

Governance Document
Department of Agronomy
Iowa State University of Science and Technology

Version 5.3

April 11, 2019

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1 Preamble

The faculty and chair of the Department of Agronomy share governance responsibilities in accordance with college and university policies. Governance is organized to promote the missions of the Department of Agronomy, the College of Agriculture and Life Sciences, and Iowa State University. The chair has responsibilities as outlined in this document to oversee the budget and space allocation, administrative structure, departmental operations, and personnel matters. The department faculty serve in an advisory role to the chair to carry out these responsibilities.

The department faculty have responsibility for the education and research programs within the department. This includes, but is not limited to, developing faculty promotion and tenure policies and procedures, advancement and renewal policies and procedures, admissions requirements, graduation requirements, curriculum, degree programs, grading procedures and policies, research programs, extension and outreach programs, and service. The chair serves in an advisory role to the faculty to facilitate these responsibilities.

2 Mission Statement

The mission of the Iowa State University (ISU) Department of Agronomy is to provide continued excellence in agronomic teaching, research, and extension/outreach. The department achieves this by serving Iowa, the nation, and the world in ways that:

- Expand knowledge in crop, soil, and atmospheric sciences.
- Identify, develop, and deliver appropriate information and technologies for agronomic practice.
- Prepare students for successful careers and continued education in agronomic and related sciences.
- Improve crop production and soil management practices, while enhancing environmental quality and sustainability, through interdisciplinary cooperation.
- Anticipate and respond to societal needs relative to food, feed, fuel, and fiber production.
- Promote, through education, harmony among the diverse clienteles served by the Department of Agronomy.

3 Document Organization and Nomenclature

The Department of Agronomy Governance Document is under the authorities of the university and the College of Agriculture and Life Sciences (CALs). Should conflicts exist among department, college, and university documents, the higher-level governance document prevails. The college document must comply with the university document, and the departmental document must comply with the college document, as stated in the ISU Faculty Handbook (FH #2.6). The rules and regulations of higher-level documents are still in effect even if absent from the lower-level document. The lower-level document may be more specific than a higher-level document as long as it complies with the higher-level document. Thus, faculty members are affected by and should be familiar with the governance documents of the university, the college, and the department.

The faculty shall be all individuals who hold faculty rank in the department. The DC is the Department Chair and serves as the chief executive officer of the department. The Dean is the chief executive officer of CALS. Graduate Major Faculty are faculty within the department who are members of specific graduate majors (membership elected by members of those majors as explained later). The PTC is the Promotion and Tenure Committee (membership and duties defined later). The RAC is the Renewal and Advancement Committee (membership and duties defined later). The PTRC is the Post-tenure Review Committee (membership and duties defined later). The PRS is the position responsibility statement (defined later). A candidate is the individual being considered for faculty appointment, annual review, promotion and/or tenure, advancement, post-tenure review, or renewal. A mentor is a member of the faculty appointed by the DC to assist the candidate in matters of professional development, promotion and/or tenure, advancement, or renewal. Documentation is those items prepared and submitted to support the case of a candidate. Duties outlined in this document to be conducted by the DC may be delegated by the DC to his/her representative(s). Dates suggested are for guidance only and may be changed as deemed appropriate by the DC to meet college and university requirements and deadlines. Other committees are defined in the appendix, and a summary of acronyms used in this document are listed in Section 12.

3.1 Faculty Voting Rights

The regular voting faculty shall consist of all tenured and tenure-eligible faculty whose tenure home is in the department.

Term faculty receiving ISU salary with an appointment in the department that is equal to or greater than 75% shall vote only on the following.

- Admission and graduation requirements, curriculum and course revisions, new degree programs, grading procedures, and candidate recommendations for diplomas, degrees, and certificates to be conferred by the president (FH 2.4.1).
- Issues within a graduate major of which they are a member (Section 4.3).
- Aspects related to the hiring, renewal, and advancement of term faculty including RAC membership (Sections 5.3.3 and 9).
- Changes to Sections 5.3.3 and 9 of this governance document (Section 11).

3.2 Binding Sections

The preamble to this document is for informational purposes only, and it is not a binding part of the governance document (FH #2.6). Appendix A (Standing Committees) is binding but the other appendices to this document are not binding. The department maintains the current version of its governance document at a publically available URL link. If the link cannot be located, please contact the DC.

4 Departmental Structure

The department seeks to provide a positive, congenial atmosphere for faculty, professional and scientific staff, technical and clerical staff, graduate students, and undergraduate students in carrying

out its mission. The DC may change the departmental administration structure as s/he deems is appropriate to carry out the mission of the department.

4.1 Department Chair Responsibilities

The department is administered by the DC who has organizational and administrative responsibilities for the department. The DC is responsible to the Dean for conveying college and university expectations and interests to the department, and is responsible to the faculty, professional and scientific staff, technical and clerical staff, graduate students, and undergraduate students of the department for representing their expectations and interests to higher administration.

The DC, acting as the chief administrator of the department, shall be responsible for departmental operations and programs administered by the department. The DC, at his/her discretion, may assign responsibilities to others, and may appoint Associate Chairs (AC) with the Dean's approval, but ultimately retains accountability. The DC appoints Directors of Graduate Education (DOGEs). Other than standing committees outlined in the appendix of this document, the DC may appoint and dismiss ad-hoc committees required for the department to function.

The budget of each academic department is to be made available for inspection by the faculty of that department (FH #2.6.3). The budget should include the department's budgetary resources and expenditures by categories, as well as funds received and expended in the preceding year and projected for the current year. The DC shall present this information at a regularly scheduled faculty meeting. A hardcopy of the budget information shall be available in the main office (office of the DC) for faculty and staff inspection.

4.2 Faculty Responsibilities

All faculty have the responsibility, based on their PRS, to be actively engaged in achieving the department mission, and to understand and be involved in the governance process. Included in these general responsibilities is the need for each member to actively foster a positive and collegial atmosphere for work with other members of the faculty, staff, students, and with the DC. The department shall maintain in each faculty member's personnel file a PRS that defines his/her expectations (details outlined later in this document). All faculty members are responsible for reporting annually on their professional activities. The procedures for such reports are described later in this document.

4.3 Graduate Major Faculty Responsibilities

All tenured and tenure-eligible faculty members within the department normally shall be members of a Graduate Major Faculty, either departmental or interdepartmental. The Graduate College defines a major as an approved academic area of study leading to a graduate degree. Each major is offered by a group of qualified faculty who are responsible for the curricula, requirements, and standards that constitute a distinct program of training. New members to the Graduate Major Faculty are elected by existing members of that Graduate Major Faculty. A listing of faculty for each major is formally maintained by the Graduate College.

For a major singly administered by the department, there shall be a Major Coordinator, who helps coordinate activities along with the DOGE for that major. The Major Coordinator shall either be elected by the faculty within that major or appointed short-term (up to one year) by the DC. The DC is responsible for announcing elections or appointments.

A faculty member requests major membership by submitting credentials to the DC. The DC forwards the request to the Major Coordinator of the major where membership is requested. The Major Coordinator forwards the credentials to the Graduate Major Faculty for review. A positive majority vote of responding members is needed for the department to recommend to the Graduate College membership to the Graduate Major Faculty.

Members of departmental majors are expected to actively participate in the major. They may do this, for example, by serving as major professor for a graduate student, by serving as a Program of Study Committee (POSC) member, by teaching courses in the major, by serving on committees of the major, or by serving and being involved in distance–education opportunities of the major. On a five–year cycle (beginning in 2015), the Major Coordinator may solicit information from members of the Graduate Major Faculty as to their involvement in the major over the past five years. The Major Coordinator shall review this information. If in the opinion of the Major Coordinator, a faculty member has been inactive in the major, the Major Coordinator may initiate a review. The Major Coordinator shall ask the faculty member if s/he wishes to continue as a faculty member in the major. For those who wish to continue, the Major Coordinator shall share credentials with the active membership and, by majority vote of those voting, the faculty shall determine if continued membership is warranted. Failure to submit the requested involvement information in the major in a timely manner shall serve as a de facto indication that continued membership is not desired.

4.4 Committee Structure

4.4.1 Standing Committees

Standing committees are responsible to the faculty, staff, students, and DC. They are formulated for the purpose of executing department business. Committee membership should reflect the diverse expertise and broad interests of the department. The procedure for committee deliberations follows Robert’s Rules of Order. Minutes of standing committees should be posted in a timely manner in a location available to all in the department or be available from the committee chair upon request. Committee reports at faculty meetings may be included as agenda items as needed. To facilitate the efficient transaction of business, committee meeting attendance normally is restricted to the committee membership, although the members may decide to waive this guideline.

