee**

All proposed curriculum changes in the CHS must be approved by the college curriculum committee, the college faculty, the Faculty Senate Curriculum Committee, the Faculty Senate, and the Board of Regents, State of Iowa.<sup>39</sup>

#### Responsibilities:

- Implement policies and procedures established by the Faculty Senate Curriculum Committee.
- Initiate discussion on curriculum issues and programs' needs.
- Recommend college-wide curriculum standards, policies, and procedures relative to curriculum matters.
- Reviews and approves/denies undergraduate and graduate courses, programs, and curriculum.
- Reviews and approves/denies ISU catalog materials relevant to CHS.

The total curriculum offerings of the CHS will be approved by eligible CHS faculty each catalog cycle.

#### Membership & Term of Service:

- Curriculum committee chairperson. Committee chairperson is appointed by the CHS dean for a two-year term with extensions as deemed appropriate by the dean. Chairperson should have at least 1-year prior experience on the committee and not be chairing his/her department's curriculum committee.
- Chairs of each departmental curriculum committees or representative from each department (3-year term).
- One additional member from the department of the chair of the Curriculum Committee (2-year term).
- One undergraduate student, 1-year term. Student representatives are appointed by CHS Student Council.

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<sup>39</sup> See Section 10.8 of the Faculty Handbook

- One graduate student, 1-year term. Student representatives are appointed by CHS Student Council.
- Classification officer
- University Teacher Education (UTEP) representative (ex officio)
- Associate dean (ex officio)
- Dean's office representative (support)

### **Faculty Development Committee**

#### Responsibilities:

- Review and rank foreign travel grants, faculty improvement leave applications, and Miller grant and other grant applications as appropriate. The chair will serve as the CHS representative to the university Faculty Recognition and Development Committee.

#### Membership & Term of Service:

- 1 representative from each CHS department, 3-year terms or as specified by departments
- Associate dean (ex-officio)
- Chair selected by committee

### **Faculty and Staff Honors and Awards Committee**

#### Responsibilities:

- The committee is responsible selecting candidates and making recommendation to the dean with respect to faculty, staff, and alumni awards including university, college, and Alumni Association awards. This committee does not have responsibility for student awards. The committee recommends that nominations for the Wallace E. Barron All-University Senior Award, an Alumni Association award.
- This committee will:
  - Recommend new and review continuing awards in the College of Human Sciences, including the recognition for the award (monetary, plaque, certificate, etc.).
  - Solicit nominations from departments for alumni, faculty and staff awards and determine the nomination process.
  - Review and recommend to the dean nominees for university faculty and staff awards and Alumni Association awards.
  - Select among nominees and recommend to the dean recipients of College of Human Sciences' faculty, staff, and alumni awards
  - Consult with department committee representatives in development of nomination folders.

#### Membership & Term of Service:

- Chair appointed by the dean and limited to persons other than those representing their departments on the committee
- 1 representative from each department, 3-year term or as specified by departments
- 1 P&S staff member not associated with an academic department, 3-year term or as specified by departments
- 1 merit staff member who is not associated with an academic department, 3-year term or as specified by departments
- 1 associate dean (ex-officio)
- Director of Alumni Relations (ex-officio)
- Communication Specialist (ex-officio)

### **Honors Program Committee**

#### Responsibilities:

- Assess and recommend policies and procedures related to CHS Honors Program.
- Promote an awareness of the Honors Program within the CHS.
- Admit qualified students into the Honors Program.
- Approve individual Honors programs of study and Honors projects.
- Stimulate the development of special educational experiences for honors students.

#### Membership & Term of Service:

- 1 representative per department, 3-year term
- 1 undergraduate student member of Honors Program, 1-year term
- Associate Dean for Undergraduate Programs (ex-officio)
- Classification Officer (ex-officio)
- Chair to be appointed by the dean for a 1-year term from among committee members (renewable).  
Chair serves as CHS representative to the University Honors Program Committee.

### **International Experiences Program Committee**

#### Responsibilities:

- Collect and disseminate information about global/international programs and opportunities.
- Examine international programs within the college and make recommendations to the dean and/or appropriate agencies.
- Recommend awards of college-level international funds.

