

# Governance Document<sup>1</sup>

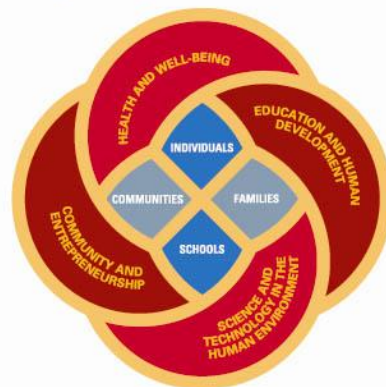
## College of Human Sciences

Iowa State University of Science and Technology

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COLLEGE OF HUMAN SCIENCES

OUR VISION:  
Expanding Human Potential



IOWA STATE UNIVERSITY

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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.

The CHS governance document is the official statement of the College of Human Sciences and follows all policies and procedures found in the *Faculty Handbook*<sup>2</sup>.

## COLLEGE MISSION, VISION, AND CORE VALUES<sup>3</sup>

### Mission

The mission of the College is to create, share, and apply knowledge to improve people's lives through the science and technology of living and learning. We prepare transformative leaders for our nation and the world. To make the world a better place, CHS will use its strengths in student-centered education, global citizenship and collaboration, and innovation in research and technology. CHS will lead in developing sustainable ways to provide innovations in health and wellness, education, entrepreneurship, financial wellness, and STEM fields (science, technology, engineering, and mathematics). We will design tools and an infrastructure leading to enhanced living and learning. Major advancements in 21<sup>st</sup> century living provide opportunities for CHS at the global forefront to address common challenges.

### Vision

Our vision expands human potential across the lifespan by improving science and technology that applies throughout people's daily living and learning. Our College embraces a deep passion for health and well-being, education, science and technology, and community. We aspire to excellence in research and scholarly programs; focusing on complex issues among individuals, families, educational institutions, and communities using science and technology, entrepreneurship, contemporary learning, and lifestyle changes.

#### COLLEGE OF HUMAN SCIENCES

#### OUR VISION: Expanding Human Potential



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<sup>2</sup> *Faculty Handbook* may be accessed at <http://www.provost.iastate.edu/resources/faculty-handbook>

<sup>3</sup> *2011-2016 CHS Strategic Plan* may be accessed at <http://www.hs.iastate.edu/about-2/planning/strategic/goals-objectives-and-strategies/>.

### Core Values

Academic excellence	Intellectual inquiry
Accessibility	Learner-centered instruction
Adaptability	Land-grant mission-focus
Advanced technologies	Public outreach
Collaboration	Resiliency
Diversity and equity	Responsibility
Entrepreneurship	Sustainability
Innovation	Transformative research
Interdisciplinary focus	Transparency
Integrity and civility	

### CONCEPT OF SHARED GOVERNANCE<sup>4</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, graduate students 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/director 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/director, are eligible for election to the faculty committees at department levels. Elections are arranged and conducted by the faculty or respective department chair/director in accordance with departmental/school governance documents.

Governance documents exist in each of the departments/school of CHS. These include procedures for evaluation of department chairs/director, election of faculty to departmental and college committees, procedures for promotion and tenure, post-tenure review, and voting privileges within each department/school. While the departmental documents establish policies and procedures within each department, the CHS Governance Document takes precedence over departmental governance documents for matters at the college level.

The preamble and the appendices are for information purposes only, and are not a binding part of the governance document.

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<sup>4</sup> Adapted from the former College of Family and Consumer Sciences Governance Document, 2002, p.3

## **MATTERS OF JOINT AUTHORITY<sup>5</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/school 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/school by the department chair/director 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/school for which the administrator is responsible. Chairs of department chair/director 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/school, the faculty at the department/school level may develop additional procedures for recommendations related to salary increases.

### **College Leadership**

The selection of administrative officers (college and department/school) will follow university and Board of Regents' policies, with input from college faculty and university officials, also considering opinions of others who

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<sup>5</sup> Adapted from the former College of Family and Consumer Sciences Governance Document, 2002, p.4



are appropriately invested. The dean is appointed and re-appointed by the Board of Regents upon recommendation by the president.<sup>6</sup>

### **MATTERS OF PRIMARY FACULTY AUTHORITY<sup>7</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/school 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/school 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/school and college curriculum committees. College curriculum matters are voted upon by the eligible college faculty and further approved according to Section 10.8 of the Faculty Handbook.