With the exception of the Promotion and Tenure Committee (PTC, described later in this document), faculty members shall be appointed by the DC to standing committees prior to the beginning of the academic year (approximately August 15th). Committees serve during the academic year, from fall semester one year to the beginning of fall semester the next year. With the exception of the PTC, chairs shall be appointed by the DC for a one–year term. Chairs may be reappointed. Committee membership normally shall be for three years, with an opportunity for reappointment. Committees should be structured so that approximately one–third of the membership is renewed each year. The DC shall solicit nominations (including self–nominations) from everyone in the department for persons to serve on departmental standing committees or to serve as committee chairs. The DC shall maintain a roster of standing committee appointments in an easily accessible, online location. A list of standing committees and their responsibilities is provided in Appendix A of this document.

4.4.2 Ad–hoc Committees

The DC or faculty may appoint ad–hoc committees to meet special and/or non–recurring needs of the department. An example of such a committee may be a search committee whose function is to

screen applications for a faculty position. Such committees are expected to function for less than two years. The DC or faculty shall solicit nominations (including self-nominations) for persons to serve on ad-hoc committees.

5 Appointments

The department may grant faculty status to individuals who contribute, or are in a position to contribute, to the teaching, research, extension, administrative, or service activities of the department. The granting of academic rank implies that the individual i) intends to be an active member of the department, ii) is expected to enter into free exchange of intellectual ideas and not have conflicts of interest that would substantially limit the exchange of ideas, and iii) is willing to abide by rules of conduct as outlined in the ISU Faculty Handbook (FH). Service activities shall not be the sole basis for granting of academic rank. For individuals wishing to contribute to and serve on graduate-student committees (POSC), the holding of academic rank within the department is not required; these individuals may be appointed as non-voting members of the POSC. Persons on post-doctoral appointments are not eligible to be faculty members. For all new hires, procedures and protocol established by University Human Resources shall be followed.

5.1 Types of Appointments

Tenured or tenure-eligible faculty shall hold one of the following titles (FH 3.3.1).

- Assistant Professor, Associate Professor, Professor

Term faculty shall hold one of the following titles (FH 3.3.2.2, 3.3.3.1, 3.3.4).

- Lecturer, Assistant Teaching Professor, Associate Teaching Professor, Teaching Professor
- Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice
- Research Assistant Professor, Research Associate Professor, Research Professor
- Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor
- Affiliate Assistant Professor, Affiliate Associate Professor, Affiliate Professor
- Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor

5.2 Minimum Qualifications

- Tenured or tenure-eligible faculty must have a terminal academic degree (normally a doctoral degree).
- All teaching faculty must have a master's degree.
- An Assistant Professor of Practice must have a terminal degree (normally a doctoral degree) in their area of specialization plus five years of relevant industry experience. An Associate Professor of Practice must have a terminal degree (normally a doctoral degree) in their area of specialization plus 10 years of relevant industry experience or 5 years of academic experience beyond the requirements for Assistant Professor of Practice. A Professor of Practice

must have a terminal degree (normally a doctoral degree) in their area of specialization plus 15 years of relevant industry experience or 5 years of academic experience beyond the requirements for Associate Professor of Practice.

- All research faculty must have a terminal academic degree (normally a doctoral degree).
- All adjunct faculty must have a terminal academic degree (normally a doctoral degree).

Faculty who will advise, mentor, or teach in departmental graduate programs must have a terminal academic degree (normally a doctoral degree). In special cases, the waivers of these minimum standards may be requested in accordance with university and college policies (FH 3.1.3).

5.3 Searches and Hiring

5.3.1 Chair

An ad-hoc DC search committee assists the faculty and Dean in the search for a new chair. For an external search (outside of the department), this procedure includes recommending a position description for faculty approval, determining documents to be submitted by applicants, advertising the position, contacting references (and/or others who are in position to know the individual), recommending applicants to the Dean for interview, coordinating the interview process, and preparing a report of faculty assessment on the candidates for the Dean. Appointments to a DC search committee shall be made by the Dean after receipt of recommendations from the faculty. The committee shall include: five members of the faculty to represent the breadth of the department with at least one assistant/associate professor and one term faculty member; one graduate student or postdoctoral representative and one P&S/Merit representative; and a committee chair from outside the department appointed by the Dean. The Dean may appoint up to three additional members s/he wishes to represent groups such as, but not limited to, undergraduate students, collaborators, commodity groups, government agencies, or interests from departments/centers outside of the department. After selection of candidates for interview, the application documents shall be made available in the main office for review. After the interviews are complete, the DC search committee chair shall meet with the faculty and other interested parties to discuss strengths and weaknesses of each candidate. The committee shall prepare a report to the Dean, who then selects the new DC. The Dean may or may not request that the committee report indicates candidates in rank order, but the report shall list those candidates who are acceptable and those who are not acceptable.

For an exclusively internal search, the procedures are similar. The DC search committee solicits nominations from the faculty (may be self-nominations or nominations by colleagues). No external references or external advertising are required. At the faculty meeting where candidate qualifications are discussed, the candidates shall be excused. The DC search committee forwards the strengths and weaknesses of each candidate to the Dean. The Dean may or may not request that the committee report indicates candidates in rank order but the report shall list those candidates who are acceptable and those who are not acceptable. The Dean then selects the new DC and informs the candidates and the department of the outcome.

5.3.2 Tenured and Tenure-eligible Faculty

The department follows tenured and tenure-eligible faculty appointment policies as described in FH 3.3.1. An ad-hoc faculty search committee assists the faculty and DC in the search for

new faculty members. This includes writing a position description for faculty approval, advertising the position, recommending applicants to the faculty and DC for interview, and facilitating the interview process. Appointments to a faculty search committee shall be made by the DC after receipt of recommendations from the faculty. The search committee shall include three professors and one assistant/associate professor from the faculty. To assure a diversity of viewpoints, the current responsibilities of at least one of these faculty members should be unrelated to those of the position being filled. One graduate or postdoctoral student also shall be appointed as a non-voting committee member. The DC may appoint up to three additional members of the search committee. One of the faculty members shall be appointed by the DC to serve as chair. After selection of candidates for interview, the application documents of the candidates shall be made available in the main office for review. After the interviews are complete, the DC or search committee chair shall solicit the opinions of the faculty and other interested parties (including P&S staff and graduate students) to identify strengths and weaknesses of each candidate. The committee shall prepare a report to the DC, who may or may not request that the committee report indicates candidates in rank order, but the report shall list those candidates who are acceptable and those who are not acceptable. The DC then makes a recommendation to the Dean.

5.3.3 Term Faculty Receiving ISU Salary

The department follows term faculty appointment policies as described in FH 3.3.2. All positions in this category shall be renewable term appointments not to exceed five years. An initial appointment may be made by the DC for a period not to exceed one year (FH 3.1.4). For appointment periods longer than one year, the DC shall appoint an ad-hoc screening committee (consisting of a minimum of three members of the faculty) that has the responsibility for conducting interviews and making a recommendation to the DC for hire. For appointments longer than one year that include teaching responsibilities the candidate shall present a teaching seminar to the department. Positions that primarily perform administrative functions instead of faculty responsibilities are not permitted (FH 3.3.2).

In the special case of hires related to spousal accommodations with appointments greater than one year, the DC shall decide the nature of the interview, which might include providing credentials to the faculty, meeting with individual faculty members or groups, and presenting a seminar. The qualifications of the candidate shall be discussed at a regularly scheduled faculty meeting, and the DC shall solicit a recommendation from the faculty on whether the candidate should be hired.

5.3.4 Term Faculty Receiving No ISU Salary

An affiliate or unpaid visiting faculty member candidate shall submit a written request to the DC. The individual is expected to be active in the department and to contribute to its mission. Contributions to the department can be documented in the following ways.

- Evidence of active participation in a research project with a faculty member of the department. (The department will be acknowledged in publications when departmental facilities and/or personnel (faculty or graduate students) are utilized in the research.)
- Presentation of at least one formal lecture in an agronomy course or affiliated outreach activity.
- Evidence of service on a program of study committee for graduate students in agronomy (this shall not be the sole reason for faculty membership).

- Evidence of providing a unique agronomy–related off–campus educational experience for graduate or undergraduate students in agronomy.
- Evidence of contributing to departmental committees such as organizing outreach activities (e.g., conference, web site, online webinar).

Application Material to Submit to the DC for Term Faculty Members Receiving No ISU Salary

- A letter provided by the candidate outlining the type of appointment desired and a statement on mutual benefit of what the department will gain and what the individual will gain by the granting of academic rank.
- A letter provided from the candidate’s employer, if employed elsewhere, indicating approval of the affiliation with Iowa State University, that the candidate has adequate time to contribute to the department, and the compatibility of the candidate’s status with current job responsibilities.
- A current CV describing the candidate’s educational and professional experience and scholarly achievements.
- A letter provided from a tenured or tenure–eligible faculty member in the Department of Agronomy who shall serve as a departmental sponsor/liaison. The sponsor/liaison shall be responsible for communicating the departmental expectations to the candidate and for writing or obtaining a yearly activity report to be submitted to the DC.

