

GOVERNANCE DOCUMENT
GREENLEE SCHOOL OF JOURNALISM AND COMMUNICATION
Iowa State University

I. INTRODUCTION

A. **BACKGROUND.** The Greenlee School of Journalism and Communication is committed to a philosophy that draws its goals from the larger purposes of a land grant university as well as its accrediting organization, the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC). The School strives to serve students, the university, professional communicators and the general public of Iowa, the nation and the world through teaching, scholarship, service and professional outreach activities that:

- Educate students for careers in journalism and mass communication
- Promote an understanding and appreciation of the First Amendment and the role of journalism and communication in all societies.
- Foster scholarship that contributes to the building of theory and improves the practice journalism and communication.
- Emphasize communication in an increasingly diverse and multicultural world.
- Promote accountability and ethical performance.
- Increase communication effectiveness in a fast-changing technological society.
- Engage in substantial service to the University, the profession and the public.

The activities of the School reflect the University's commitment to excellence in teaching, research, creativity, professional practice and extension, and the University's recognition of the importance of service.

- B. **RELATIONSHIP TO COLLEGE, UNIVERSITY AND REGENTS POLICIES.** School policies embodied in this document or other School documents are subordinate to those of the College of Liberal Arts and Sciences, Iowa State University of Science and Technology and the Board of Regents, state of Iowa. When conflicts arise between School policies and College, University or Regents policies, the College, University or Regents policies prevail.
- C. **RELATED UNIVERSITY DOCUMENTS.** Other information about University policies can be found in the ISU General Catalog, the ISU Faculty Handbook, the ISU Information Handbook, the Graduate Faculty Handbook, the Records Management Manual and the ISU Office Procedures Guide.

II. MEMBERSHIP IN SCHOOL

- A. **CRITERIA.** All tenured, tenure-track, and term faculty with positions budgeted within the School are members of the faculty of the School. Unless specifically noted otherwise in this document, these definitions apply in any use of the words “faculty member.” (REV. 1-25-19)
- B. **VOTING ELIGIBILITY.** All tenured, tenure-track, and term faculty at the rank of assistant professor or above with contracts half-time or greater are eligible to vote in faculty meetings. (REV. 1-25-19)
- C. **VOTING RULES.** Absentee and proxy votes are not permitted.

III. GOVERNANCE STRUCTURE

- A. **THE FACULTY.** The faculty is the legislative body of the School and has ultimate responsibility for approving educational policies and procedures of the School, including curriculum and course revisions and grading procedures.
- B. **COMMITTEES.** Committees are responsible for advising the faculty regarding the development of educational policies and procedures of the School. Except where noted herein, tenure-track and term faculty members are appointed to committees by the Director.
- C. **DIRECTOR.** The Director is the School’s chief executive officer and is responsible for carrying out School, College and University policies.

IV. ADMINISTRATION

A. DIRECTOR

- 1. **APPOINTMENT.** The School is administered by a Director, who is appointed by the Dean of the College of Liberal Arts and Sciences, subject to the approval of the Provost of the University, the President of the University, and the Board of Regents, state of Iowa.
- 2. **LENGTH OF TERM.** The length of initial appointment of the Director varies from three to five years, depending on the School’s administrative needs. The length of term is set by the Dean. Ordinarily, no faculty member serves longer than a total of eight consecutive years as Director.
- 3. **REAPPOINTMENT.** When appropriate, the Dean initiates the reappointment process in the next to last year of the Director’s term in office by seeking the opinion of the faculty regarding whether the incumbent Director should be reappointed. The Dean then decides whether to reappoint the incumbent Director.

4. **REPLACEMENT.** If the Dean decides not to reappoint the incumbent Director, the Dean initiates the replacement process by seeking the opinion of the faculty regarding whether it favors an internal or external search. The Dean then decides whether there will be an internal or external search and appoints a search committee, which carries out the search according to University policies and practices. The search committee is responsible for recommending candidates to the Dean.
5. **VACANCY.** If the incumbent Director takes a leave from office, resigns or is not able to complete the term in office, the Dean appoints an Acting Director after seeking the opinion of the faculty regarding the best candidates. The Acting Director serves in office until the Director returns from the leave or until a permanent Director is selected through the ordinary replacement process.
6. **REPLACEMENT FOR CAUSE.** The Dean may remove the Director for cause at any time during the Director's term in office. Should the Director be removed for cause, the Dean appoints an Acting Director after seeking the opinion of the faculty regarding the best candidates. The Acting Director serves until a Director is selected through the ordinary replacement process.
7. **RESPONSIBILITIES.** The Director's overall responsibilities include faculty development, program development and administration of the School. Among the Director's administrative responsibilities are:

Reviewing annually all full-time faculty members so they understand whether they are making satisfactory contributions toward promotion, the School, the University and their disciplines. The Director may delegate reviews of part-time and non-budgeted faculty to the Associate Director.

Keeping the faculty abreast of developments affecting the School. The Director provides budget statements and explanations to the faculty at least annually regarding all School finances. The Director also addresses the faculty each fall, outlining the condition and direction of the School, working closely with School committees so that progress is made in meeting School goals.

Balancing faculty members' teaching, research and service responsibilities to ensure equity among all faculty members, insofar as possible. Appointing administrative positions and, where appropriate, committee chairs and members.

Maintaining School records, both public and confidential.

Remaining active as a scholar.

In regard to matters over which the faculty has ultimate authority, the Director does not have veto power over decisions voted on by the faculty.

8. **EVALUATION OF DIRECTOR.** The Director of the School shall be evaluated annually during spring semester. The Promotion and Tenure Committee shall consult with the Office of the Dean to ensure the evaluation is timely undertaken, and shall administer the evaluation instrument. Evaluations shall be anonymous, and shall include an overall rating, using a Likert scale, in order to provide a year-to-year comparison, as well as open-ended questions asking faculty and staff to comment on areas of positive performance and areas where performance may be improved. Faculty and staff shall return evaluations to the Promotion and Tenure Committee, which shall tabulate the data and submit both a summary and the original data to the Dean of the College. The Dean will provide a summary report on the performance of the Director to faculty and staff in a timely manner.

In the year prior to the renewal of the Director's contract, if the Director seeks renewal, the following evaluation procedure shall substitute for the procedure stated above. The evaluation shall be carried out by a committee, consisting of three faculty members elected by the faculty and an external chair appointed by the Dean. This committee, in consultation with the Dean, shall identify the relevant external constituencies to be contacted. The committee also shall meet personally with all faculty and staff to receive comments concerning the performance of the Director. Faculty and staff members may submit their comment in writing or may, if they choose, meet with the external chair rather than a School faculty member to provide comments. Once all faculty and staff interviews have been completed, the committee will create a summary report and then meet with the Dean to discuss the results. The Director also shall file a self-evaluation report that will provide additional input to the committee. The Dean and the committee will meet to discuss the reports. The Dean will meet with the entire faculty to advise them of the conclusions based on the reports, and will provide the faculty with a written report of his or her decision and rationale.