#### **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/school procedures. The Associate Dean for Research and Graduate Education provides leadership for new faculty orientation and faculty development at the early-career stages in areas of teaching, research and service. Senior faculty also mentor early-career and mid-career faculty. In the areas of promotion, the granting of tenure, and dismissal, departmental/school 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/director shall review all tenure/promotion/dismissal documents in their role as department chair/director and make recommendations to the dean and the CHS Promotion and Tenure Committee, however, the chairs/director 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/school. 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>6</sup> See Personnel, Authority of the Board of Regents available at [http://www.iowaregents.edu/media/cms/PolicyManual2016\\_D920AFF6244B4.pdf](http://www.iowaregents.edu/media/cms/PolicyManual2016_D920AFF6244B4.pdf)

<sup>7</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, including partner accommodations, faculty input is systematically sought at the college and/or departmental/school 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>8</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/school and any faculty senate senators-at-large who are members of departments/school 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/school that are jointly administered by the CHS and another college and that meet the criteria specified above are eligible to vote.

### **APPOINTMENT POLICIES AND PROCEDURES<sup>9</sup>**

#### **Types of Appointments<sup>10</sup>**

As described in the *Faculty Handbook*, Section 3.3, 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). Appointment policies for non-tenure-eligible research appointments are described in the *Faculty Handbook*, Section 3.3.3.1. The type of appointment influences such considerations as fringe benefits, tenure status, and renewal procedures.

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<sup>8</sup> Adapted from the College of Agriculture and Life Sciences' Governance Document, June 1, 2007 (rev), p. 5.

<sup>9</sup> See *Faculty Handbook*, Section 3

<sup>10</sup> See *Faculty Handbook*, Section 3.3

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/school 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.<sup>11</sup>

### **Appointment Procedures<sup>12</sup>**

The chair/director initiates a proposal for a new appointment after consultation with the members of the department/school. Upon receipt of approval from the dean(s) and provost, the department/school follows university search procedures. When a candidate has been identified for the appointment, the chair/director 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.

Appointment procedures for non-tenure-eligible research appointments are described in the *Faculty Handbook*, Section 3.3.3.2

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<sup>11</sup> See *Faculty Handbook*, Section 3.1

<sup>12</sup> See *Faculty Handbook*, Section 3.2

## EVALUATION OF FACULTY MEMBERS

### Annual Performance Evaluations<sup>13</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/school director 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/school, it may be desirable for the chair/director to select other persons from the department/school to aid in this evaluation. Following the review, the chair/director 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/school. Similar procedures apply to faculty holding administrative positions, such as the department chair/school director, 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>14</sup>

Tenure-eligible faculty members are reviewed by their departments/school 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/school 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/school 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/school director. 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 review. The dean shall make a recommendation regarding reappointment, documenting the recommendation and justification in a letter to the provost. A separate letter from the dean will be sent to the candidate to inform the candidate of the decision, including justification for the decision with suggestions for improvements, if appropriate.

The review should be based upon departmental/school 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/school governance policies.

Tenure-eligible faculty members with either non-permanent or permanent part-time appointments will have a preliminary departmental/school review during their third year of employment.<sup>15</sup> This review, between the department chair/school director and the faculty member, will include input from departmental/school faculty. As a part of this review, the department chair/school director 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.

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<sup>13</sup> See *Faculty Handbook*, Section 5.1.1.2

<sup>14</sup> See *Faculty Handbook*, Section 5.1.1.3

<sup>15</sup> See *Faculty Handbook*, Section 5.1.1.3

### **Position Responsibility Statement<sup>16</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/director, 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/school and/or faculty member. The position responsibility statement cannot be changed unilaterally by either the chair/director or the faculty member. The governance document in each department/school 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 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/director 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/director and the faculty member.

When tenure is granted, the faculty member and his/her chair/director 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/director. The statement may be reviewed and/or changed more frequently as part of the annual review process, but this is not mandated. Any changes in the statement must be made in consultation between the chair/director 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/schools (or a department/school 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/school and college involved will receive copies of those statements as indicated above. Department chairs/school director will have a position responsibility statement, written by the department chair/school director and the dean, describing the administrative and other departmental responsibilities of the position.

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<sup>16</sup> See *Faculty Handbook*, Section 5.1.1.5

## **Mediation Guidelines to Handle Disagreements Related to the Position Responsibility Statement<sup>17</sup>**

The procedure for handling disagreements related to the Position Responsibility Statement, as described in the *Faculty Handbook*, Section 3.4.4, will be followed. During the time of this mediation process, the existing signed and dated Position Responsibility Statement will remain in effect.