Review and Voting for Appointment of Term Faculty Members Receiving No ISU Salary

- The DC shall ensure that the application is complete and forward the materials to the faculty.
- The individual’s scholarly qualifications must be at least equivalent to those of an assistant professor in the Department of Agronomy. Based on scholarly qualifications, the faculty may recommend higher rank than assistant professor.
- There must be a clear articulation from the potential candidate on how his/her faculty status will enhance the Department of Agronomy.
- The candidate must receive an affirmative vote from a majority of the faculty in the Department of Agronomy to be appointed as a faculty member.
- An affirmative vote shall entitle the candidate to an appointment for up to five years as a faculty member. It is expected that the candidate shall submit a brief annual report of activities to assist in evaluating reappointments.
- If the DC deems the annual report to be unsatisfactory, the DC, in consultation with the sponsor/liaison, may terminate the faculty appointment.

Reappointment to the Faculty within the Department for Term Faculty Receiving No ISU Salary

- If reappointment is desired, the candidate shall submit a request for appointment renewal to the DC at end of the fourth year of a five–year appointment. In this request, the candidate or sponsor shall document the associations with the department over the last four years in such areas as active participation in research projects with faculty members of the department, presentation of lectures in agronomy courses or affiliated outreach activities, service on program of study committees for graduate students in agronomy, contributions to departmental committees, and other activities that enhance the department.
- The materials shall be forwarded to the faculty, who after discussion shall make a recommendation to the DC on whether reappointment of the candidate for a new term of up to five years is warranted.

6 Performance Reviews

6.1 Position Responsibility Statement (PRS)

A written PRS shall be maintained at the departmental level for each faculty member against which performance shall be evaluated. The statement describes the expected activities of each faculty member in teaching/undergraduate advising, research/creative activities, extension/professional practice, administration, and service (FH #5.1.1.5).

6.1.1 Development

At the time of appointment, the DC and the new faculty member shall agree on a PRS that should be based on the job advertisement. The signed and dated copy shall be on file in the faculty member's personnel file and in the Dean's office. This should stand for the first three years of appointment and, in most cases, this initial statement shall remain in effect until tenure review.

The PRS of each faculty member is assessed during the annual review process between the DC and faculty member. The faculty member shall summarize in writing, his or her goals and objectives in teaching, research/creative activities, extension/professional practice, service, administrative, professional, and international activities planned for the coming year. The DC and faculty member shall discuss and negotiate changes. The PRS cannot be changed or decreed unilaterally by either the DC or the faculty member.

6.1.2 Mediation Panel

If the DC and faculty member cannot agree on the PRS, a PRS Mediation Panel shall be established (FH #5.1.1.5.1). This panel shall consist of one tenured professor selected by the faculty member involved in the disagreement and one tenured professor selected by the DC. The chair of the PTC shall also serve on the PRS Mediation Panel and chair the panel. The faculty members selected by the faculty member and the DC shall be selected at the time of the PRS disagreement. In referring the matter to the PRS Mediation Panel, the DC shall submit the faculty member's current PRS (if one exists), the proposed PRS (may include one from the DC and one from the faculty member), an explanation of why the change is being sought/or is not acceptable, and the faculty member's current CV and appropriate supporting materials. The faculty member involved in the disagreement should provide a written explanation of why the proposed change is being sought/or is not acceptable and may offer additional appropriate supporting materials. The PRS Mediation Panel shall review the materials that have been submitted, meet with both parties, deliberate on

the issue, and deliver a written opinion within two months on how the disagreement should be resolved. The faculty member and the DC should then reconsider the matter to see if an agreement can now be reached based on the panel's recommendation. If an agreement between the faculty member and the DC does not then emerge within ten working days, the matter shall be forwarded by the party or parties disagreeing with the proposed change to CALS where a mechanism, which is fair and equitable to both parties, shall be in place for further consideration and resolution (FH #5.1.1.5.1). If the issue is not resolved at this level, the matter shall be taken to the Dean by the party or parties disagreeing with the proposed change. During the time of this mediation process, the existing signed and dated PRS shall remain in effect.

6.2 Department Chair

To be effective, the DC must have the confidence and respect of individuals and groups s/he represents. A formal DC appraisal shall be conducted the second year an individual holds the position and every five years thereafter. These evaluations may be coordinated with CALS evaluations for reappointment. Informal evaluation is encouraged from departmental members and higher administration in years formal appraisals are not conducted. The interval between formal appraisals may be shortened at the request of the Dean, the DC, or a majority of the faculty of the department.

To begin the appraisal process, the chair of the PTC shall send an email to all faculty, indicating that an appraisal is forthcoming and requesting nominations (which may be self-nominations) for the five-member ad-hoc DC Appraisal Committee. After a reasonable time to receive nominations, the PTC chair shall be responsible for preparing an electronic ballot, which will be sent to all faculty. Faculty may vote for five preferred committee members who must be tenured or tenure-eligible faculty. In casting their vote, faculty members shall be reminded to consider committee members who represent the breadth of the department both in academic rank and disciplinary areas. After the election, the PTC chair announces the committee membership and calls the first meeting. The committee then elects its own chair, who shall be a tenured professor. The DC Appraisal Committee shall coordinate the DC review.

The purpose of the appraisal is to evaluate the effectiveness of the DC in administering the department in such areas as:

- Planning and achieving organizational goals, objectives, and priorities.
- Interacting and communicating with faculty, staff, students, and other groups.
- Managing and developing budgetary, physical, and personnel resources.
- Managing undergraduate and graduate degree programs.
- Developing, interpreting, and applying administrative policies and procedures.
- Demonstrating professional and academic leadership.
- Continuing academic and professional development and achievement.

The exact format of the review may vary, as mutually agreed to by the DC and DC Appraisal Committee, but normally includes:

- A self-assessment by the DC on his/her effectiveness as a departmental administrator, including problems and aspirations in carrying out the duties. This document shall be distributed to the faculty after being discussed with and reviewed by the DC Appraisal Committee.

- An opportunity for all in the department (faculty, staff, and students) to present (in confidence) oral or written views to the DC Appraisal Committee. Solicitation of input from leadership of the professional and scientific staff, technical and clerical staff, graduate and post-doctoral students, and undergraduate students. Statewide commodity associations and clientele also may be important sources of information. The DC Appraisal Committee shall contact these groups, and the group leadership shall be responsible for determining nature and magnitude of input.
- A survey of departmental faculty on areas of weaknesses and strengths of the DC and the extent of general satisfaction.
- After receiving input, the DC Appraisal Committee shall prepare a summary report on the review and evaluation of the DC, which shall be made available to the DC, Dean, and faculty. Additionally, a confidential report or addendum shall be prepared and made available to the DC and Dean.

6.3 Tenured and Tenure-eligible Faculty

6.3.1 Probationary Review

New tenure-eligible faculty are customarily hired on a three-year probationary appointment. During the second year of hire, the university must decide whether to renew the appointment for an additional three years. Although this is not a direct tenure decision, a notice of termination is, in effect, a denial of tenure.

Faculty members on probationary appointments may request that their probationary appointment and tenure evaluation be extended because of unusual circumstances (FH #5.2.1.4). A written request to the DC, outlining the unusual circumstances and proposed tenure evaluation date, initiates the process. The DC shall consult with members of PTC in determining whether to support or deny the request. Positive recommendations shall be forwarded to the Dean. Further evaluation shall occur at the Dean's level. Positive recommendations from the Dean shall be forwarded to the Provost.

To assist non-tenured, tenure-eligible faculty to better understand expectations for acquiring tenure, the PTC shall provide an annual evaluation of progress. The individual shall make available their CV (form may be similar to that in Appendix B or as suggested by the Provost's Office for promotion and tenure). The PTC shall provide written evaluations to the DC of strengths, weaknesses, and means for improvement. It should be made clear that this is provided as an advisory review because the PTC, college, or the university does not make ultimate decisions on renewal of a probationary appointment (or the granting of promotion and/or tenure). The Iowa Board of Regents is the only organization with this authority.

Three months before an individual's second anniversary of employment, or at another time deemed appropriate by the DC based on an individual's initial contract-termination date or extension of probationary appointment, the DC shall inform the individual that a decision regarding their probationary appointment is forthcoming. The individual shall prepare their CV (form may be similar to that in Appendix B or as suggested by the Provost's Office for promotion and tenure), with review assistance from the mentor. Failure to submit the CV and required documents to the DC after being notified shall be prima facie evidence reappointment is not desired.

The PTC shall make a recommendation to the DC on whether rehire for a second three-year appointment is warranted. The individual's CV shall be available for review for a two-week period by members of tenured faculty, and tenured faculty may provide input to the PTC. The outcome

shall be shared with the individual and shall be advisory to departmental, college, and university officials in deciding if rehire is warranted.