#### Membership & Term of Service:

- Members serve as liaisons to their departments to promote understanding of global interdependence through international programming and activities involving education, research, and extension directed at student education and faculty development and recognition.
- 1 faculty representative per department, 3-year term.
- 1 representative of the University Teacher Education Program, selected by the University Teacher Education Coordinating Council, 3-year term
- International program director (will represent CHS at Council on International Programs and Study Abroad and Exchange Advisory Committee)
- 1 undergraduate student representative, 1-year term
- 1 graduate student representative, 1-year term
- International program administrative assistant
- Associate dean (chair)

### **Outcomes Assessment Committee**

#### Responsibilities:

- Review departmental assessment results and coordinate departmental information for the CHS website.
- Review and disseminate assessment data to the Curriculum Committee and provide available assessment information to others, as appropriate.
- Establish college-level outcomes and determine appropriate measures for CHS outcomes assessment.

#### Membership & Term of Service:

- 1 faculty member per department, 3-year terms or as specified by departments
- 1 graduate student, 1-year term
- 1 undergraduate student representative from CHS Student Council, 1-year term
- Associate dean (ex-officio)
- Curriculum Committee Chair (ex-officio)
- Chair selected by the dean

### **P&S Staff Support Committee**

#### Responsibilities:

- This committee will address and assist with issues related to P&S employees
- Members serve as liaisons for P&S staff to the P&S Council and dean's office

Membership & Terms of Service: Members are appointed by the department chair or highest level supervisor of the unit.

- 1 representative from each academic department
- 1 representative from dean's office
- 1 representative from IT services
- 1 representative from Student Services
- 1 representative from UTEP
- CHS HR Director (ex-officio)
- 1 representative from P&S Council (ex-officio)
- Associate dean (ex-officio)
- Chair and chair-elect leadership format used, each selected from the committee
- 3-year staggered terms

### **Research and Graduate Education Advisory Committee**

#### Responsibilities:

- Advise the dean, associate dean for research, and the director of RISE on matters related to research and graduate education in the college.
- Provide recommendations for policies and procedures for research and graduate education in the CHS to the graduate faculty and cabinet for the college.
- Review proposals submitted for internal university research grants.
- Recommend appropriate research resources for faculty, staff, and students.
- Represent CHS on the Faculty Senate Research Advisory Committee.
- Review guidelines for scholarship, solicit eligible graduate students, and select recipients.

#### Membership and Terms of Service:

- Associate Dean for Research and Graduate Studies, will serve as chair
- DOGE from each department, 3-year term or as specified by each department
- 1 faculty member (at-large), 3-year term or as specified by each department
- Representative from RISE (ex-officio)

### **Safety Committee**

#### Responsibilities:

- Coordinate safety-related issues which affect the college and individual departments.
- Use CHS Safety Committee meetings as a forum for information gathering and dissemination.
- Use CHS Safety Committee meetings as a forum to raise new ideas, issues, etc. (e.g. state and national testing requirements, student portfolios, etc.);
- Represent the respective academic departments and programs.
- Address all safety changes necessary for the college and departments, including the accommodations necessary for individuals with disabilities.
- Monthly meetings unless otherwise warranted.

#### Membership & Terms of Service:

- Departmental or other academic unit representatives. Each department chair will nominate one Safety Committee representative. Representatives may be faculty, P & S employees, and merit staff.
- Associate dean (ex-officio).
- 3-year staggered terms (renewable).

- Chair will be elected at the first meeting of each academic year. Renewable one-year term.

### **Technology Advisory Committee**

#### Responsibilities:

- Address the broad issues of information technology and computing within the college, including online and distance education.
- Discuss issues related to management for computer labs, provision of technical support within the college, and general policies related to computing needs for instruction, research and outreach, not only those related to student instruction.
- Provide leadership for the college and representatives to university committees, as appropriate.

#### Membership & Terms of Services:

- 1 faculty representative per department, 3 year term
- System support specialist leader for IT service
- Online and distance education representative
- College Communication Specialist
- Associate dean (ex-officio)
- Chair will be CHS IT program director/manager

### **Undergraduate Student Recruitment Committee**

#### Responsibilities:

- Coordinate college and department efforts as well as to synchronize those efforts with Admissions Office activities for the purpose of:
  - Increasing visibility of college curricula and programs to both on campus and off campus populations, including traditional and non-traditional students and families, high school teachers and counselors and community college students and counselors;
  - Providing high quality customer service, from initial contact with prospective students and their families to enrollment and through orientation;
  - Creating a well developed contact flow and yield enhancement program; and
  - Encouraging campus visits to tour facilities and to meet Human Sciences students, faculty and staff, which in turn will develop strong and lasting relationships resulting in additional enrollment and higher retention of students.