## **PROMOTION AND TENURE POLICIES AND PROCEDURES<sup>18</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/school 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/school 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/school director, 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>17</sup> For tenure-eligible/tenured faculty only

<sup>18</sup> See *CHS Promotion and Tenure Policies and Procedures*, April 2006; p.3-4.

### **Criteria for Awarding Tenure<sup>19</sup>**

It is the policy of Iowa State University that all faculty of the university shall be clearly informed as to the personnel policies of the institution. Personnel policies of the institution are contained in the *Faculty Handbook*, the ISU Policy Library, <http://www.policy.iastate.edu/> and in departmental/school and college governance documents as well as in additional supplemental information provided to departmental/school administrative officers. For each faculty member, the conditions of employment, including the length of appointment, shall be clearly stated in writing, along with a statement specifying tenure status and length of probationary period.

Tenure eligible faculty not initially hired on part-time appointment may request the conversion of their position to a non-permanent part-time appointment. At the time these changes are made, the conditions of employment, including the revised length of appointment and the review schedule, shall be clearly stated in writing, along with a statement specifying tenure review status and length of the revised probationary period.

The criteria by which probationary faculty in a department/school are evaluated for tenure shall be stated in writing as clearly and specifically as possible as part of the department's/school's promotion and tenure document. A central component of each review is a written position responsibility statement for each candidate. Criteria will be consistent with a commitment to excellence in scholarship and apply to the position responsibilities of probationary faculty. Such criteria and position responsibilities must not impinge upon the academic freedom of the probationary faculty.

The criteria by which faculty with part-time appointments are evaluated for tenure shall not differ from the criteria by which fulltime faculty are evaluated. At the time of tenure review, faculty with part-time appointments will have accumulated an equivalent amount of service to those with fulltime appointments.

### **Tenure for Faculty Members in Administrative Positions<sup>20</sup>**

At Iowa State University, the appointment of an individual to an administrative position does not automatically guarantee tenure in a department/school. The policies described in the *Faculty Handbook*, Section 5.2.1.2 for awarding tenure for faculty members in administrative positions will be followed by the College of Human Sciences.

### **Voting Procedures<sup>21</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/school promotion and tenure committee, that faculty member may not vote again on the same decision at the departmental/school, college, or other levels.
- If a faculty member votes in a promotion and tenure decision at the departmental/school level, that faculty member may not vote again on the decision at the college or other levels.
- Since the chair/director of the department/school independently evaluates promotion and tenure decisions, he or she may not also vote on the decision at the departmental/school 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

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<sup>19</sup> See *Faculty Handbook*, Section 5.2.1.6

<sup>20</sup> See *Faculty Handbook*, Section 5.2.1.2

<sup>21</sup> See *Faculty Handbook*, Section 5.2.4.1

(departmental/school, 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/school 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/school 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/school director. The Department/School Review Committee may also advise the candidate with preparation of the materials.

Once the candidate has established his or her file for departmental/school 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/school promotion and tenure document, the Provost's office website, the *Faculty Handbook*, and the documentation guidelines in this document.
- Inform the department chair/school director 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.

- 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/School and Department Chair/School Director Responsibilities<sup>22</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/School Director Promotion and Tenure Evaluation Report Form (completed by the department chair/school director). 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/school, 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/school 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/school must have a document that sets forth the standards and procedures governing promotion and tenure of faculty within that department/school. The department/school document may specify standards that exceed those of the university or college provided that they do not contradict university or college standards. The department/school procedures for promotion and tenure review must be approved by the tenured and tenure-eligible faculty of the department/school, by the dean, and by the provost.

Each promotion and tenure document shall specify:

- How candidates are identified for review.
- The composition and method of selecting the departmental/school review committee.
- The procedures followed by the committee in the review process.
- The role of the department chair/school director 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/school review committee.

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<sup>22</sup> See the *Faculty Handbook*, Section 5.3.3.

- The means by which candidates submit information and documentation.
- The procedure for obtaining external evaluations to be used by the department/school in the review.
- The procedures for appeal within the department/school by a faculty member who concludes that he or she did not receive a fair review.

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

### **Review by the Department Chair/School Director**

The department chair/school director shall:

- Provide candidates with the names of members of any committee who participated in the department/school level review.
- Prepare a Department Chair/School Director 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/school review committee of the chair's/director's recommendations regarding promotion and/or tenure.
- Include with the Department Chair/School Director 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/school committee, or the department chair/school director, 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/school recommendations of candidates for promotion and/or tenure. The committee shall evaluate all information provided by the candidate and the department/school. 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/school policies and procedural statements.