6.3.2 Annual Review by DC

Review of faculty performance shall be conducted annually by the DC for all within the department who have faculty titles with 50% or more appointment in the department. The purpose of this review is to evaluate performance and encourage faculty development and professional growth, foster mutual respect, and support a collective departmental purpose, which could lead to a change of the faculty member's PRS. The review should address scholarship and accomplishments in teaching, research, extension, and service in relation to the PRS (or assigned duties for P&S employees).

- *Responsibility of the faculty member:* The faculty member under review shall submit to the DC a written summary of his/her activities along with plans for the coming year. The details and format of the materials needed for the annual evaluation will be conveyed to the faculty member by the DC in advance of the deadline, which will be established by the DC and normally occurs between January and March.
- *Responsibilities of the DC:* The DC shall evaluate the faculty member's submitted material and conduct a personal interview. The faculty member's material shall be evaluated in relation to his/her PRS. After the annual meeting, the DC shall provide a written report to the faculty member. Each faculty member's overall performance shall be evaluated as either satisfactory or not satisfactory (FH #4.1.1). The faculty member may submit a written response to the DC's report. These confidential reviews shall be placed in the faculty member's departmental personnel file. The faculty member may also appeal the evaluation through established grievance procedures.

If the annual review suggests the need for improved faculty performance or a change in the PRS that involves professional development, the changes of duties, expectations, procedures, resources, and time release required for professional development should be specified. Procedures to resolve disputes in the PRS are outlined elsewhere.

In the case of an unsatisfactory annual evaluation, the DC, with the input of the faculty member, shall develop an action plan (FH #5.1.1.2.1). For tenured faculty, two consecutive unsatisfactory annual performance evaluations trigger a Post Tenure Review (FH #5.3.5.1). Continued unsatisfactory performance may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy (FH #7.2.2.5.1).

6.3.3 Post-tenure Review

Tenured faculty members with a continuous appointment as regular or joint faculty (50% or more appointment in the department) shall be reviewed by the DC and PTRC no more than once every seven years over a broad range of accomplishments to ensure a peer component to faculty assessment and decision making (FH #5.3.5). A post-tenure review before seven years may occur upon written request by the faculty member but no sooner than five years beyond the last post-tenure review. Faculty members are exempted from a normal post-tenure review for seven years after their last promotion. The post-tenure review replaces the annual review by the DC in the year it occurs. The review includes accomplishments in teaching, research, extension, and institutional service in relation to the PRS and should include a broader range of materials than

the annual review. No individual shall be scheduled for post-tenure review in a year s/he is absent from campus due to medical, disability, maternity or paternity, faculty improvement, disciplinary, or other approved leave, whether paid or unpaid. Faculty members being reviewed for higher rank are also exempt from post-tenure review if the review for higher rank occurs during the same year. Faculty members who serve as DC, are within one year of announced retirement, or are on phased retirement are also exempt from post-tenure review. A post-tenure review is required during the year following two consecutive unsatisfactory annual reviews by the DC (FH #5.3.5.1). The PTRC shall be the PTC as described later in this document.

Documents Prepared by Faculty Member: The DC shall request information from the faculty members being reviewed. At the time of the request, the DC shall provide faculty members with appropriate content and formatting information, presumably to include:

- A current CV.
- All PRS and annual performance reviews by the DC relevant to the review period (faculty members may request this information from departmental personnel files). If the candidate provided a written response to the DC for an annual review during the review period, these should be included as well.
- A descriptive portfolio based on the university outline of accomplishments and teaching and extension evaluations (if applicable) since the last review. Candidate may provide clarification on performance or duties not reflected in the PRS or any extenuating circumstances s/he feels are important.

Documents Prepared by Committee: The PTC shall prepare a written evaluative report on the performance of the faculty member. The review should address the quality of the faculty member's performance in accordance with all position responsibility statements (PRSs) in effect during the period of the review in the areas of teaching, research/creative activities, extension/professional practice, and institutional service. The review shall include an overall evaluation of the performance (meeting expectations or below expectations) and may acknowledge positive contributions. The report also may include weaknesses of the faculty member and suggestions for future development. A faculty member may receive a below expectations review if performance in any aspect of PRS is below expectations. The PTC may request an interview with the faculty member or DC to clarify information in the materials. If the PTC does not have a unanimous opinion, a signed minority report can be prepared in conjunction with the majority report. The responsibilities of the PTC and DC and possible outcomes of the post-tenure review are described in more detail in FH # 5.3.4.

Role of Department Chair: In the spring semester, the DC prepares a list of faculty members to be reviewed and notifies those faculty members and the PTC of their review status. The DC may meet with the PTC and faculty to clarify the process, format, and deadlines. After review, the DC meets with each reviewed faculty member to discuss the PTC report, usually during the time of the annual review. The DC forwards post-tenure review materials to the college Dean, which includes the PTC report and the rating. If the faculty member is not in agreement with the PTC report, s/he may prepare a separate document that is part of the review process to be shared with the PTC, DC, and as part of the materials forwarded to the Dean. The DC works with the faculty

member to develop and mediate an action plan for performance improvement for faculty members who are below expectations.

Evaluative Criteria: Evaluation shall be based on criteria related to the candidate's PRS. It is not intended that each faculty must meet a certain set standard in each category. Nor is it possible or desirable to be quantitative about any of the criteria. Rather these guidelines are to be regarded as indicators of performance and achievement, which will be considered during the evaluation process. Additionally, it is expected that the candidate has made contributions of appropriate magnitude and quality and has demonstrated the ability to sustain contributions to the field or profession and to the university. In addition to university and college criteria, specific items or areas pertinent to the department are evaluated as follows:

- Research will be evaluated on the basis of the quality and quantity of research publications, scholarly presentations, and other types of scholarly dissemination.
 - The impact these make on the scientific community and/or the agronomic industry.
 - How well the research complements and contributes to other programs within the department, colleges, and university.
 - Efforts to obtain research funding.
 - Successful mentoring of undergraduate, graduate, and postdoctoral students.
- Teaching will be evaluated on the basis of mastery and appropriateness of subject matter, clarity and presentation, and ability to stimulate student interest.
 - Evidence of excellence in teaching and/or advising may also include advances in teaching, publication of journal articles, texts, or other scholarly works such as invited lectures, curriculum development, and other appropriate activities.
 - Advisors are expected to be well informed about procedures, be available to students, and demonstrate an interest in student welfare.
- Administration activities will be evaluated based on his/her consistently demonstrated competence, capability and prospects in areas such as:
 - Planning and achieving goals, objectives, and priorities.
 - Interacting and communicating with faculty, staff, students, and other groups.
 - Managing and developing budgetary, physical, and personnel resources.
 - Demonstrating academic and professional leadership by advancing the vision and mission of the program/unit.
- Faculty members with extension responsibilities are expected to reflect mastery in the subjects for which s/he is responsible and an ability to instruct and inform. The programs s/he initiates must be effective and appropriate, as reflected through evaluation data and must complement university and national extension goals. These qualities also must be evident in state and regional extension publications, publication of journal articles, other scholarly works, and scholarly presentations and activities. Moreover, the individual in extension is expected to demonstrate leadership in anticipating problems related to agronomic science and practices in Iowa and participate in developing solutions to these problems.

- Faculty members are expected to contribute to the welfare of the department, college, and university through service. Faculty members play a vital role in the functioning of the university at all levels by participating effectively in faculty governance; in the formulation of department, college, and university policies; or by carrying out administrative responsibilities including active participation on committees. Therefore, a faculty member is expected to have been involved in institutional service. In addition, a faculty member may make service contributions to technical, professional, and scholarly societies appropriate to his/her academic discipline.

Post-tenure Review Outcomes: The PTRC report should be in accordance with FH #5.3.4.2 and should address the quality of the faculty member's performance in accordance with all PRS documents in effect during the period of the post-tenure review in the areas of teaching, research/creative activities, extension/professional practice, and institutional service. The report is addressed to the faculty member, with a copy to the DC. It shall include an overall evaluation of the faculty member's performance (meeting expectations or below expectations), and it shall follow the procedures outlined in FH #5.3.4.2. After receiving the report, the faculty member has two weeks to respond to the PTRC report, if desired, by submitting a written response to the PTRC, with a copy to the DC. The post-tenure review meeting between the DC and the faculty member shall not occur until after this two-week period. The faculty member's response, if submitted, becomes part of the written record of the review. If either the faculty member or the DC requests it, the chair of the PTRC shall be present at the post-tenure review meeting. Following the review, the faculty member may develop, in conjunction with the DC, a new PRS that is agreeable to both, or is mediated by the process outlined under PRS. All documents related to the post-tenure review shall be forwarded to the Dean by the DC.