B. ASSOCIATE DIRECTOR.

1. **APPOINTMENT.** The Associate Director is a faculty member who is appointed by the Director after consulting with the Dean and the School's faculty. The Associate Director serves in at least a half-time capacity in the position.
2. **LENGTH OF TERM.** The Associate Director is appointed to a two-year term, which is renewable. Ordinarily, no faculty member serves longer than a total of eight consecutive years as Associate Director.

3. REAPPOINTMENT. When considering the reappointment of the Associate Director, the Director consults with the Dean and the School's faculty before making the reappointment decision.
4. VACANCY. If the Associate Director is unable to complete the term in office, the normal replacement process is initiated.
5. REPLACEMENT FOR CAUSE. The Director may remove the Associate Director for cause at any time during the Associate Director's term in office. Should the Associate Director be removed for cause, the Director initiates the regular appointment procedure for filling the vacancy.
6. RESPONSIBILITIES. Works collaboratively with the Director on budgets and/or teaching duties, and other matters assigned by the Director.

Serving as Director when the Director is temporarily absent. May be asked to oversee student internships as teacher of record for JLMC, PR, ADVRT 499 through summer for one month's compensation. Summer hours include regular Associate Director responsibilities.

The Associate Director is expected to remain active as a scholar.

7. ANNUAL REVIEW. The Associate Director is evaluated annually by the Director, who consults with the faculty.

C. DIRECTOR OF GRADUATE EDUCATION. The Director of Graduate Education is appointed by the School Director after consulting with the faculty. He/She serves at the pleasure of the Director and is evaluated annually by the Director, who consults with the graduate faculty.

1. The Director of Graduate Education chairs the Graduate Steering Committee and is responsible for carrying out School policy and making day-to-day administrative decisions concerning the graduate program and is responsible for calling meetings of the Graduate Steering Committee. In addition, he/she is expected to remain active as a scholar.
2. The Director of Graduate Education's teaching and other School responsibilities are adjusted to accommodate these administrative duties.

D. DIRECTOR OF UNDERGRADUATE EDUCATION. The Director of Undergraduate Education is appointed by the School Director after consulting with the faculty. He/She serves at the pleasure of the Director and is evaluated annually by the Director who consults with the faculty.

1. The Director of Undergraduate Education chairs the Undergraduate Committee and is responsible for carrying out School policy and making day-

to-day administrative decisions concerning the undergraduate program and is responsible for calling meetings of the Undergraduate Committee. In addition, he/she is expected to remain active as a scholar.

2. The Director of Undergraduate Education's teaching and other School responsibilities are adjusted to accommodate these administrative duties.

- E. OTHER APPOINTMENTS. The Director may make other administrative appointments where appropriate after consulting with the faculty.

V. FACULTY RESPONSIBILITIES

- A. The School's faculty members have the responsibility to develop full lives as scholars and teachers. This means they have an ongoing commitment to improving the quality of their teaching and scholarship. Faculty members are expected to participate actively in faculty governance. In addition, senior tenured faculty members have an obligation to serve as academic counselors to junior tenure-track faculty members.
- B. Because the School also has a professional orientation, its faculty members have a special obligation to maintain strong ties to the journalism and communication professions.

VI. FACULTY MEETINGS

- A. Meetings are open to all interested parties except when closed under the Iowa Open Meetings Act (Chapter 21 of the Iowa Code). The Director, or the Director's designee, chairs all faculty meetings.
- B. REGULAR FACULTY MEETINGS. Regular faculty meetings are called by the Director and ordinarily are held at least monthly during the fall and spring semesters. Faculty members wishing to discuss specific topics ordinarily will notify the Director at least 48 hours before the meeting so the topics can be on the agenda. The agenda ordinarily will be circulated by the Director to the faculty 24 hours before the meeting. Items on the agenda may be added, deleted or reordered if there is no objection from the faculty. If there is objection from the faculty, a simple majority vote of the faculty at the meeting decides the question.
- C. EMERGENCY FACULTY MEETINGS. Emergency faculty meetings may be called by the Director or by a petition signed by five or more faculty members provided at least two hours' notice is given and a reasonable effort has been made to notify faculty. Only business of an emergency nature may be conducted at an emergency faculty meeting.
- D. INFORMATIONAL FACULTY MEETINGS. Informational faculty meetings may be called by the Director or at the request of two or more faculty members.

Any topic may be discussed at informational faculty meetings, but no binding votes may be taken.

- E. **VOTING PROCEDURES.** The usual method of voting is by voice. A roll-call or show-of-hands vote is conducted when requested by at least one faculty member. However, a secret ballot will be conducted when requested by at least two faculty members, and the request for a secret ballot takes precedence over the request for a roll-call or show-of-hands vote. The ballots will be counted by at least two faculty members and tallies will be announced to the faculty.

Unless otherwise noted, passage of motions requires a simple majority vote based on the votes of the faculty members present. The Director may vote on any matter before the faculty.

- F. **QUORUMS.** For regular and emergency faculty meetings, a quorum consists of a majority of the faculty members, excluding those on leave. A quorum is not required for an informational faculty meeting.
- G. **MINUTES.** The Director will ensure that minutes of all faculty meetings are taken and distributed to the faculty so the minutes can be considered and approved by the faculty at a subsequent faculty meeting.

VII. FACULTY COMMITTEES

One of the principal ways in which the faculty shares in the governance of the School is through participation in its committees. It is within committees that School policies and procedures are debated and developed before they are recommended to the faculty for approval.

Faculty members are appointed to committees for two-year terms, except for the Directors of Graduate and Undergraduate Education and the members of the P&T Committee, the Term Advancement Committee and the Graduate Steering Committee. (REV. 1-25-19)

Terms of committee members begin on June 1.

Committee vacancies occurring during the normal terms are filled by the Director, or, when indicated herein, by faculty election. Faculty members appointed to fill unexpired terms serve for the remainder of those terms and may be reappointed. The Director may remove any committee appointee whom the Director has named.

No member of any committee serves more than two consecutive full terms on that committee, except for the Director of Graduate Education, the Director of Undergraduate Education and the members of the Graduate Steering Committee.

- By the first week in May of every even-numbered year, the Director polls faculty members as to their committee preferences.
- By the last week in May of every even-numbered year, the Director names the Directors of Graduate and Undergraduate Education, chairs and members to standing committees except for the members of the P&T Committee and the Graduate Steering Committee.

Ad hoc committees and subcommittees may be created by the Director, after approval by the faculty at a regular faculty meeting, to handle special assignments, such as the search for a new faculty member. In emergencies, *ad hoc* committees may be created by the Director without prior approval of the faculty, but faculty approval must be sought at the next regular faculty meeting. *Ad hoc* committees disband when their assignments are completed.