The CHSPTC shall consist of one representative from each department/school in CHS. Committee membership shall be limited to tenured faculty holding the rank of professor. When a department/school does not have a full professor to represent the department/school, under the provisions noted above, the department/school shall elect a faculty member at the associate professor level (tenured) to serve on the committee. The departmental/school representative shall be nominated and elected by tenured and/or tenure-eligible faculty from their respective departments/school. 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/school shall select a replacement member to serve on the CHSPTC for that particular case. Should less than 100% of eligible P&T committee members be available to conduct business, the department/school shall select a qualified substitute member as per the unit's selection process.

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/school, college, and university tenure and promotion standards.
3. The departmental/school 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>23</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/school to accompany the recommendation. If additional information is needed or if questions are raised concerning the departmental/school recommendation, the committee shall request that the department/school make available the relevant materials. Such a request is made by memo to the department chair/school director from the committee member representing that department/school. Otherwise, there shall be no direct communication concerning the P&T cases between the CHSPTC committee and departments/school or candidates after a departmental/school recommendation has been forwarded to the CHSPTC.

During the scheduled review period, the CHSPTC shall meet to discuss all cases and the respective departmental/school 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/school 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/school and including the chair shall have one vote. CHSPTC members shall not vote on candidates from their own department/school 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/school 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.

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.

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<sup>23</sup> See Appendix F

### **Review by the Dean<sup>24</sup>**

The results of deliberations by the department/school promotion and tenure committee, the department chair/school director, 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/school and from the CHSPTC and will present his/her recommendations to the provost, along with the recommendations and votes of the college and department/school 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/school, chair/director, 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/school promotion and tenure committee.<sup>25</sup> It is recommended that the department chair/school director 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/director, 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>26</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/school in CHS should specify intradepartmental/school 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*.

### **Other Circumstances**

#### **Terms of Probationary Service<sup>27</sup>**

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<sup>24</sup> See *Faculty Handbook*, Section 5.2.4.3.3

<sup>25</sup> See *Faculty Handbook*, Section 5.2.4.3.3

<sup>26</sup> See *Faculty Handbook*, Section 5.2.4.4.5

<sup>27</sup> See *Faculty Handbook*, Section 5.2.1.4

As stated in Section 5.2.1.3 of the *Faculty Handbook*, the date that a tenure-eligible faculty member actually begins the performance of his or her duties at or on behalf of Iowa State University marks the beginning of the probationary period, except for mid-year appointments. The length of the probationary period must be specified at the time of the initial appointment. The length of the probationary period may exceed seven years only for faculty who have had an extension of the tenure clock or for faculty on part-time appointment for a portion of the probationary period.

### **Joint Appointments**

For joint appointments, departments/school 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/school, with advice from the secondary department/school. Prior to the review the chairs/director should decide on the role to be played by the secondary department/school, including the preparation of the documentation from the secondary department/school and the process for including that documentation in the review. In cases with an equal division of responsibilities, the departments/school 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/school committee and department chair/school director from the secondary department/school shall forward their recommendations and materials on joint appointment candidates to the primary department/school. 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.

### **Policy and Procedures for Evaluating Teaching Assistants<sup>28</sup>**

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

Evaluations of teaching assistants will follow the procedures identified in the *Faculty Handbook*, Section 5.6.1.

### **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 Policy<sup>29</sup>**

The College of Human Sciences follows the University Post-Tenure Review Policy found in Section 5.3.4.6 of the *Faculty Handbook*.

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<sup>28</sup> See *Faculty Handbook*, Section 5.6.1

<sup>29</sup> See the *Faculty Handbook*, Section 5.3.5

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## Evaluation, Renewal, and Advancement of Non-Tenure-Eligible Appointments<sup>30</sup>

### Evaluation, Renewal, and Advancement Policies for Lecturer, Senior Lecturer, Clinician, Senior Clinician, and Adjunct appointments<sup>31</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.

Evaluations for renewal of appointment will be conducted by an appropriate faculty committee and recommended by the department chair/school director 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>32</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/school 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/school 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.

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<sup>30</sup> See *Faculty Handbook*, Section 5.4

<sup>31</sup> See *Faculty Handbook*, Section 5.4.1

<sup>32</sup> See *Faculty Handbook*, Section 5.4.1.1

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### **Evaluation, Renewal, and Advancement Procedures for Lecturer, Senior Lecturer, Clinician, Senior Clinician, and Adjunct Appointments<sup>33</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.
- 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>34</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>35</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.

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<sup>33</sup> See Section 5.4.1.2 of the *Faculty Handbook*

<sup>34</sup> See Section 5.4.1.4 of the *Faculty Handbook*

<sup>35</sup> See Section 5.4.1.5 of the *Faculty Handbook*



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### **Evaluation, Renewal, and Advancement of Continuous Adjunct Appointments<sup>36</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>37</sup>**

Visiting appointments are not renewable.