6.4 Teaching Assistants

Graduate students involved in teaching within the department shall be evaluated at the end of each semester for their effectiveness in conducting their duties (FH #5.6). The instructor of record for the course shall conduct the evaluation and may use tools s/he deems appropriate. The instructor of record shall discuss findings with the teaching assistant and share concerns of inadequate performance with the DC.

7 Faculty Meetings and Voting Procedures

Departmental faculty meetings shall serve as a forum for conducting the business of the department. Faculty are expected to attend the meetings as part of their responsibility to participate in departmental governance. The DC shall appoint a secretary who will take minutes at all faculty meetings, publish these minutes prior to the next faculty meeting (if possible), and maintain a master digital file of meeting minutes that faculty members can review.

The DC shall call faculty meetings as needed during the academic year and shall notify the faculty at least one week in advance of the time and place. At least one meeting shall be scheduled each month during the spring and fall semesters. Meetings may be cancelled for lack of agenda items. Only special meetings shall be scheduled during the summer months.

The DC shall regularly solicit the faculty for agenda items and shall set the agenda for each meeting. Any proposed agenda item pertinent to the business of the department that is requested in writing by a member of the faculty must be brought up at the next regularly scheduled meeting.

The DC shall regularly confer with committee chairs to ensure that committee business needing to be brought to the full faculty is addressed expeditiously. The agenda for each faculty meeting should be published at least 24 hours in advance, although this rule can be waived for meetings that may need to be called on short notice.

When votes are to be taken, the meetings shall be conducted according to the most recent edition of Robert's Rules of Order. A quorum is defined as greater than 50% of the faculty not currently on leave who are eligible to vote on the issue, including the DC. A simple majority is defined as greater than 50% of the total number of yes or no votes cast. Except as noted elsewhere in this document, approval of a motion is determined by a simple majority favorable vote.

The business of the department normally is conducted by the faculty. Based on the issues being decided, however, tenured and tenure-eligible faculty may grant voting privileges to others in the department (P&S, merit, graduate or postdoctoral students, and/or undergraduate students). Tenured and tenure-track faculty may also decide to expand the voting rights of term faculty on specific issues. In this instance, those with newly granted voting privileges must be notified of the issue at hand and of their voting privileges at least two weeks in advance of the vote. When voting privileges have been granted to others beyond the faculty, all votes are included in counts for a quorum and a majority.

All votes regarding the careers or employment of faculty or staff must be cast by written ballot. Other votes can be taken by voice ballot. Any faculty member present at the meeting may call for a hand count or in-meeting written ballot in lieu of a voice vote. The DC votes only if there is a tie in a given ballot. Absentee ballots or written proxy ballots from faculty members are allowed at the request of that member to the DC provided s/he is familiar with the issue under consideration. The faculty at a meeting may determine that a secure mail-in ballot or electronic ballot is in order after discussion of the issue at a faculty meeting. If an electronic ballot is used, the ballot must be delivered through a secure web site and structured so that no one can determine how an individual voted; i.e., the votes shall be anonymous. All faculty not on leave are eligible to cast written or electronic ballots. The DC and two witnesses from the PTC record such written or electronic ballots. For sensitive issues and/or to assure anonymity, the faculty may decide to use these formal procedures for a written ballot:

- Each ballot shall be placed in an unsigned envelope that in turn is placed in a signed envelope and delivered within seven working days to a keeper appointed by the DC.
- The keeper notes the receipt of the ballot from qualified members, discards the outside envelopes, and safely stores the unopened and unsigned envelopes.
- On the eighth working day, the ballots are counted by three tenured or tenure-eligible faculty appointed by the DC.

The faculty shall make decisions regarding their responsibilities as a body except in cases where they have delegated authority to a committee as outlined elsewhere in this document. Action to be taken by the faculty, as outlined in this document, shall be based on majority vote of the faculty eligible to vote on the issue at a faculty meeting having a quorum of 50% of the faculty eligible to vote on the issue (as outlined above). If this vote occurs at a regularly scheduled faculty meeting, all present may enter into discussion but only members eligible to vote may vote.

8 Promotion and Tenure

This document, in conjunction with the CALS and university policies, criteria, and procedures, establishes the department's promotion and tenure protocol. Unless otherwise stated in this document, all matters pertaining to promotion and tenure of individual candidates shall be confidential.

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

Tenure: Granting of tenure to a faculty member of the Department of Agronomy implies that the individual has proved or is judged to have potential to develop into a competent teacher, scientist, and scholar. The individual is expected to have demonstrated participation in departmental, college, and university activities and governance; to have been a willing worker in local, national, and/or international societies and organizations of his/her profession; and to have upheld the high standards of the university and the profession of agronomy. Tenured faculty members are expected to teach, conduct research, deliver extension programs, or otherwise conduct activities, in an unbiased manner and to present their ideas and research results to rigorous peer review as outlined in their PRS. The granting of tenure ensures academic freedom, which is especially important for individuals whose professional area of expertise involves controversial subjects, and benefits society by preventing unjust dismissal of faculty members for presenting their unbiased ideas, results, and conclusions resulting from their research, teaching, or related activities that are at variance with social, political, popular, or religious viewpoints or dogmas.

8.1 Criteria

8.1.1 General Considerations

Through tenure and promotion policies, the department seeks to add innovative and creative scholars to its senior ranks. Because such individuals are by their very nature unique, there must be a substantial subjective component to the criteria by which they are selected that cannot be quantified. Thus, the following criteria are general, not specific.

8.1.2 Bases for Evaluation

Evaluation of a faculty member for promotion and/or tenure shall be based on criteria related to the individual's appointment responsibilities and activities, domestic and/or international, in the following four areas: (1) teaching; (2) research/creative activities; (3) extension or professional practice; and (4) service. For individuals who have appointment responsibilities in more than one area, performance shall be evaluated based on the PRS. To be promoted and/or tenured, a faculty member must have demonstrated excellence in scholarship using the criteria described in the scholarship section of the university Promotion and Tenure Document relevant to his/her appointment. In all areas of activity, a faculty member must exhibit a strong sense of professional ethics.

The university and college Promotion and Tenure Documents provide examples of ways in which excellence may be demonstrated in each area of evaluation and should be consulted. In general, the substantive criteria for promotion and tenure recommendations are the effectiveness of the candidate in carrying out his/her duties as designated in the PRS.

Criteria considered for promotion and/or tenure decisions shall primarily be the scholarly activities completed by the candidate while in the current rank. The DC and PTC may consider all accomplishments and credentials of the candidate, however, in making promotion and/or tenure decisions, and a copy of the candidate's CV shall be included in the documentation. The candidate is responsible for ensuring that the materials are up-to-date and complete. Also, external reviews (see Procedures-External Reviews) from individuals competent in the candidate's discipline shall be solicited and shall become part of the documentation considered.

8.1.3 Qualifications for Academic Rank

Assistant Professor: An assistant professor should have a strong academic record and should have earned the Ph.D. degree. The assistant professor rank is recognition that the faculty member has exhibited the potential to grow in an academic career. Appointment at this rank should be based on evidence that the faculty member can be expected to become qualified for promotion to associate professor in due course (FH #5.2.3.1).

Associate Professor: An associate professor should have a solid academic reputation and show promise of further development and productivity in his /her academic career. The candidate must demonstrate excellence in scholarship that establishes the individual as a significant contributor to the field or profession, with potential for national distinction, effectiveness in areas of position responsibilities, and satisfactory institutional service (FH #5.2.3.2). There should be clear evidence that the individual has established a solid academic reputation and shows promise of further development and productivity in his/her academic career. Recommendation for promotion from assistant to associate professor is never automatic. Promotion to the rank of associate professor rarely takes place before the candidate's fourth year as an assistant professor, and historically the successful candidate is often in his/her fifth or sixth year of service to the university. Such time in rank is necessary for most faculty members to demonstrate that the requirements for promotion to the next higher rank have been met, especially with regard to the development of an ongoing and independent program. This does not preclude promotion, however, after shorter periods if the criteria and requirements for promotion and tenure have been met.

Professor: The rank of professor designates the faculty member as having achieved recognition as an outstanding member of the academic community and of his/her professional discipline based on sustained excellent performance. The candidate must demonstrate national distinction in scholarship, as evident in candidate's wide recognition and outstanding contributions to the field or profession, effectiveness in areas of position responsibilities, and significant institutional service (FH #5.2.3.3). Recommendation for promotion from associate professor to professor is never automatic. With excellent progress, promotion to professor historically has been recommended after the candidate has held the associate professor rank for five to six years.