Ordinarily, no untenured faculty member is assigned to serve as Chair of any standing or *ad hoc* committee or subcommittee, and no tenured or term faculty member is assigned to serve as Chair of more than one standing or *ad hoc* committee or subcommittee. Ordinarily, no untenured or term faculty member is assigned to serve on more than two standing or *ad hoc* committees or subcommittees, and no tenured faculty member is assigned to serve on more than three standing or *ad hoc* committees or subcommittees. (REV. 5-3-19)

Chairs are encouraged to appoint students to renewable one-year terms as non-voting members of appropriate committees. No student should be expected to serve on more than one committee.

Every committee is expected to have a diverse membership representing the various interests of the School. Temporary faculty and School staff may be appointed as non-voting members of committees where appropriate.

Committee Chairs are responsible for ensuring that minutes of committee meetings are taken and distributed to the faculty and the Director. They are also responsible for preparing end-of-year reports regarding committee accomplishments and goals and for distributing those reports to the faculty and the Director.

The School's standing committees are:

- A. LONG-RANGE PLANNING. The Long-Range Planning (LRP) Committee develops the School's long-range plan and provides continuing advice to the School regarding changes in the plan. The long-range plan outlines the direction of the School for at least the next three years in regard to curriculum, faculty hiring, funding, computer usage and equipment, and building and space needs. All committees provide the LRP Committee with their respective long-range plans for incorporation in the School's plan. The Long-Range Planning Committee is also charged to update the School's governance document. (REV 2-28-20).

- B. **CURRICULUM.** The Curriculum Committee monitors the curriculum and makes recommendations regarding all curricular changes on both the undergraduate and graduate level. It also prepares a long-range plan regarding the School's curriculum and handles all changes and updates to catalog copy. The Curriculum Committee monitors journals, newspapers and electronic sources for students and makes appropriate recommendations.
- C. **GRADUATE STEERING.** The Director of Graduate Education heads the graduate program and reports to the School's graduate faculty members. He/She monitors all aspects of the graduate program, including admissions, assistantships and scholarships, student progress, curriculum, academic standards and teaching assignments. He/She is responsible for encouraging and guiding research and creative activities in the graduate program.

The Director of Graduate Education chairs the Graduate Steering Committee. The Graduate Steering Committee advises the graduate faculty regarding all graduate program matters. The committee includes three members of the graduate faculty—the Director of Graduate Education and two members elected by the graduate faculty. The two elected members of the Graduate Steering Committee serve two-year terms. The policy recommendations of the Graduate Steering Committee are presented to the graduate faculty for approval, except for curriculum recommendations, which are presented to the Curriculum Committee before being considered by the full faculty.

- D. **UNDERGRADUATE.** The Director of Undergraduate Education heads the undergraduate program and reports to the School's faculty members. He/She chairs the Undergraduate Committee that coordinates the operation of the School's undergraduate program, with particular emphasis on advising, academic standards and academic appeals, internships and placement, and teaching assignments. The Committee also oversees software and technology functions and administers the School's scholarships, awards and contests, and the programs or ceremonies where recipients of scholarships and awards are announced. The Undergraduate Committee comprises five faculty members with voting rights. They are appointed by the Director.
- E. **DIVERSITY.** The Diversity Committee conducts an assessment of student climate; maintains and updates the diversity action plan; and reviews activities across the action plan reports at least once every three years. The committee also assists in outreach efforts to recruit diverse undergraduate students, graduate students, faculty and staff; monitors curriculum to ensure alignment with the action plan; recognizes the work of students and professionals and works with other committees on diversity efforts. Whenever possible the Diversity Committee shall consist of at least three faculty members, an adviser, and two students. (REV 2-28-20).

F. **DIRECTOR’S ADVISORY.** The Director’s Advisory Committee advises the Director regarding a broad range of School matters, such as finances, fund-raising, affirmative action, faculty performance and course scheduling.

G. **PROMOTION AND TENURE.** See Section IX. (REV. 1-25-19)

H. **TERM ADVANCEMENT.** See Section X. (REV. 1-25-19)

VIII. FACULTY ANNUAL REVIEWS

A. WRITTEN DOCUMENTATION.

1. Position description or position responsibility statement (based on original letter of intent and any changes agreed to by faculty member in consultation with the Director and the P&T Committee).
2. A completed annual review form.
3. Any attachments the faculty member may wish to provide.

B. PROCESS.

1. Submit the documentation to the Director in March. The Director will distribute an annual form aligned with College benchmarks.
2. Hold annual review meeting with the Director by April 15.
3. By May 1, the Director provides faculty member with a written record of the outcomes of the review meeting and the agreements reached in the review meeting. This response is to summarize an assessment agreed upon during the annual review and to make constructive recommendations looking to the future.

IX. PROMOTION AND TENURE

A. **PROMOTION AND TENURE (P&T) COMMITTEE.** Because of the vital importance of promotion and tenure in higher education, all eligible faculty members are and shall be candidates for membership on the P&T Committee except: (a) those who are on leave (b) those who expect to seek promotion and tenure during the terms being filled and (c) term faculty. (REV. 1-25-19)

1. **RESPONSIBILITIES.** The Promotion and Tenure Committee is responsible for collecting and presenting information relevant to the evaluation of tenure track candidates for promotion or tenure or both. For cases involving probationary review or promotion and tenure to associate professor, members of the P&T Committee will work with the candidate to assemble the required

dossier and supporting documents. For promotion to full professor, a separate committee of all full professors will be created that will carry out all the steps described below. Either the P&T Committee (in the case of promotion to associate professor) or the special committee of full professors (in the case of promotion to full professor) will also undertake the solicitation of external letters using the process explained later in this document. For probationary review or promotion to associate professor, once all documentation has been collected, members of the P&T Committee bring together tenured faculty in the School with a rank equal to or above the level of the promotion under consideration. That is, probationary review or promotion and tenure cases for associate professor will involve a decision by all current full and associate professors in the School (except the Director, who provides his or her view in a separate process). Promotion to full professor will involve tenured faculty who are already full professors in the School. Tenure-only decisions will involve all current tenured faculty (except the Director). For cases of probationary review or promotion and/or tenure, the P&T Committee itself does not make a recommendation. It presents documentation (including the dossier, teaching materials, scholarship evidence, and external letters) to eligible faculty at a special meeting. All eligible faculty (except the Director) then vote on the probationary review or promotion and/or tenure decision. (REV. 1-25-19)

In addition to these duties, the P&T Committee conducts post-tenure reviews of tenured faculty every seven years. Procedures for these reviews are described in Section IX of this document.

2. **MEMBERSHIP.** The Promotion and Tenure Committee is a four member committee elected by the tenure-eligible faculty. It must comprise a minimum of one full professor and three other tenured faculty members (REV 10-26-13). Ballots for vacant positions must contain the names of all eligible faculty. Faculty receiving the most votes will fill the vacant positions, with the full-professor position being filled by the full professor receiving the most votes. No faculty member may serve simultaneously on the Promotion & Tenure Committee and the Term Advancement Committee. (REV. 2-1-19)

Faculty members, including the School Director, may vote for any eligible candidate(s). However, the School Director is not eligible to serve on the committee.