### **Evaluation, Renewal, and Advancement of Collaborators<sup>38</sup>**

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

### **Evaluation, Renewal, and Advancement of Affiliates<sup>39</sup>**

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

### **Evaluation, Renewal, and Advancement for Non-Tenure-Eligible Research (NTER) Appointments<sup>40</sup>**

Appointments for all ranks of NTE research faculty 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/school contingent on continuation of external funding (except that research professors supported by federal funds shall be governed by applicable federal policy) and departmental/school 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/school 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.

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<sup>36</sup> See Section 5.4.2 of the *Faculty Handbook*

<sup>37</sup> See Section 5.4.3 of the *Faculty Handbook*

<sup>38</sup> See Section 5.4.4 of the *Faculty Handbook*

<sup>39</sup> See Section 5.4.5 of the *Faculty Handbook*

<sup>40</sup> See Section 5.4.6 of the *Faculty Handbook*

## EVALUATION OF THE DEAN <sup>41</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 seven members---a faculty representative from each department/school (selected through procedures identified in departmental/school governance documents); one college department chair/school director; and one outside evaluator, preferably with college administrative experience. The department chair/school director and outside evaluator will be selected by the CHS Faculty Caucus through nominations received from eligible college faculty.

### 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.

## EVAULATION 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

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<sup>41</sup> See Section 5.5 of the *Faculty Handbook*

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/SCHOOL DIRECTOR**

As documented in the *Faculty Handbook*, Section 5.1.2, "Periodically each department chair/school director 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/school faculty input are provided within the evaluation process." Department chairs/school director are typically appointed for three to five years (not to exceed five years), as specified within their respective department's/school'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/school faculty members, according to the respective department's/school's governance document.

At the beginning of the final year of the department chair's/school director'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/school'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/school director. The faculty will make a recommendation to the dean, in the manner designated by the departmental/school governance document. The dean will take the faculty recommendation into account in making the reappointment decision.

### **FACULTY CONDUCT POLICY**

The CHS adheres to the Faculty Conduct Policy found in the *Faculty Handbook*, Section 7.

### **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/school director are charged with the responsibility to distribute to their department/school 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**

Proposed changes/amendments to the college governance document may be requested by the dean, the CHS Faculty Senate (FS) Caucus, or by a petition representing at least 20% of the voting faculty. Proposed change(s) are reviewed by the CHS Faculty Senate Caucus (Caucus) to determine degree of significance. The Caucus may decide that a change is sufficiently minor that no forum or college-wide vote is necessary. Alternatively, the Caucus may decide that only a college-wide vote is necessary without a forum. The Caucus decision must be unanimous by all members. If the decision is not unanimous, then a forum and electronic vote are required. When a college-wide forum is held, the Caucus chair will preside. In the case of a college-wide electronic vote, approval requires a positive majority of electronic votes cast to change/amend the CHS governance document. All approved revisions to the CHS governance document will be communicated to faculty and staff in a timely fashion.

## **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-2/people/> 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/school 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/school director search committees. The search committee chair will be from outside the department/school. All search committees in the college will include at least one other member outside of the department/school.
- 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/school 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/school 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/school 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/school director, 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; and Student Services**

#### *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>42</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.

#### *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.
- E. Supervise the Director of CHS International Programs.

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<sup>42</sup> Adapted from Implementation Plan for Diversity, Equity, and Community: 2006-2011, April 2005.

*Learning Communities*

- A. Provide direction and leadership for learning communities.

*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.
- B. Facilitate procurement of external grants and contracts through administration of CHS- research and sponsored programs office.
- C. Administer college-funded programs with respect to research and scholarship.
- D. Serve as leader and manager of CHS – research and sponsored programs office.
- E. Facilitate and enhance research and scholarship activities among faculty in the departments/school 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.
  - 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/school 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 and information technology services by:
  - 1. Establishing goals and strategies.
  - 2. Coordinating distance program development in the college.
  - 3. Keeping abreast of information technology needs and services and coordinating department, college, and university efforts to support faculty, staff, and students.
  - 4. Assuring quality.
  - 5. Supervising the work of the Directors of ODEET and ITS.