8.2 Mentor

The purpose of a mentoring relationship is to help candidates evaluate progress and to provide guidance aiding success at Iowa State University. Within four months of a new faculty member entering the university as an assistant or associate professor, the DC in consultation with the candidate shall ask a tenured professor to serve as mentor for the candidate. If the faculty member agrees to serve as mentor, responsibilities shall include:

- Aiding in introduction of the candidate to the university and its operations.
- Meeting annually with the candidate to review and discuss professional activities and growth leading to promotion and/or tenure.
- Being available to answer questions of the candidate.
- Assisting the candidate in deciding the timeliness of seeking promotion and/or tenure decisions.
- Presenting the candidate at the Promotion and Tenure Faculty Meeting.

If the candidate seeks promotion and/or tenure, the mentor agrees to review and offer suggestions for improvement of the documentation of the candidate. If either the mentor or candidate wishes to terminate the mentor/candidate relationship, the DC shall be contacted in writing and a new mentor shall be chosen by using the procedures above. In all relations between mentor and candidate, the ultimate responsibility for actions and decisions rests with the candidate. For example, it is the candidate's responsibility to seek counsel with the mentor and not vice versa.

8.3 Procedures

8.3.1 Candidate Selection for Departmental Review

In January of each year, the DC shall send to all assistant and associate professors, including those with temporary assignments off campus, a letter or email asking whether or not they wish to be considered for promotion and/or tenure that year. (In the case of an assistant professor who is in the final year of consideration for tenure, the candidate shall automatically be considered.) A candidate who wishes to be considered for promotion shall notify the DC of his/her wishes.

The DC at any time may recommend a candidate for consideration for promotion and/or tenure, but first must inform the candidate of this in writing. The candidate at any time may request in writing that his/her name be withdrawn from consideration for promotion and/or tenure, except when the consideration for tenure is mandatory.

8.3.2 Promotion and Tenure Committee (PTC)

The PTC shall consist of five tenured professors. Four committee members shall be elected by the faculty and one appointed annually by the DC. The terms of membership shall be four years for the elected members and one year for the appointed member. The DC shall consider makeup of the committee and make his/her appointment to ensure adequate representation of the departmental breadth, in his/her judgment, on the committee. Committee members may be re-elected or reappointed.

Service on the PTC is one of the most important activities a faculty member may perform for the department. The DC is responsible for preparing the ballot in early fall of each year (for method

of voting, see Section 7). The ballot is distributed to tenure-eligible and tenured faculty. Faculty shall vote for the number of openings available on the PTC (normally one, see below). After voting, the DC receives the results and asks the top vote getter if they are willing to serve. If the individual is not willing to serve, or has extenuating circumstances that prevent serving, the DC contacts the second top vote getter, and so on. Once a new PTC member is identified, the DC announces the results to the department. The new PTC member assumes responsibility January 1.

The election of one new PTC member for a four-year term should occur annually. In the case of a resignation, or other circumstance such as faculty professional development assignments, a special election shall be conducted. In the interests of expediency, the DC may, however, appoint a replacement PTC member to serve up to one year. If a vacancy exists beyond one year, a new election shall be held to complete the term of the PTC member.

The chair of the PTC shall be elected annually by the PTC members. This election will normally occur in January. Responsibilities of the PTC:

- Provide the DC with a list of six qualified external reviewers and three ranked alternate reviewers for each candidate for promotion and/or tenure. The PTC members may contact knowledgeable colleagues in specific disciplinary areas for suggested names. The DC shall also obtain the names of possible reviewers from the candidate. At least one name on the list of the first six must come from the candidate and one name not provided by the candidate. The candidates also may submit a list of up to three individuals in their field who shall not be contacted as reviewers. This request, if made, must be put forward at the same time candidates submit names of potential reviewers.
- Evaluate the P&T documentation of each candidate being considered by the department for promotion and/or tenure, consider input of colleagues, consider comments obtained from external reviewers, and provide a vote of each PTC member on whether promotion and/or tenure is warranted. The vote becomes the departmental voting record required on the "COVER SHEET FOR PROMOTION AND TENURE RECOMMENDATION."
- Provide written rationale for the vote; work toward agreement, but if the vote is split, provide rationale for both positive and negative votes.
- Work with the DC to ensure completeness and clarity of the documentation to be forwarded for college review. Changes in the factual information contained in the documentation, however, remain the responsibility of the candidate.
- Provide an assessment to the DC for renewal of probationary appointment for non-tenured, tenure-eligible faculty.
- Evaluate credentials and provide an annual assessment of progress of non-tenured, tenure-eligible faculty to the DC. The intent of this evaluation is to provide guidance to new faculty, their mentors, and the DC.
- Evaluate and provide the PTRC report for post-tenure reviews.

Records, comments from colleagues, and documentation considered during deliberations by the PTC leading to their vote shall be destroyed after the PTC's written recommendations are prepared.

8.3.3 Preparation of CV

It shall be the responsibility of the candidate, in consultation with the mentor, to prepare and submit at an appropriate time the candidate's CV to be used in promotion and/or tenure decisions. Failure to submit an appropriately formatted CV on time shall be prima facie evidence that promotion and/or tenure consideration is not desired at this time. An early submission date is required to allow adequate time for obtaining external reviews. Candidates being considered for promotion and/or tenure should consult college and university requirements for the correct format of the CV and for other documentation required the year promotion and/or tenure is desired.

After preparation of the initial CV by the candidate in consultation with the mentor and before being forwarded for college review, the PTC may suggest changes, at its discretion, for clarification of the candidate's CV. The decision of whether to make the suggested changes rests with the candidate. The CV prepared for promotion and/or tenure decisions shall be available for inspection by external reviewers, tenured faculty in the department, the PTC, and appropriate college and university committees and administrators.

8.3.4 External Reviews

Candidates for promotion and/or tenure shall have external reviews as part of their documentation (FH #5.3.3.1). The external reviewers should be faculty members in the candidate's discipline who are at or above the rank being sought and at institutions having equivalent or higher stature than Iowa State University. The external reviewers cannot have conflicts of interests with the candidate.

The PTC shall choose six qualified external reviewers, with at least one of the reviewers being suggested by the candidate and at least one not suggested by the candidate. These names will be provided to the DC, who shall solicit the reviews. For instances when a reviewer cannot provide a review of the candidate, the PTC shall provide a list of three ranked alternate reviewers to the DC. A copy of the candidate's CV, usually including copies of publications and other relevant materials selected by the candidate in consultation with the DC, shall be sent to the external reviewers to aid in evaluation. The reviewers shall be asked to be specific in their comments on particular aspects of the candidate's scholarly contributions and his/her impact on the discipline as well as to compare the candidate to others in the discipline at the same stage of career development. The names of the external reviewers and the verbatim content of their reports shall not be made available to the candidate. In the solicitation of external reviews, it shall be stated that "the contents of the reviews are regarded by the university as confidential to the extent permitted by law and shall be released only to those individuals who are authorized to review and make recommendations on the candidate." Also in the letter soliciting the reviews, the DC shall state that "all accomplishments and credentials of a faculty member are considered at Iowa State University in making a decision on promotion and/or tenure, but primary weight is given to accomplishments and attainments while in the current rank."

All external reviews received by the DC shall become part of the documentation of the candidate. The reviews shall be made available to the tenured faculty to aid in their deliberations. Under no circumstance shall the reviews be reproduced for other than direct involvement in the evaluation process or shall the contents be disclosed to anyone who is not directly involved in the deliberations. For candidates not being recommended by the department for promotion and/or tenure, the external reviews shall be retained by the DC until it is evident that no appeal is forthcoming and then shall be destroyed.

8.3.5 Faculty Review of the Documentation

At an appropriate time the documentation provided to external reviewers and external reviews of each candidate shall be made available in a place and location designated by the DC for review by tenured faculty. For those who are being considered for promotion to professor, tenured professors shall have access to the documentation, and for those who are being considered for promotion to associate professor, all tenured faculty shall have access to the documentation. Candidates may review the factual information (not the external reviews) and provide documents they feel better explain their scholarly achievements, such as journal reprints, teaching materials, extension publications, videos, software, etc.

These materials will be available to tenured faculty for two weeks, following which a Promotion and Tenure Faculty Meeting shall be held. A quorum shall be 50% of those tenured faculty members eligible to vote (the DC and PTC are not eligible to vote at this meeting). Members must be present to vote. All discussion during this meeting is confidential and those present will be reminded by the DC before the meeting begins. Only tenured faculty shall be present for discussion of those being considered for promotion to associate professor, and only tenured professors shall be present for those being considered for promotion to professor. The mentor (or DC appointee) shall present the case of each candidate, including a review of the factual documents and summary of external letters. Discussion may follow, and tenured faculty are encouraged to communicate their assessment of strengths and weaknesses of individual candidates. After discussion, the tenured faculty shall conduct a vote by written ballot at the meeting in favor of promotion/tenure (yes) or not in favor of promotion/tenure (no). A faculty member may have a conflict of interest or otherwise choose not to vote on the case of an individual candidate. The yes and no votes for each candidate will be tallied and reported to the PTC and DC (these are advisory votes to the PTC and DC to aid in their assessment and are not reported to anyone else). If unable to attend the Promotion and Tenure Faculty Meeting, a faculty member may choose to provide written comments to the PTC and DC. The department strictly adheres to the policy of no double voting: faculty members and the DC may only cast one vote and may vote at only one level of deliberations.