The Chair of the committee is elected by the committee to a two-year term and is a member who has had at least one year of service on the committee. The Chair is a voting member. Results of the election are announced to the faculty by the School Director in a timely manner.

3. **LENGTH OF TERM.** Terms of service on the committee are for three years, with terms staggered so that no more than two members' terms expire in the same year.

The election is held on or about April 15. Terms of newly elected committee members begin on June 1.

No member of the committee may serve more than two consecutive full or partial terms (a maximum of six consecutive years) without a one-semester interruption of service. (REV 1/12/2018)

4. **RESIGNATIONS.** Should a member of the committee seek promotion or tenure after being elected to the committee, that member will resign from the committee by the nomination deadline. Should a member of the committee go on extended leave for one or more semesters or otherwise become unable to fulfill committee responsibilities, that member must resign from the committee. (For the filling of vacancies, see Section VIII, A 7.)
 5. **QUORUMS.** A quorum for the P&T Committee is three members. All recommendations and decisions of the committee require at least three votes. Voting is by secret ballot if requested by at least one committee member. (REV. 2-1-19)
 6. **CONFLICTS OF INTEREST.** In accordance with the University's Promotion and Tenure document, any member of the P&T Committee who has a conflict of interest with respect to a candidate being reviewed should not participate in the consideration of that candidate. Any faculty member who is concerned about a possible conflict of interest within the P&T Committee should discuss it with the Director, who makes the School decision. If the Director concludes there is a conflict of interest, the committee member steps aside while that candidate is under consideration.
 7. **VACANCIES.** Any vacancy on the P&T Committee will be filled by a special election.
- B. **STANDARDS.** As stated in the University policy on promotion and tenure, "Evaluation of a faculty member for promotion and/or tenure is based primarily on evidence of scholarship in the faculty member's teaching, research/creative activities, and/or extension/ professional practice."

Because the School combines professional education of undergraduate and graduate students with a strong tradition of research and scholarship, the School has a dual-track system for classifying faculty members: The Journalism and Communication Professional Practice Tenure Track and the Journalism and Communication Theory and Research Tenure Track. The dual-track acknowledges that there are different expectations for the two groups of faculty

members, both of which are vital to the School and University's mission of excellence in teaching, scholarship and service/extension. The School supports the examples and range of scholarship as detailed in the Boyer report, which the University has adopted (Weiser, C. J., 1996, *The value of a university—Rethinking scholarship*, Oregon State University, <http://www.adec.edu/clemson/papers/weiser.html>; Boyer, E. L., 1990, *Scholarship reconsidered—Priorities of the professoriate*, Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching; and *Iowa State University Faculty Handbook 2002*, 5.2.2.2. Scholarship, p. 32).

A faculty member might be strong in both areas, but for the purposes of classification and expectations for appointment, reappointment, promotion and tenure, each faculty member is in one track. All faculty will select one track at the time of initial appointment and that will be reflected in the position responsibility statement (PRS).

Candidates for promotion from assistant to associate professor will meet with the P&T Committee in the first year of the appointment. In the third year, the candidate will undergo a probationary review. As noted above, the P&T Committee will assist the candidate in preparing materials for the review, and will present the case to a meeting of the eligible faculty. Procedures will follow those specified in the LAS College Document "The Probationary Review of Tenure-Eligible Faculty." Generally, in the sixth year, the candidate will undergo a mandatory promotion and tenure review. As noted above, the P&T committee will meet with and assist the candidate in preparing materials for the review, and will present the case at a meeting of the eligible faculty. (REV 4/1/2011)

Evaluation of a faculty member for promotion and/or tenure is based primarily on evidence of scholarship in the faculty member's teaching, research/creative activities, and professional practice. Scholarship is creative, systematic, rational inquiry into a topic and the honest, forthright application or exposition of conclusions drawn from that inquiry. It builds on existing knowledge and employs critical analysis and judgment to enhance understanding. Scholarship is the umbrella under which research falls, but research is just one form of scholarship. Scholarship also encompasses creative activities, teaching, and professional practice.

- i) **SCHOLARSHIP.** Scholarship results in a product that is shared with others and is subject to the criticism of individuals qualified to judge the product. This product may take the form of a book, journal article, critical review, annotated bibliography, lecture, review of existing research on a topic, or speech synthesizing the thinking on a topic. Also falling under the umbrella of scholarship are original materials designed for use with the computer; art exhibits by teacher-artists; musical concerts with original scores; novels, essays, short stories, poems; and scholarly articles published in non-research based periodicals, newspapers, television and radio programs, websites and

other publications, etc. In short, scholarship includes materials that are generally called “intellectual property.” Scholarship generally implies that one has a solid foundation in the professional field addressed and is current with developments in that field. However, it must be noted that significant advances sometimes accrue when a scholar extends her or his scope of topics beyond those traditional to a particular discipline.

In some fields, refereed journals and monographs are the traditional media for documenting scholarship; in others, exhibitions and performances are the appropriate form. In still other fields, emerging technologies are creating (and will continue to create) entirely new media. Finally, scholarship may be validated and communicated through conference presentations and invited lectures.

Faculty also may submit evidence of scholarship that has not been documented by peers in the discipline, even though this evidence alone would not be sufficient to justify promotion and tenure. Evidence regarding both documented and undocumented scholarship provides a holistic portrayal of the candidate’s scholarly work. For example, course materials in and of themselves do not constitute scholarship.

ii) **TEACHING.** Teaching is a scholarly and dynamic endeavor and covers a broad range of activities. Some examples of teaching activities include the following:

- presenting resident credit courses, extension and international programs and courses, non-credit seminars and workshops, and continuing education and distance learning programs
- directing undergraduate and graduate projects, internships, theses, and dissertations
- serving on masters and doctoral committees
- advising and mentoring undergraduate students, graduate students, and post-doctoral associates

Examples of activities that provide evidence of a faculty member’s particular commitment to effective teaching include the following:

- contributions to curricular development, including collaborative courses and programs and service on curriculum committees
- pedagogical innovation, including the incorporation of new technologies and approaches to learning and assessment
- documented study of curricular and pedagogical issues, and incorporation of this information into the classrooms
- development of teaching materials
- pedagogically-oriented research
- involvement in student research projects

- contributions to professional societies and organizations that seek to improve teaching
- teaching aspects of advising student organizations and publications
- commitment to advising, which will include knowledge about curricular and
- extracurricular matters as well as an ability to aid students in using university resources

The scholarship resulting from teaching is documented through such means as peer-reviewed publications, textbooks, CDs, videos, software, workbooks, lab manuals, invited lectures and conference papers. Evaluation of scholarship in teaching considers its originality, significance and/or impact as evidenced by its influence, use, or adoption by peers.

iii) **RESEARCH/CREATIVE ACTIVITIES.** Faculty members who engage in research/creative activities are expected to make original contributions that are appropriate to their chosen area of specialization and that are respected by peers within and outside the University.