*Other*

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

**Role of the Associate Dean for Extension and Outreach, Director ISUE to Human Sciences**

The Associate Dean for Extension and Outreach within the College of Human Sciences at Iowa State University and Director for ISU Extension and Outreach to Human Sciences (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 and Outreach. Responsibilities include:

- A. Serve as the director of Human Sciences Extension and Outreach.
- B. Lead the College's Extension and outreach efforts by developing coalitions, strategies, and action plans to make the College a national human sciences model by integrating research from the College's departments/school into the work of Extension and Outreach, developing and sharing innovations and best practices locally, regionally, and nationally.
- C. Collaborate with other ISU Extension and Outreach program units and 20 multi-county Extension Education regions for program excellence.
- D. Lead the ISU Extension and Outreach to Human Sciences Advisory Council and integrate input into daily operations to improve program effectiveness.
- E. Provide leadership for development, delivery, and evaluation of issue-based, ongoing, and interdisciplinary Human Sciences Extension and Outreach programs within the university and with outside agencies and institutions.
- F. Develop and maintain effective partnerships at state, multi-state, and national levels to enhance programming efforts focused on well-being of families.
- G. Develop and direct programming efforts focused on well-being of families.
- H. Develop and direct entrepreneurial approaches in procuring revenue through grants, contracts, gifts, and user fees to support and expand ISU Extension and Outreach programs. Manage a multi-million dollar budget.
- I. Direct and facilitate the use of educational and communication technologies and creative formats for reaching a variety of constituents.
- J. Recruit, hire, and supervise a diverse campus and field staff funded from base budgets and revenue generation.
- K. Provide direction for the development and implementation of College Extension and Outreach programs, budgetary, and management policies as a member of the College and University Extension and Outreach administrative teams and the 12 state North Central Regional Family and Consumer Sciences Program Directors.
- L. Contribute to the academic success of the College by supporting graduate students, conducting research, guest lecturing, and producing scholarly products as appropriate for Extension and Outreach.
- M. Other duties as assigned by the Dean and/or Vice President for Extension and Outreach.

### **Department Chair/School Director**

The department chair/school director is the chief executive officer of a department/school and reports to the dean. The department chair/school director is responsible for leading the overall work of the unit in the areas of teaching, research, and service, preparing and administering the 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/school director will also recommend merit salary recommendations to the dean. The department chair/school director is also responsible for the overall academic supervision of the unit's students. Through significant interaction with faculty, the department chair/school director holds key leadership roles in recruiting high-quality faculty and students, facilitating faculty development, developing and implementing quality academic programs, and in advancing the unit's resources and program quality. The department chair/school director 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/school director, the academic fiscal officer, and the director of operations. 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.

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## **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/school and college administrators, and to the university through UAAC.
- The committee will meet a minimum of four times per semester.

#### **Membership & Term of Service**

- One (1) representative (may be an advisor or faculty member) from each department (AESHM, SOE, FSHN, HDFS, KIN) within the CHS, 3-year term or as specified by each department/school.
- Classification officer.
- Advising coordinator.
- Multicultural Liaison Officer (MLO).
- One (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/school representatives for yearly term. The secretary will be responsible for minutes to be provided to all college advisers in a timely manner.
- Departmental/school representatives will serve three (3) year terms and will be appointed by the department chair/school director 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**

- One (1) faculty member from each department/school (AESHM, SOE, FSHN, HDFS, KIN), 3-year term or as specified by each department/school.
- One (1) advisor from each department/school (ex-officio), 3-year term or as specified by each department/school.
- Classification officer (ex-officio).

- The chair shall be appointed by the dean and will serve on the Faculty Senate Academic Standards Committee.

### **Career Services Committee**

#### **Responsibilities**

- Communication and dissemination of information related to internship coordination within the college.
- Discuss and make recommendations on current policies/procedures which affect undergraduate students.
- Facilitate information exchange among department/school internship coordinators and the Career Services Office.

#### **Membership & Term of Service**

- Internship coordinators from each department/school.
- Career Services Director.
- Chair will be the Director of Career Services.
- The committee will meet a minimum of once per semester or more frequently as needed.

### **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.
- CHS Faculty Senate Caucus members serve as faculty representatives. Term of service is the same as the Faculty Senate appointment. The CHS representative to the Provost's Budget Advisory Committee also serves as a member of the committee.
- One (1) departmental/school fiscal officer, selected by council of departmental/school fiscal officers.
- College fiscal officer (ex-officio).
- The committee will meet a minimum of once per semester or more frequently as needed.

### **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**

- One (1) representative per department/school (both faculty and staff are eligible), 3-year term.
- Multicultural Liaison Officer (ex-officio).
- Associate dean (ex-officio).
- One (1) undergraduate student, 1-year term.
- One (1) graduate student, 1-year term.
- One (1) representative from Extension, 3-year term.
- One (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/Heddleson Faculty Award**

#### **Responsibilities**

- Solicit and review proposals submitted to the Hilton Proposal Fund and Heddleson Faculty Award. The committee will follow the established guidelines for the grants.