#### Membership & Term of Service:

- 1 CHS Ambassador (1-year term)
- 1 representative per department (KIN, C&I, AESHM, HDFS, FSHN) (3-year term or as specified by departments)
- 1 representative from Teacher Education Program, selected by associate dean for teacher education
- Continuous appointment of Recruitment Coordinator, Chair
- Minority Coordinator (ex-officio)
- Classification Coordinator (ex-officio)

## **Undergraduate Student Scholarship and Awards Committee**

### Responsibilities:

- Determine college-level undergraduate scholarship awards
- Establish and review scholarship criteria and application process

### Membership & Term of Service:

- 1 representative per undergraduate department, 3 year term (renewable)
- 1 representative(s) from Development office (ex-officio)
- Associate Dean of Undergraduate Education
- Assistant to Associate Dean of Undergraduate Education, serves as support for committee
- Chair to be appointed by the committee for a 2- year term (renewable)

## **University Teacher Education Coordinating Council (UTECC)**

The UTECC is the policy-making body for the University Teacher Education Program, with membership representing all areas of teacher education at ISU. The UTECC is the organizational entity, "unit," within the institution with the responsibility of administering the teacher education program.

### Responsibilities

- Use UTECC meetings as a forum to raise and respond to new ideas, issues, and state and/or federal mandates. (e.g., state and national testing requirements for teachers).
- Develop and administer ISU teacher education policies following deliberative and inclusive processes, consistent with CHS governance.
- While the UTECC may make recommendations on curriculum and related matters, including curriculum and course revisions, degree program requirements, and graduation requirements, these are faculty responsibilities. These functions in CHS are performed by department and college curriculum committees.
- Monitor and support ISU teacher education programs to ensure compliance with state teacher licensing rules.
- UTECC has three subcommittees: Admissions, Field Advisory, and Assessment.
  - These subcommittees have the following duties:
    - Admissions Subcommittee- Recommend to UTECC eligible students for admission to UTEP
    - Assessment Subcommittee- Lead the assessments of teacher education students, faculty, alumni, and other stakeholders and address findings/results with the UTECC. Based on assessment findings, recommend measures for unit improvement
    - Field Advisory Subcommittee- Address all issues relevant to field experiences, including those raised by students, cooperating teachers, and university supervisors
- An external advisory committee, representative of the major stakeholders of the ISU program will act in concert with the UTECC to raise issues and address strategies for resolution. This committee will meet a minimum of twice per academic year.

### Membership & Terms of Service:

- Faculty coordinators from each undergraduate/graduate licensing area selected by their respective department chairs
- 1 preservice teacher education student representing any education level (i.e., ECE, elementary, or secondary)
- 1 PK-12 school teacher, at any education level (i.e., ECE, elementary, or secondary)
- 1 PK-12 school administrator, at any education level (i.e., ECE, elementary, or secondary)
- UTEP associate director, teacher education (ex-officio)
- UTEP associate director, field experiences (ex-officio)
- University licensure analyst (ex-officio)
- Department chair representing the professional core curriculum (ex-officio)
- Associate dean for teacher education, chair

## **Appendix D: 2005-2010 Strategic Plan**

The CHS strategic goals and objectives are inextricably linked to and reinforce the mission, vision, priorities, and values of the University 2005-2010 Strategic Plan. The new vision for the college provides a foundation upon which the college can grow and act. It positions the college to put science and technology to work to improve the everyday lives and activities of individuals in community, business, and education contexts or settings across Iowa and beyond. Our 2005-2010 strategic goals and objectives are designed specifically to enhance the quality of:

- Knowledge production in our research efforts.
- Instruction and learning in the classroom.
- Our outreach and extension programs.

New means and methods of engagement will be identified and developed to:

- Strengthen our undergraduate, graduate, and outreach programs.
- Translate discoveries into products and services that strengthen the economies of Iowa and the world as well as elevate the state's appeal as a place to live, learn, work and play.

These goals and objectives will help ensure that CHS is an important contributor to the academic environment of Iowa State.

The implementation plan outlined below with objectives identified under each goal should be considered a draft document, to be further developed with specific help from each department to identify specific strategies, baseline criteria, and targets for their programs, along with indicators and individuals accountable for each objective.