Some examples of research/creative activity include the following:

- conduct of experimental research
- creative performance or exhibition
- conceptualizing and theorizing in an original way
- synthesis, criticism, and clarification of extant knowledge and research
- innovative collection or analysis of empirical data
- seeking and obtaining competitive grants and contracts
- relating research to the solution of practical problems
- leadership in professional societies or organizations

Scholarship resulting from research/creative activities is documented through means appropriate to the specialty, such as peer-reviewed publications, lectures, performances, exhibits, invited lectures and conference papers. Evaluation of scholarship considers its impact as judged by its influence, use, or adoption by peers; its originality, richness, breadth and/or depth of expression.

iv) **INSTITUTIONAL SERVICE.** While service alone is not sufficient for promotion or tenure, service is nonetheless highly valued by the School and is expected of every faculty member. A record of substantial service (such as chairing committees, programs, etc.) is required for promotion to full professor.

Among the ways that a faculty member can meet the School's institutional service requirement is through:

- Making contributions to appropriate University scholarly or professional organizations as an officer, committee chair or committee member with administrative responsibilities
- Being actively involved in appropriate academic or professional organizations
- Advising student organizations and publications
- Serving the School, the College or the University by accepting and carrying out committee responsibilities
- Providing significant service to the community

A portfolio format may be used to document faculty institutional service activities beyond what is contained in the candidate's vita. Assessments of institutional service are determined by evidence of accomplishments in leadership positions on committees and in academic organizations; evidence of the successfulness of student organizations advised by the individual; and, exemplary assessments from knowledgeable internal and external academic and communication professionals.

C. APPOINTMENT, REAPPOINTMENT, ADVANCEMENT AND PERFORMANCE EVALUATION OF TENURE ELIGIBLE FACULTY

1. INITIAL APPOINTMENT. Initial appointments at the rank of assistant professor or above require a vote from faculty. Ballots for candidates shall first ask if the appointment of each candidate is acceptable or not acceptable, and then ask for a rank-ordering of candidates. Promotions to associate professor and above require a vote of tenured faculty at that rank or above. The results of all ballots shall be reported to the Director. (REV. 2-1-19)
2. QUALIFICATIONS FOR PROMOTION TO ASSISTANT PROFESSOR. Promotion to this rank requires that the faculty member:
 - Hold a doctoral or juris doctor degree and professional experience relevant to the individual's appointment responsibilities; or
 - Hold a master's degree and typically have a minimum of five years of significant full-time professional experience related to the subject areas in which the faculty member is expected to teach.

The assistant professor rank is recognition that the faculty member has exhibited the potential to grow in an academic career. Appointment at or promotion to this rank should be based on evidence that the faculty member can be expected to become qualified for promotion to associate professor in due course.

3. QUALIFICATION FOR PROMOTION TO ASSOCIATE PROFESSOR. Promotion to this rank requires that the faculty member:

- Hold a doctoral or juris doctor degree and professional experience relevant to the individual's appointment responsibilities; or
- Hold a master's degree and typically have a minimum of five years of significant full-time professional experience related to the subject areas in which the faculty member is expected to teach.

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 the following:

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

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

4. **QUALIFICATION FOR PROMOTION TO PROFESSOR.** Promotion to this rank requires that the faculty member:

- Hold a doctoral or juris doctor degree and professional experience relevant to the individual's appointment responsibilities; or
- Hold a master's degree and typically have a minimum of five years of significant full-time professional experience related to the subject areas in which the faculty member is expected to teach.

A professor should be recognized by his/her professional peers within the University, as well as nationally and/or internationally, for the quality of the contribution to his/her discipline. The candidate must demonstrate the following:

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

Furthermore, a recommendation for promotion to professor must be based upon an assessment, since the last promotion, 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.

5. **TIME IN RANK.** Tenure is conferred on an individual after seven consecutive years of continuous service in a regular appointment at Iowa State University. A faculty member, therefore, is ordinarily reviewed for tenure in the sixth year. Recommendations for earlier awarding of tenure require documentation of truly exceptional accomplishments.
6. **TENURE.** The level of performance sufficient to justify tenure generally corresponds to that expected for promotion to the rank of associate professor, and the granting of tenure ordinarily accompanies promotion to that rank. But in all cases, the P&T Committee, as well as the Director, makes a tenure recommendation separate from a promotion recommendation.

D. PROCEDURES FOR PROMOTION AND TENURE.

1. **MENTORING.** New faculty members seeking tenure will be assigned a senior tenure-eligible faculty member as a mentor. The mentor is to serve as a resource person and coach to assist the new faculty member in finding needed resources, understanding University policies and procedures, and obtaining advice and assistance with respect to teaching and the advancement of his or her scholarly agenda.

During the tenure review process, the individual's mentor will continue to be of assistance, as will be the members of the School's P&T Committee and the School's Director.

2. **NOMINATION.** Any faculty member may nominate himself or herself for consideration for promotion and/or tenure. In addition, faculty members facing mandatory decisions automatically are nominated. This includes faculty members in their next to last year of appointment at, or recognized by, Iowa State University.
3. **WITHDRAWAL.** Any faculty member may withdraw from consideration at any point in the process. The consequences of withdrawal from a mandatory tenure review are to be made clear to the faculty member by the Director.
4. **POSTPONEMENT.** Any faculty member working toward tenure may request a postponement of his or her time for the mandatory tenure review. Such a request must be supported by evidence of extenuating circumstances and be approved by the School's P&T Committee and Director, as well as the Offices of the Dean of the College of Liberal Arts and Sciences and the Provost.
5. **APPEAL.** At any point during the promotion and tenure process, the candidate may appeal any decision by the P&T Committee or the Director through the School or University grievance procedures.

6. TIMETABLE. At the beginning of each spring semester, the Chair of the P&T Committee shall, by written memorandum, inform all faculty of the promotion and tenure timetable for the upcoming promotion and tenure cycle. Whenever any date in the promotion and tenure timetable falls on a weekend or University holiday, the deadline is automatically extended to the next University business day.
- By April 8, the School Director prepares a list of all faculty members for the P&T Committee. The list includes the rank, date of original appointment, date of last promotion, and tenure status of each faculty member. Faculty members facing mandatory tenure review will be identified.
 - By April 15, all faculty members who must undergo tenure review are notified by the School Director.
 - Also by April 15, all other faculty members who want to be considered for promotion or tenure or both must notify the P&T Committee Chair in writing of their intention.