#### **Membership and Term of Service**

- One (1) faculty representative, 3-year term.
- One (1) representative from Extension faculty, P&S- 3-year term.
- One (1) undergraduate student, 1-year term.
- One (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.

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## 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>43</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/school's curriculum committee.
- Chairs of each departmental/school curriculum committees or representative from each department/school (3-year term).
- One (1) additional member from the department/school of the chair of the Curriculum Committee (2-year term).
- One (1) undergraduate student, 1-year term. Student representatives are appointed by CHS Student Council.
- One (1) graduate student, 1-year term. Student representatives are appointed by CHS Student Council.
- Classification officer.
- Educator Preparation Education (EPP) representative (ex officio).
- Associate dean (ex officio).
- Dean's office representative (support).

### Educator Preparation Coordinating Council (EPCC)

The Educator Preparation Coordinating Council (EPCC) is the policy-making body for the Educator Preparation Program (EPP), with membership representing all areas of teacher education and educational leadership (principal and administrator) at ISU. The (EPCC) is the organizational entity, "unit," within the institution with the responsibility of administering the University Educator Preparation Program.

### Responsibilities

- Use (EPCC) 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 and administrators).
- Develop and administer ISU teacher and administrator education policies following deliberative and inclusive processes, consistent with CHS governance.

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<sup>43</sup> See Section 10.8 of the *Faculty Handbook*



- While the (EPCC) 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/school and college curriculum committees. The (EPCC) will only take action on the State-approved BOEE exhibit sheets.
- Monitor and support ISU education preparation programs to ensure compliance with state licensing rules.
- (EPCC) has three subcommittees: Selection and Retention, Field Advisory, and Assessment.
  - These subcommittees have the following duties:
    - Selection and Retention- Recommend to (EPCC) eligible students for admission to EPP.
    - Assessment Subcommittee- Lead the assessments of education students, faculty, alumni, and other stakeholders and address findings/results with the (EPCC). 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 (EPCC) 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/school director.
- One (1) pre-service teacher education student and 1 educational leadership student representing.
- One (1) PK-12 school teacher at any education level (i.e. ECE, elementary, or secondary).
- One (1) PK-12 school administrator at any education level (i.e., ECE, elementary, or secondary).
- Director of Teacher Education Services (TES) (ex-officio).
- Two (2) coordinators of field experiences (ex-officio) from TES.
- University licensure analyst (ex-officio).
- Department chair/school director representing the professional core curriculum (ex-officio).
- School of Education Director or Associate Director (chair).

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

#### **Responsibilities**

- The committee is responsible for 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 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/school 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/school 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/school on the committee. The chair will represent CHS on the university Faculty Recognition and Development Committee.
- One (1) representative from each department/school, 3-year term or as specified by departments/school.
- One (1) P&S staff member not associated with an academic department/school, 3-year term or as specified by departments/school.
- One (1) merit staff member who is not associated with an academic department/school, 3-year term or as specified by departments/school.
- One (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**

- One (1) representative per department/school, 3-year term.
- One (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 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/school 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.
- One (1) faculty representative per department/school, 3-year term.
- One (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).
- One (1) undergraduate student representative, 1-year term.
- One (1) graduate student representative, 1-year term.
- International program administrative assistant.
- Associate dean (chair).

### **Outcomes Assessment Committee**

#### **Responsibilities**

- Review departmental/school assessment results and coordinate departmental/school 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**

- One (1) faculty member per department/school, 3-year terms or as specified by departments/school.
- One (1) graduate student, 1-year term.
- One (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.

### **CHS P&S Council**

#### **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/school director or highest level supervisor of the unit.

- One (1) representative from each academic department.
- One (1) representative from the school of education.
- One (1) representative from dean's office.
- One (1) representative from IT services/distance education.
- One (1) representative from student services/international programs.
- One (1) representative from communications.
- One (1) representative from P&S Council (ex-officio).

- Dean or dean's representative (ex-officio).
- Chair-elect, chair, and past-chair leadership format used, each selected from the committee.
- Past-chair will serve a one-year term after expiration of the chair position, regardless of 3-year term ending date.
- Three (3)-year staggered terms beginning on July 1, maximum of two consecutive terms.