### **Academic Excellence**

Challenge 1: Programs in CHS have a rich history of excellence; however, societal and disciplinary changes as well as increased competition nationally have placed new pressures on the college. Changes are needed to maintain and enhance our hold on excellence. The college is positioned to join its top-ranked sister institutions within the next five years and to become the leader in interdisciplinary research that significantly improves human quality of life.

Strategic Goal 1: Enhance the quality and prestige of our faculty, academic programs, research and scholarship, and teaching excellence in our cross-cutting themes; develop interdisciplinary research initiatives, support and sustain current programs of excellence, promote inter- and intra-college collaboration, and add key new faculty lines to lift the college to national and international prominence.

#### Strategic Objectives:

- Strengthen academic programs in productivity and prestige.
- Hire 3-5 new faculty with strong research and scholarship credentials in college research initiative areas.
- Increase academic awards and recognition by 10%, peer-reviewed publications by 25%, submitted proposals for external funding by 50%, and external funding awards by 100% during the next five years.
- Assure high quality, effective curricula and learning/pedagogical methods and assessment systems; revise college undergraduate core curricular requirements.
- Increase resources for academically gifted students at the undergraduate level and financial support at the graduate level.
- Advance multiculturalism, global awareness, and diversity within the college.
- Achieve increasing national prominence for the college's departments and programs; gain and sustain recognition as one of the top five colleges among members of NASULGC's Board of Human Sciences.
- Implement best practices to attract and retain outstanding faculty members across departments; implement strategies to support success of pre-tenure faculty.

## **Student Enrollment and Retention**

Challenge 2: Changes in state demographics have negatively influenced ISU enrollment projections. Changes in CHS enrollment are similar to other colleges with a decline of about 200 students in the 05-06 academic year. In addition, there was a 16% dropout/transfer rate between the freshman and sophomore years in '04-05 to '05-06. The need to increase diversity among our students is also acute.

Strategic Goal 2: Develop new initiatives to attract, recruit, admit and retain high quality and diverse undergraduate and graduate students.

### Strategic Objectives:

- Increase the number of two plus two transfer agreements with community colleges in Iowa.
- Increase efforts to recruit and retain diverse students, faculty and staff.
- Increase the number of students participating in learning communities and freshman interest groups; and develop new learning communities.
- Increase use of technology, service learning and experimental pedagogies to enhance learning in two or more courses/year.
- Increase name recognition of the college and its departments/majors/programs.
- Increase enrollment by 15% over the next five yrs; improve gender balance by five to ten percent.
- Increase programs to recruit/retain freshman students as well as transfer students.
- Promote mentorship programs, leadership development activities and diverse learning experiences.
- Increase graduation and certificate/licensure completion rates by 10% over the next five yrs.
- Increase minority enrollment by x% over the next five yrs.
- Increase international student enrollment by three percent over the next five yrs (to align with ISU's numbers)
- Increase graduate enrollment by x% over the next five yrs.
- Develop an excellent college freshman and transfer student orientation program.

## **Outreach and Engagement**

Challenge 3: Examples of excellence in extension, continuing education and community exist in CHS. Yet, performance in extension and engagement is uneven across the college with respect to graduates, professional groups, donor relations, University Extension (including 4-H), the public school system, community colleges, the business community, and other stakeholders.

Strategic Goal 3: Strengthen engagement state-wide, nationally and abroad with external audiences in communities, educational institutions, professional organizations, public policy think tanks and other groups through collaborative partnerships; build and support a strong alumni base; and promote opportunities for dialogue and exchanges that enhance learning, research and quality of life.

### Strategic Objectives:

- Double service learning, co-op, and internship opportunities for undergraduate students within the next five years.
- Increase the number of special community initiatives that focus on improving the quality of life for rural and urban citizens and make communities attractive to new residents (devote 20% of ISU Extension to Families base budget to these new initiatives).
- Hire three new CHS faculty, combining extension (60%) with research (40%), to respond to the needs and interests of Iowans within the next five years.
- Connect theory to practice and practice to theory; create theory-driven and evidence-based interventions, programs and partnerships; continue such efforts in ISU Extension to Families programming.
- Increase visibility and centrality of educator preparation within ISU.
- Collaborate with university partners to improve undergraduate and graduate instruction.
- Implement partnerships for mentorship programs, leadership development activities and diverse learning experiences.
- Increase number of students to 50% who study or conduct research abroad.