The specific calendar will be set by the P&T Committee to take into account its case load, and in consultation with the candidate. However, candidates for promotion and tenure can expect to meet the following deadlines:

- By the end of spring semester, the P&T Committee meets with each candidate to describe the documentation to be included in the candidate's application for promotion or tenure or both. Submission of these materials must follow the University outline.
- Documentation at the School level must include, but is not limited to: a completed College of Liberal Arts and Sciences Outline and Documentation, Promotion and Tenure Document Tabs 1 and 2 submitted by the candidate AND Tabs 3 through 5 are completed by the School's P&T Committee, and the School Director is responsible for the Checklist and Cover Sheet.

The Chair of the P&T Committee reports to the faculty the names of faculty members who are seeking promotion or tenure or both.

- By Sept. 1, all candidates for promotion or tenure or both must provide the P&T Committee with appropriate documentation (See above). A candidate's dossier may be supplemented as additional information is gathered by the candidate, the Chair or the committee.

These documents will be evaluated as follows:

- *Letters of evaluation from professionals in the field, outside the Institution (six maximum).* Letters should be solicited from appropriate professionals in the field chosen for their ability to evaluate the

candidate's activities and accomplishments impartially. They should generally be tenured professors at a level similar to or higher than that to which the candidate is applying. Evaluators should be located at peer institutions or be individuals of equivalent stature outside of academe who are widely recognized in the field. Letters should primarily focus on the aspects of the candidate's work that qualify as scholarship. While in some cases this might mean a focus on one area such as teaching or research, in others it might entail a focus on a mixture of scholarship in teaching, research/creative activities and/or extension/professional practice. At least five letters should be submitted with the promotion and/or tenure recommendation, including at least two suggested by the candidate and at least two proposed by the P&T Committee. In cases where a candidate suggests a reviewer who is also on the School's list of reviewers, that reviewer will be seen as having been suggested by the committee. Evaluators should not be colleagues with whom the candidate has frequently collaborated or major professors.

- All evaluations received are to be included in the candidate's dossier.
- Each evaluator for each candidate at each rank will be asked to be specific and to comment on the candidate's scholarly activities and their impact on the field, as well as, where possible, to compare the candidate with others in the field at the same stage of their careers. A copy of the candidate's vitae and other relevant materials will be sent to the evaluators. All evaluations will be returned to the P&T Committee. University policy requires that the reports of the peer reviewers be confidential and may not be made available to the candidates.
- By Oct. 10, all documentation from the candidate must be provided to the P&T Committee. All assessments from outside evaluators are expected to be available to the P&T Committee, although they may be received later. All documentation and other relevant information gathered by the P&T Committee are made available to the Director.
- By Nov. 1, the P&T Committee schedules a meeting of all faculty eligible to vote on the promotion and/or tenure decision. At the meeting, members of the P&T committee present the material to the faculty, including the external letters. A single copy of these external letters will be available in the meeting room. No other copies of these letters may be made by faculty attending this meeting, and the external letters may not be taken out of the room except by the Chair of the P&T committee. After discussion, the eligible members of the faculty vote on the promotion and/or tenure decision. The P&T Committee then prepares a summary of the discussion and vote, and forwards the results to the Director. This summary is shared with all eligible faculty.
- By Nov. 15, the Director meets with the eligible faculty to discuss the Committee's summary and report of voting and to report the Director's own evaluation and recommendation of the candidate(s).
- By Dec. 1, the Director and the P&T Committee Chair notify the candidate(s) of the recommendations. Each person for whom a

recommendation is being forwarded to the College will be given an opportunity to review Tabs 1 & 2. The remainder of the dossier, including the cover sheet, is to be considered and treated as a confidential document. The candidate may challenge information in the dossier orally or in writing. Any written responses by the candidate become part of the dossier. (REV. 3-30-19)

The dossier, when complete, is made up of two parts:

- Factual information regarding the nominee, including the curriculum vitae, assignments and other pertinent activities, responsibilities and achievements.
- The summary and voting concerning the nominee's performance by the eligible faculty and the Director's recommendation as it relates to the promotion and tenure standards of the University, the College and the School. The recommendation also must include the basis for the recommendation and the prospects for the nominee's continued development.

The Chair of the P&T Committee and the Director of the School shall include with the documentation a statement justifying the granting of tenure in light of the School's programmatic needs. The Chair of P&T Committee shall also forward the number of votes for and against promotion and/or tenure for each nominee, the number abstaining from voting, and the number of eligible voters not voting because they were not present. Minority opinions of eligible faculty will be represented in the report to the College.

When more than one candidate seeks promotion or tenure, the eligible faculty do not rank the candidates against each other, but decide only whether to recommend each for promotion or tenure.

The name of a candidate who receives neither a majority vote from the eligible faculty nor a positive recommendation from the Director is not forwarded to the College, except when the candidate faces a mandatory tenure decision.

- By Dec. 2 (or by the deadline established by the college), the Director submits the School's recommendations for promotion and tenure to the College. The vote and report of the School's eligible faculty and the Director's recommendations are included.

In accordance with the University's promotion and tenure document, the Director may recommend candidates for promotion or tenure irrespective of the recommendations of the School's P&T Committee. The Director reports first to the eligible faculty, then to the entire faculty, the names of all candidates being forwarded to the College.

IX. POST-TENURE REVIEW

- A. **PARTICIPANTS.** All tenured faculty will be reviewed on a regular basis by the School's P&T Committee. The Director is not reviewed while in that position, but will be reviewed on a regular schedule when the term as Director is over. Other tenured faculty members exempted from review include: (1) those who are being reviewed for promotion to a higher rank that same year; (2) Those who are within one year of announced retirement or are on phased retirement (the School must have approved the retirement plan).
- B. **REVIEW PROCEDURES AND TIMELINE.** This review procedure began in the Fall semester of 2000.

Normally, once every seven years following promotion, each tenured faculty member will provide the P&T Committee with a report covering accomplishments during the period. A faculty member may request a review as early as five years following promotion or the previous seven-year review. In accordance with the Faculty Handbook procedures concerning Unacceptable Performance, a review will automatically occur for any tenured faculty member who receives two consecutive negative annual reviews by the Director.

The review materials will be provided to the P&T Committee by the first day of spring semester of the academic year of the review. The committee will report its evaluation to the faculty member and to the Director by mid-February of that year.

- C. **MATERIALS TO BE REVIEWED** All faculty members in the School provide annual reports on their teaching, scholarship, outreach, and service. The post-tenure review materials will consist of (1) the faculty member's position responsibility statement (PRS), (2) a self-evaluation (3) the annual reports covering the interval to be reviewed, (4) a complete and detailed resume or vita highlighting accomplishments and (5) a statement of goals and plans for the next review interval.
- D. **DISTRIBUTION AND USE OF RESULTS** The P&T Committee will rate the candidate as meeting or below expectations in three areas: teaching, scholarship, and service. The Committee will also rate the candidate as meeting or below expectations overall. The report prepared by the P&T Committee will consist of a written evaluation concerning the faculty member's accomplishments as they relate to the faculty member's PRS. A second section will consist of recommendations relating to the faculty member's plan for the next seven-year period. A faculty member may receive a below expectations review if his or her performance in any aspect of PRS is below expectations. If a "meeting expectations" post-tenure review recommendation includes a determination of "below expectations" performance in any PRS area, the faculty member will work with the Director and the chair of the P&T committee to develop a detailed action

plan for performance improvement in those areas. A candidate who receives a recommendation of “below expectations” in any PRS area may still receive an overall ranking of “meeting expectations” if decided by the P&T Committee.