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

#### **Responsibilities**

- Advise the dean and associate dean for research 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 and research-related grants.
- Recommend appropriate research resources for faculty, staff, and students.
- Review guidelines for scholarship, solicit eligible graduate students, and select recipients.
- Review faculty professional development assignment applications, previously reviewed and ranked by the respective department chair/school director. The committee will recommend, not recommend, or suggest changes to improve the project description, especially regarding impact and public value.

#### **Membership and Terms of Service**

- Associate Dean for Research and Graduate Studies, will serve as chair.
- DOGE from each department/school, 3-year term or as specified by each department/school.

### **Safety and Sustainability Committee**

#### **Responsibilities**

- Coordinate safety and sustainability related issues which affect the college and individual departments/school.
- Use CHS Safety and Sustainability Committee meetings as a forum for information gathering and dissemination.
- Use CHS Safety and Sustainability 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/school and programs.
- Address all safety changes necessary for the college and departments/school, including the accommodations necessary for individuals with disabilities.
- Monthly meetings unless otherwise warranted.

#### **Membership & Terms of Service**

- Departmental/school or other academic unit representatives. Each department chair/school director will nominate one Safety and Sustainability Committee representative. Representatives may be faculty, P&S employees, or merit staff.
- Director of Operations (ex-officio).
- Three (3)-year staggered terms (renewable).
- Chair will be elected at the first meeting of each academic year. Renewable one-year term.

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

#### **Responsibilities**

- Review, evaluate, and recommend proposals from the College of Human Sciences for university Computation Advisory Committee (CAC) consideration. Distribute all CAC funds to departments/school based on enrollment and student credit hours. See below for voting privileges. Review departmental/school 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/school committees, with equal faculty/student representation.
- 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.

#### **Membership & Term of Service**

- One (1) undergraduate/graduate student from each academic department/school, 1-year term. Student members may only vote on Computation Advisory Committee (CAC) business.
- One (1) faculty member from each academic department/school, 3-year term. A faculty member may only vote on Computation Advisory Committee (CAC) business if her/his departmental/school student representative is present. The same faculty member may vote on all non-CAC business.
- One (1) faculty chair (non-voting; 3-year term).
- One (1) Director of Informational Technology (IT) Services (limited to voting on non-CAC business).
- One (1) Director of Online and Distance Education (ODEET) Services (limited to voting on non-CAC business).
- One (1) Director of College Communications Division (limited to voting on non-CAC business).
- Director of Operations (non-voting, ex-officio).

### **Undergraduate Student Recruitment Committee**

#### **Responsibilities**

- Coordinate college and department/school 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**

- One (1) CHS Ambassador (1-year term).
- One (1) representative per department/school (KIN, SOE, AESHM, HDFL, FSHN) (3-year term or as specified by departments/school).

- One (1) representative from Educator Preparation Program, selected by associate dean for educator preparation.
- Continuous appointment of CHS Recruitment Coordinator, Chair.
- CHS Minority Liaison Officer (ex-officio).
- CHS 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**

- One (1) representative per undergraduate department/school, 3 year term (renewable).
- One (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).

## **APPENDIX D: STRATEGIC PLAN**

The CHS strategic goals and objectives are inextricably linked to and reinforce the mission, vision, priorities, and values of the University 2010-2015 Strategic Plan. The 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. Please see the CHS Strategic Plan available at <http://www.hs.iastate.edu/about/planning/strategic/>.

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**APPENDIX E: DEPARTMENT CHAIR/SCHOOL DIRECTOR PROMOTION AND TENURE  
EVALUATION REPORT FORM**

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

Signature of Department Chair/School

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

\_\_\_\_\_

DEPARTMENT/SCHOOL: \_\_\_\_\_

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

If promotion, rank under consideration:

\_\_\_\_\_

VOTE of department/school Review Committee (numbers):

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

VOTE of department/school faculty if applicable (numbers):

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

RECOMMENDATION of department chair/school director (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/school director;. 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/school promotion and tenure standards and procedures document should be made available to the CHSPTC.

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**APPENDIX F: COLLEGE PROMOTION AND TENURE COMMITTEE EVALUATION REPORT  
FORM**

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

Signature of Committee Members:

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

\_\_\_\_\_

DEPARTMENT/SCHOOL: \_\_\_\_\_

\_\_\_\_\_

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.

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**APPENDIX G: SUGGESTED TIMELINES FOR CHSPTC**

First week in September	List of departmental/school 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/school director, and the CHSPTC. <sup>44</sup>  Chair forwards the dean's recommendation and summary to the departmental/school promotion and tenure committee.  Dossiers due in Provost's office

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<sup>44</sup> See *Faculty Handbook*, Section 5.2.4.2.5