8.3.6 Outcome

The DC shall prepare the Recommendation for Promotion and Tenure form for each candidate who is being recommended by majority affirmative vote for promotion and/or tenure by the PTC. Additionally, within five working days of the PTC vote, the DC shall inform the tenured faculty in writing of the outcome of the vote. The actual count shall not be disclosed but the tenured faculty will be informed of whether each candidate's documentation will be forwarded to the Dean for consideration. Also within this five-day period, the DC shall inform each candidate in writing of the outcome of the vote. If the vote is not unanimous, or if the majority vote is negative, the actual count of "yes" or "no" votes will be made known to the candidate and the reasons for the negative votes, as perceived by the DC in consultation with the PTC, shall be stated. As indicated in the FH, the DC may also prepare Recommendation for Promotion and Tenure forms for candidates who are not recommended for promotion and/or tenure by the PTC (FH #5.2.4.2.4). If the DC chooses to do this, s/he shall inform the tenured faculty of this action and shall forward the actual count of the vote by PTC to the Dean. In addition, negative departmental recommendations of candidates for whom tenure decisions are mandatory must be prepared and forwarded to the Dean, along with the actual count of the PTC vote.

8.3.7 Promotion and/or Tenure Report

If the candidate's case is to be forwarded to the Dean, a report from the PTC is required as part of the Recommendation for Promotion and Tenure form. The chair of the PTC shall be responsible for this report, which includes the vote of the PTC and a discussion of the reasons the candidate is being recommended for promotion and/or tenure. The report should be evaluative and analytical in its presentation of the case. Disciplinary standards for research/creative activities should be provided as context for non-experts evaluating the dossier. It shall be the responsibility of the chair of the PTC to work closely with the candidate and mentor in reviewing the factual information to be forwarded.

The FH states that "Each person for whom a recommendation is being forwarded to the college will be given the opportunity to review the factual information therein, and to inform the chair of any ways in which he or she believes this information to be incomplete or inaccurate" (FH #5.2.4.2.6). The factual information shall include all parts of the documentation except the Recommendation for Promotion form, the external reviews, and the PTC report.

8.3.8 College Approval or Denial

When the DC is notified of the college decision on promotion and/or tenure, s/he shall inform the candidate in writing. If promotion and/or tenure has been denied, the DC shall discuss the reasons given for denial by higher administration and, where appropriate, the means for improving performance.

8.4 Initial Appointment for Associate Professor, Professor, or Administrative Personnel

Based on accomplishments elsewhere, new faculty may join the department at a rank higher than assistant professor. For this to occur, the PTC shall review the documentation and make recommendations to the tenured faculty (of equal or higher rank to that being proposed by the PTC). Also, individuals hired by the university into administrative positions outside the department may be granted rank and tenure within the department. For administrative positions, the PTC shall evaluate the documentation and make recommendations to the tenured faculty on acceptance and appropriate rank. In both instances, the candidate's CV shall be made available for review by tenured faculty for two weeks before voting. At a faculty meeting with at least 50% of tenured faculty in attendance, the PTC's recommendation shall be presented and discussion may follow. An affirmative majority vote by tenured faculty is required for a positive recommendation before action is taken by the DC.

8.5 College Promotion and Tenure Advisory Committee Representative

With the approval of the departmental chair, the CALS dean selects the committee members and names the chair of the College Promotion and Tenure Advisory Committee. The College Promotion and Tenure Advisory Committee membership will be reviewed by the CALS Faculty Caucus and comments will be provided to the dean. Membership on the committee shall be staggered so that approximately one-third are replaced annually, and not more than one committee member shall serve from one department at any one time.

9 Renewal and Advancement of Term Faculty

The decision to renew a term faculty member receiving ISU salary, or to advance a term faculty member in rank, shall be made by the DC in consultation with the faculty. The Dean and Provost shall approve the appointment. Within four months of their initial appointment, all term faculty shall be assigned a mentor (a term, tenured, or tenure-eligible faculty member) in a manner similar to what is described in Section 8.2.

9.1 Renewal and Advancement Committee (RAC)

The Renewal and Advancement Committee (RAC) shall have five members: three term faculty and two tenured faculty. Three committee members shall be elected by the faculty: two term faculty and one tenured faculty member. The DC shall appoint one term faculty member and one tenured faculty member. The terms of membership shall be three years for the elected members and one year for the appointed members. The DC shall make appointments that ensure adequate representation of rank and department diversity. Committee members may be re-elected or reappointed. If term faculty of sufficient rank do not exist within the department, then the DC shall appoint term faculty of sufficient rank from another department.

If a member of the committee will be a candidate for renewal or advancement, the DC will appoint a different term faculty member to replace that member for the year in which the renewal or advancement occurs. If renewal or advancement is successful, the original term faculty member will return to the committee to complete the appointment period. Otherwise the replacement term faculty member will serve out the appointment period.

9.2 Renewal of Term Faculty Receiving ISU Salary

If the initial appointment was for one year or less and the renewal appointment is for one year or less, the DC makes the decision. For all subsequent renewal appointments the decision is made by the DC in consultation with the Renewal and Advancement Committee (RAC), and the candidate shall receive a written evaluation from both the DC and the RAC. If the candidate has completed three continuous academic years at the rank of Lecturer and the candidate's contract is renewed, the candidate assumes the rank of Assistant Teaching Professor (FH 3.3.2.3).

The timing of the renewal process for appointments greater than one year is typically as follows.

- 18 months prior to end of contract the candidate is notified by the DC that they are up for renewal.
- 15 months prior to end of contract candidate materials are due to the RAC.
- 13 months prior to end of contract feedback from the RAC is provided to the DC to inform the renewal decision. At the discretion of the DC, portions or all of this feedback may be shared with the candidate.

9.2.1 Documents for Renewal

Candidates shall submit the following to the RAC.

1. All relevant PRS.
2. A current CV that includes all aspects of position responsibilities.

3. A summary statement (maximum of two pages) highlighting the impact of the candidate's position responsibilities. The focus of the statement should be on the candidate's primary responsibilities (e.g., teaching faculty should focus on the impact of their teaching, including significant changes/upgrades to courses taught and plans for continuous improvement).
4. Faculty with teaching appointments must also provide the following:
 - (a) a summary table of Student Evaluation of Instruction (SEI) scores for each course taught since being appointed in the department;
 - (b) all student comments from the SEIs, organized by course and semester (since last review);
 - (c) documentation of continuous improvement, such as review of curricular materials by departmental or external experts and subsequent changes made and/or peer evaluations of teaching and subsequent changes made, or similar.
5. Faculty with research appointments must also provide the following:
 - (a) materials such as summaries of completed, current, and future research projects;
 - (b) descriptions of applied use of research;
 - (c) summaries of obtained grants, patents, and inventions.
 - (d)

These materials will be used to evaluate the scholarly nature of research activities (FH 5.2.2.2) and performance in position responsibilities.
6. Faculty with administrative appointments must also provide the following:
 - (a) a budget statement for the program/unit;
 - (b) a summary of accomplishments relative to the program/unit's mission and vision;
 - (c) a strategic plan for the program/unit, including goals for the future;
 - (d) documentation of continuous improvement in terms of improved efficiency and advances made to program/unit functions.
7. Faculty with extension appointments must also provide the following:
 - (a) materials such as completed, current, and future extension activities;
 - (b) evaluation data from extension activities.

9.3 Advancement of Term Faculty

Term faculty are eligible for advancement to the associate level after five years of employment as a faculty member at ISU (full or part time) or equivalent experience. There is no defined time-line for term faculty advancement from the associate to the professor level. All candidates for advancement must meet the standards for appointment at the proposed rank as defined in FH 3.3.2.3.

Candidates for advancement to the associate rank must document: a record of successfully contributing to the mission of the university as defined in the PRS; and promise of further academic and professional development.

Candidates for advancement to the professor rank must document: a record of excellence in the primary responsibilities identified in their PRS; effectiveness in any other areas of their PRS; and significant institutional service.

Term faculty will prepare an advancement portfolio that includes at least the same items listed in Section 9.2.1. Term faculty may expand their impact statement to document their case for advancement. However, Item 3 in Section 9.2.1 may be up to 10 pages and Items 3 through 7 in Section 9.2.1 together may not exceed 25 pages. External letters shall be included in the review for advancement of term research faculty (FH 5.4.1.3).

The time–line for term faculty advancement is similar to the time–line for renewal in Section 9.2.