The action plan will be signed by all three parties. The action plan must include the following three parts: (1) a justification for the plan; (2) a specific timetable for evaluation of acceptable progress on the plan; and (3) a description of possible consequences for not meeting expectations by the stipulated timeline. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation in the Faculty Handbook. A “below expectations” post-tenure review recommendation will include specific recommendations for achieving an acceptable performance evaluation. The faculty member will work with the Director and the chair of the P&T committee to develop a detailed action plan for performance improvement in areas deemed below expectations. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation in the Faculty Handbook. Failure to have the performance improvement plan in place by the time of the next academic year’s annual performance review may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy in the Faculty Handbook.

The P&T Committee’s report will be provided to the faculty member and the Director. The Director will discuss the post-tenure review report and its recommendations with the reviewed faculty member. The Director will work with the faculty member and the chair of the P&T committee to develop an action plan for those who receive a “below expectations” in any area. The Director will forward a copy of the post-tenure review materials to the Dean. The Dean will review post-tenure reports for consistency and thoroughness. The Dean will then forward the post-tenure review to the Office of the Executive Vice President and Provost. The Provost will review the post-tenure reports and recommendations for consistency and thoroughness.

The Director’s copy of the report will be retained with the School’s personnel files in a file section called Post Tenure Review Reports.

- E. **MECHANISMS FOR THE FACULTY MEMBER TO RESPOND.** Within seven days of receiving the report, the faculty member will: (1) accept the report as written by the committee, (2) ask the committee to consider additional information, or (3) ask for a second review.

If a second review is requested, the Director will conduct a special election to form a special five-person review committee from among all the tenured faculty of the School. This committee will review the original materials supplied by the faculty member to the committee and prepare a report following the specifications described above (Item D). Faculty members may respond to the second report by

following the faculty grievance procedures specified in the *ISU Faculty Handbook*. (REV. 12-9-2011)

X. APPOINTMENT, REAPPOINTMENT, ADVANCEMENT AND PERFORMANCE EVALUATION OF TERM FACULTY (REV. 1-25-19)

A. TITLES AND APPOINTMENT TERMS FOR TERM FACULTY MEMBERS.

All appointments, reappointments, and advancements of term faculty shall be in accordance with University policy reflected in the *ISU Faculty Handbook*, and are subject to approval by the College and University. The Director of the School will forward all initial appointments and positive recommendations for renewal or advancement to the Dean.

The Greenlee School's term faculty consists of teaching faculty, practice faculty, adjunct faculty, and research faculty. At minimum, teaching faculty must possess a graduate degree appropriate to the fields in which they will teach. Practice faculty must possess, at minimum, a bachelor's degree and appropriate professional experience. Research faculty must possess a terminal degree appropriate to the discipline in which they perform research, and adjunct faculty must possess a terminal degree appropriate to the program in which they will teach.

Term Faculty interested in pursuing associate membership to ISU's Graduate Faculty can do so by following procedures outlined in the Graduate Handbook (see Appendix G: Graduate Faculty Membership & Associate Membership, Section G.2)

The available titles, ranks, and terms of appointment for term faculty positions are summarized below.

1. LECTURER. The term of appointment for lecturers is for one year or less, and is renewable **for up to three years**. Following three academic years of continuous service as a faculty member at ISU, the lecturer's title will change to assistant teaching professor. Reviews of lecturers on one-year contracts are conducted by the Associate Director prior to contract renewal. The Director must communicate to the term faculty member the intention to renew or not renew by February 15. Renewal beyond the third year requires a continuing need, available funds, and a review conducted by the Term Advancement Committee and presented to the faculty for a recommendation. **Upon successful renewal beyond the third year, the lecturer's title will change to assistant teaching professor.** (Bold text: Revised 8 November 19)
2. ASSISTANT PROFESSOR OF TEACHING/ASSISTANT PROFESSOR OF PRACTICE. Initial appointments at the Greenlee School may be made as the Assistant Professor rank for teaching faculty and practice faculty. Contracts will be for three years, with the initial appointment following faculty review.

3. **ASSOCIATE PROFESSOR OF TEACHING/ASSOCIATE PROFESSOR OF PRACTICE.** Term faculty are eligible for advancement to associate professor after completing five years of employment as an ISU faculty member. Faculty may apply for advancement at the beginning of the sixth year. Contracts will be for three years, with the promotion following faculty review.
4. **PROFESSOR OF TEACHING/PROFESSOR OF PRACTICE.** Term faculty at the rank of Associate Professor are eligible for advancement to the rank of professor. See the Standards section for qualifications and procedures. Contracts for professor will be for five years.
5. **RESEARCH FACULTY.** Research faculty are term faculty that must devote at least 80% of their effort to externally-funded research, and they must have opportunity to move toward research independence. Only a small percentage of the research faculty salary shall be paid by the Greenlee School (at least 10%, but no more than 20%). In order for research faculty to be eligible for reappointment, they must demonstrate research and scholarly productivity in line with that of tenure-stream faculty of the same rank. Since research faculty are expected to obtain the majority of their funding from external sources, the term appointments for research professors must be contingent on the availability of external funding. Research faculty advancement occurs in line with advancement procedures for all term faculty in the Greenlee School. (REV. 5-3-18)
6. **ADJUNCTS.** Adjunct appointments are part-time or full-time term appointments made to support primarily the research and extension needs and missions of the School. Adjunct appointments may be for up to three-year terms, and these appointments are renewable through procedures defined later in this section. All adjuncts will have terminal degrees for their field, and adjunct appointments in the College of Liberal Arts and Sciences may be at Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor level depending on the person's credentials. Individuals with adjunct appointments may be advanced through these ranks using procedures that are detailed later in this section.

Adjunct appointments may be used with three groups of people. The first group includes experts who are employed outside the University, but who have research, extension, or professional practice responsibilities within the University. Individuals who are faculty members at another university should be appointed as Visiting Professors at a rank consistent with their appointments at their home university. The second group includes individuals not employed elsewhere but whose expertise is relevant to the research, extension, or professional practice missions of the School. The third group includes individuals who are already employed by the University in professional and scientific (P&S) positions and who are involved in the research, extension, and/or professional practice missions of the School. Individuals in any of these groups appointed primarily to meet the School's teaching missions should be appointed as lecturers or

assistant/associate/full professors of teaching and/or practice rather than as adjuncts.