### **Build the CHS Community Internally**

Challenge 4: As the youngest college at Iowa State University of Science and Technology, CHS is in the process of combining the cultures, histories, and practices of two previously independent units. The college will have to foster an atmosphere of teamwork and fellowship, developing a network and identity for its faculty, staff and students, as well as its external constituents. Name recognition, reputation, and support within the university need to be enhanced and college infrastructure needs to be developed.

Strategic Goal 4: Increase collegiality and collaboration through enhanced communication and engagement among all college stakeholders with programs that cut across disciplinary lines, strengthen infrastructure, decrease bureaucracy, and enhance outreach to other units/organizations across the university.

Strategic Objectives:

- Build name recognition of CHS; create a college marketing plan
- Foster networking across the college among faculty and staff.
- Build infrastructure for core college functions as well as proposal preparation and research support
- Facilitate research, teaching and extension collaboration among members within departments and across departments within the college.
- Strengthen instructional and information technology infrastructure.
- Link to internal audiences, especially in conducting research and improving teaching, learning and assessment both within the college and campus-wide.
- Celebrate existing traditions and create new events that build and reward community spirit and accomplishments.
- Integrate coursework, increase collaboration among degree programs, student projects, and faculty teaching efforts.
- Build a new undergraduate core (or general education) college curriculum.

## Appendix E: Department Chair Promotion and Tenure Evaluation Report Form

DATE: \_\_\_\_\_

Signature of Department Chair:

CANDIDATE: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

PROMOTION: \_\_\_\_\_ TENURE: \_\_\_\_\_

If promotion, rank under consideration:

\_\_\_\_\_

VOTE of Department Review Committee (numbers):

Affirm \_\_\_\_ Deny \_\_\_\_

VOTE of department faculty if applicable (numbers):

Affirm \_\_\_\_ Deny \_\_\_\_

RECOMMENDATION of department chair (check one):

Affirm \_\_\_\_ Deny \_\_\_\_

In a comprehensive evaluative statement and in keeping with the stated university and college policies and Procedures for Promotion and Tenure, delineate and discuss the criteria and evidences of performance used in making decisions to Affirm or Deny promotion and/or tenure.

The statement shall include reference to the following items: name of nominee; date and rank of initial appointment; dates and ranks of promotions; proposed rank; position responsibility statement; academic record; prior experience; teaching and advising assignments and evaluation of performance; research responsibilities and/or achievements; extension assignments and evaluation of performance; professional practice; scholarly work in progress; publications; administrative and committee responsibilities; other pertinent activities (memberships and positions held in professional societies, consultation, committee and public service, etc.); prospects for future development; comments by the department chair;. Additional supporting evidence (e.g., copies of outside reviewers' letters, evaluations of teaching by students and peers, and single copies of key publications) shall also be forwarded to the CHSPTC. Other material requested by the Provost's office should be made available to the CHSPTC as well. In addition, the departmental promotion and tenure standards and procedures document should be made available to the CHSPTC.

\_\_\_\_\_

**Appendix F: College Promotion and Tenure Committee Evaluation Report Form**

DATE: \_\_\_\_\_

Signature of Committee Members:

CANDIDATE: \_\_\_\_\_

\_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

\_\_\_\_\_

PROMOTION: \_\_\_\_\_ TENURE: \_\_\_\_\_

\_\_\_\_\_

If promotion, rank under consideration:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

VOTE (numbers): Affirm \_\_\_\_ Deny \_\_\_\_

In a comprehensive evaluative statement and in keeping with the stated university and college policies and Procedures for Promotion and Tenure, delineate and discuss the criteria and evidences of performance used in making decisions to Affirm or Deny promotion and/or tenure.

\_\_\_\_\_

### **Appendix G: Suggested Timelines for CHSPTC**

First week in September	List of departmental representatives to CHSPTC provided to dean
Mid October	CHSPTC meets with dean
First week in November	Candidate's materials due in dean's office
End of fall semester	College committee report due to dean
Last week in January	Dean informs, in writing, each candidate, the respective chair, and the CHSPTC <sup>40</sup>  Chair forwards the dean's recommendation and summary to the departmental promotion and tenure committee.  Dossiers due in Provost's office

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<sup>40</sup> See Faculty Handbook, Section 5.2.4.2.5