- By September the DC shall send an email to all term faculty with five or more years of continuous employment asking if they wish to be considered for advancement.
- If the candidate would like to be considered they shall submit their advancement portfolio to the RAC and the DC By December 1.
- By February 15 The RAC will submit their report and decision to the DC.
- By February 20 the DC and RAC committee shall each submit a recommendation for advancement to the college along with the advancement portfolio prepared by the candidate.

9.4 Criteria for Renewal and Advancement of Term Faculty

Evaluation shall be based on criteria related to the candidate's PRS. It is not intended that each faculty must meet a certain set standard in each category. Nor is it possible or desirable to be quantitative about any of the criteria. Rather these guidelines are to be regarded as indicators of performance and achievement, which will be considered during the evaluation process. Additionally, it is expected that the candidate has made contributions of appropriate magnitude and quality and has demonstrated the ability to sustain contributions to the field or profession and to the university. In addition to university and college criteria, specific items or areas pertinent to the department are evaluated as follows:

- Research will be evaluated on its scholarly nature (FH 5.2.2.2) and performance in position responsibilities.
 - The impact on the scientific community and/or the agronomic industry.
 - Seeking and obtaining competitive grants and contracts.
 - Leadership in professional societies and organizations.
 - Successful mentoring of undergraduate, graduate, and postdoctoral scholars.

When work that is a result of joint effort is presented as evidence of scholarship, clarification of the candidate's role in the joint effort must be provided.

- Teaching will be evaluated on the basis of mastery and appropriateness of subject matter, clarity and presentation, ability to stimulate student interest, and, above all, effectiveness.
 - Documentation of continuous improvement, such as review of curricular materials by departmental or external experts and subsequent changes made and/or peer evaluations of teaching and subsequent changes made, or similar.

- Pedagogical innovation, including the incorporation of new technologies and approaches to learning and assessment.
- Curriculum development and service on curriculum committees.
- Contributions to professional societies and organizations that seek to improve teaching.
- Advisors are expected to be well informed about procedures, be available to students, and demonstrate an interest in student welfare.
- Administration activities will be evaluated based on demonstrated competence, capability and future prospects.
 - Planning and achievement of goals, objectives, and priorities.
 - Interacting and communicating with faculty, staff, students, and other groups.
 - Managing and developing budgetary, physical, and personnel resources.
 - Demonstrating academic and professional leadership by advancing the vision and mission of the program/unit.
 - Identifying, developing and implementing program/unit policies.
- Extension activities will be evaluated based on subject mastery and an ability to instruct and inform. Programs must be effective and appropriate.
 - Evaluation data from extension activities that complement university and national extension goals.
 - The quality and quantity of state and regional extension publications.
 - Leadership in anticipating problems related to agronomic science and practices in Iowa and participation in developing solutions to these problems.
- Faculty members are expected to contribute to the welfare of the department, college, and university through service.

10 Grievance Procedures

The Department of Agronomy complies with the Iowa State University Catalog, the Graduate Student Handbook, the Faculty Handbook (FH), and the CALS governance document in dealing with grievances within the department. When cases arise and as directed by higher-level documents, the DC shall appoint an ad-hoc Grievance Committee. This committee has responsibility for impartially evaluating grievance claims and recommending solutions. If the grievance is brought forward by a student (graduate or undergraduate), an equal number of students (at the appropriate level) and faculty shall be appointed by the DC to serve with equal authority. If an individual has a grievance and is uncertain of the correct course of action, the individual should visit with the DC.

11 Governance Document Amendment

The policies and procedures described herein are effective upon adoption by a two-thirds affirmative vote of the faculty eligible to vote. Potential revisions of this document may be initiated at any

time by the DC, by written petition signed by one-third of the faculty eligible to vote on the revision, or by a majority of the faculty eligible to vote who are present at a regularly scheduled faculty meeting. Once initiated, proposed changes to the document are to be published and presented to the faculty for discussion at a subsequent, regularly scheduled, faculty meeting. A two-thirds affirmative vote of the faculty eligible to vote is required for adoption of amendments. The DC and faculty eligible to vote shall determine whether the vote is by written or electronic ballot (see Section 7). Nonbinding sections in the appendix may be updated as jointly deemed necessary by the DC and faculty eligible to vote, according to the normal voting procedures in faculty meetings.

12 Acronyms and Terms Used in this Document and Appendix

AC Associate Chair

CALS College of Agriculture and Life Sciences

CV curriculum vitae

DC Department Chair, the executive office of the department

Dean Dean of the College of Agriculture and Life Sciences, the executive officer of the college

DOGE Director of Graduate Education

FH ## Faculty Handbook Section ##

ISU Iowa State University

POSC Program of Study Committee

PRS Position Responsibility Statement

PTC Promotion and Tenure Committee

PTRC Post-tenure Review Committee

RAC Renewal and Advancement Committee

Appendices

A Standing Committees

The Curriculum Committee (CURC) membership shall reflect the diversity of the department and consist of at least seven members. Voting members on the CURC must be members of the faculty; other members (e.g., advisers and students) are ex-officio. The CURC is charged with leading the department in matters of curricula, including assessment and continuous improvement of the undergraduate and graduate degree programs administered by the Department of Agronomy. Also, the CURC shall be the departmental contact for interdepartmental programs and provide recommendations to the faculty because involvement or changes in interdepartmental programs may affect programs within the department. The CURC also is responsible for implementation of policies established by the university and college curriculum committees and in working with the DC to establish course-offering lists for each semester. With concurrence of the DC and faculty, the chair of the CURC shall appoint committee members to be the departmental representatives to the CALS Academic Affairs, Diversity, Curriculum, and Recruitment Committees. Minutes of the CURC meetings shall be posted online in a timely manner for review by all faculty members. They may also be requested by faculty members directly from the CURC chair. Major changes in core courses, options, programs, or policies must be brought to the faculty for a vote after the CURC has discussed and voted on the change. It may not be clear whether a change considered by the CURC is major or minor. Therefore, any member of the faculty may make a written request that a curriculum change be discussed at a faculty meeting. The recommendation of the CURC, either positive or negative, on major changes is only advisory to the faculty.

The Greenhouse, Growth Chamber, and Cold Storage Committee (GGCCS) shall have at least five members from the faculty and P&S/merit staff. This committee has responsibility of providing guidelines to the DC and assisting in setting departmental policy for greenhouse, growth chamber, and cold storage facilities in the department. The GGCCS committee shall be responsible for departmental review of public release of seeds originating from research programs within the department.

The Graduate Advisory Committee (GAC) shall have at least five faculty members (Major Coordinators), who are elected by the Major Graduate Faculty of majors administered by the department or are appointed by the DC for short terms up to one year. The DC shall facilitate elections. Elected members will serve three-year terms and are eligible for reelection. The DOGE, who is appointed by the DC, shall serve as chair of the committee, and the Graduate Student Coordinator shall also serve as a voting GAC member. This committee shall be responsible for developing programs for recruitment of graduate students and reviewing graduate-program policies of the university, college, and department, and proposing revisions of those policies as necessary to the faculty. The GAC shall serve as the screening committee for departmental graduate fellowship and assistantship award recipients. The GAC shall work with the CURC in assessing graduate-level courses and the curricula.

The Faculty and P&S/Merit Awards Committee (FPAC) shall have at least six faculty/staff who represent the breadth of the department. FPAC shall maintain a current record of past winners for appropriate national, university, college, and departmental awards for faculty and staff. The main

function of the committee is to ensure that faculty and staff members are nominated for appropriate awards. FPAC committee members shall coordinate the nominations and will either write or solicit other faculty and staff members to complete nominations.

The Graduate Student Awards Committee (GSAC) shall have at least four faculty members. This committee oversees and makes recommendations of graduate student award recipients for departmental, college, university, and national awards.

The Undergraduate Student Awards Committee (USAC) shall have at least five faculty members. This committee oversees and makes recommendations of undergraduate student award recipients for departmental, college, university, and national awards. The USAC also makes recommendations for undergraduate scholarship recipients, endowed scholarship/fellowship winners, and travel scholarships.

The Soil and Plant Analysis Committee (SPAC) shall have at least four faculty members. This committee provides oversight and makes recommendations on the operation and policies of the Agronomy Soil and Plant Analysis Laboratory. The Director of the Agronomy Soil and Plant Analysis Laboratory shall serve as an ex-officio member of the committee.

The Promotion and Tenure Committee (PTC) also serves as the departmental post-tenure review committee. This is an important committee of the department whose membership and responsibilities are outlined earlier in this document. Because of heavy workload, the PTC may delegate assigned responsibilities to ad-hoc committees.

The Renewal and Advancement Committee (RAC) helps the DC in the renewal and advancement of term faculty. This is an important committee of the department whose membership and responsibilities are outlined earlier in this document.