B. POLICIES AND PROCEDURES FOR THE APPOINTMENT, EVALUATION, RENEWAL, AND ADVANCEMENT OF TERM FACULTY (REV. 1/25/19).

The voting faculty of the Greenlee School shall be responsible for the initial appointment, evaluation, renewal, and advancement of all term faculty members beyond the rank of lecturer. In all cases, these processes will comply with the School's governance document and the policies of the College of Liberal Arts and Sciences and Iowa State University. The following principles and practices shall also apply.

1. **TERM ADVANCEMENT COMMITTEE.** The Term Advancement Committee is a standing committee of the Greenlee School. The committee advises the Director on any term appointments at the assistant, associate or full professor level. All term faculty at the assistant, associate or full professor level will be reviewed by the committee in the penultimate year of a term contract. Procedures for term faculty review are described in this section. (REV. 5-3-19)
2. **MEMBERSHIP** The Term Advancement Committee is a four-member committee elected by the tenure-eligible and term faculty at the rank of assistant professor or above. The committee is composed of at least one full professor (tenured or term), one tenured professor at the rank of associate professor or above, and two term faculty members at the rank of associate professor or above. No faculty member shall serve simultaneously on the Promotion & Tenure Committee and the Term Advancement Committee.

Ballots for vacant positions must contain the names of all eligible faculty. Faculty receiving the most votes will fill the vacant positions, with the full-professor position being filled by the full professor receiving the most votes.

Faculty members, including the School Director, may vote for any eligible candidate(s). However, the School Director is not eligible to serve on the committee.

The Chair of the committee is elected by the committee to a two-year term and is a member who has had at least one year of service on the Term Advancement or the Promotion and Tenure committees. The Chair is a voting member. Results of the election are announced to the faculty by the School Director in a timely manner.

3. **LENGTH OF TERM.** Terms of service on the committee are for two years. The election is held on or about April 15. Terms of newly elected committee members begin on June 1. No member of the committee may serve more than

two consecutive full or partial terms (a maximum of four consecutive years) without a one-semester interruption of service.

4. **NO SELF-REVIEWS.** No member of the Term Advancement Committee will participate in their own review or advancement. Should a member of the committee go on extended leave for one or more semesters or otherwise become unable to fulfill committee responsibilities, that member must resign from the committee.
- v) **QUORUMS.** A quorum for the Term Advancement Committee is three members. All recommendations and decisions of the committee require at least three votes. Voting is by secret ballot if requested by at least one committee member.
- vi) **CONFLICTS OF INTEREST.** In accordance with University policy, any member of the Term Advancement Committee who has a conflict of interest with respect to a candidate being reviewed should not participate in the consideration of that candidate. Any faculty member who is concerned about a possible conflict of interest within the Term Advancement Committee should discuss it with the Director, who makes the School decision. If the Director concludes there is a conflict of interest, the committee member steps aside while that candidate is under consideration.
- vii) **VACANCIES** Any vacancy on the Term Advancement Committee will be filled by a special election.

B. STANDARDS

1. **TEACHING.** Across all term faculty ranks, teaching is a scholarly and dynamic endeavor and covers a broad range of activities. Some examples of teaching activities include the following:

- presenting resident credit courses, extension and international programs and courses, non-credit seminars and workshops, and continuing education and distance learning programs
- advising and mentoring undergraduate students

Examples of activities that provide evidence of a faculty member's particular commitment to effective teaching include the following:

- contributions to curricular development, including collaborative courses and programs and service on curriculum committees
- pedagogical innovation, including the incorporation of new technologies and approaches to learning and assessment
- documented study of curricular and pedagogical issues, and incorporation of this information into the classrooms
- development of teaching materials

- pedagogically-oriented research
- involvement in student research projects
- contributions to professional societies and organizations that seek to improve teaching
- teaching aspects of advising student organizations and publications
- commitment to advising, which will include knowledge about curricular and
- extracurricular matters as well as an ability to aid students in using university resources (REV. 5-3-19)

2. **CRITERIA FOR ADVANCEMENT TO ASSOCIATE TEACHING PROFESSOR.** Term faculty are eligible for promotion to the associate rank after completing five years of employment as a faculty member at ISU (at any FTE) including credited experience elsewhere (see FH 5.4.1.3). Faculty may apply for advancement at the beginning of their sixth year. Credit for experience at other institutions shall be determined at time of initial appointment.

To be eligible for promotion to Associate Teaching Professor, the faculty member must also have (see FH 3.3.2.3): a record of success in executing the primary responsibilities identified in their PRS. A record of success should include a positive peer review evaluation of their teaching and evidence of pedagogical development, which can include things such as: use of creative teaching techniques, responsiveness to course assessments, innovative use of technology, or work with campus partners; and promise of further academic and professional development as a scholarly teacher. Scholarly teaching is distinct from scholarship and requires command of the subject matter, continuous growth in the subject field, and an ability to create and maintain instructional environments to promote student learning (FH 5.2.2.3.1).

3. **CRITERIA FOR ADVANCEMENT TO TEACHING PROFESSOR.** To be eligible for promotion to Teaching Professor, a faculty member must have proven and sustained excellence in the primary responsibilities identified in their PRS and shown effectiveness in any other areas of their PRS (see FH 3.3.2.3).

To advance to the title of Teaching Professor, the College of Liberal Arts and Sciences expects faculty members to participate in the mission of the university beyond routine classroom teaching in a sustained and substantial manner. They may engage the broader mission through non-routine classroom teaching or other kinds of service. Examples of contributions supportive of advancement may include, but are not limited to: a record of significant curriculum improvement and development, including things such as collaborative courses and programs, innovative use of technology, and pedagogical innovation; course or program coordination for multi-instructor

courses; substantial student service (e.g., advising individual students and student organizations, mentoring, service on graduate student committees, leading learning communities); a record of substantial and meaningful service to the department, university, or profession; a leadership role in a department, the college, or the university; and a record of involvement in department life and responsiveness to department needs.

Contributions to the professional field are not required, but may support advancement to the professor rank when related to the PRS. Career contributions will not offset deficiencies in PRS performance.

4. CRITERIA FOR ADVANCEMENT OF PRACTICE FACULTY.

Advancement of practice faculty shall follow standards similar to those for teaching professors, above. The PRS may not require that practice faculty continue professional practice outside the university.

To advance to the title of Professor of Practice, the College of Liberal Arts and Sciences expects faculty members to participate in the mission of the university beyond routine classroom teaching in a sustained and substantial manner. They may engage the broader mission through non-routine classroom teaching or other kinds of service. Examples of contributions supportive of advancement include, but are not limited to: interaction with internal and external audiences; mentoring students or connecting them to professional opportunities; significant professional service of benefit to the university; substantial student service (e.g., advising individual students and student organizations, mentoring, service on graduate student committees, leading learning communities); a record of substantial and meaningful service to the department, university, or profession; a leadership role in a department, the college, or the university; and a record of involvement in department life and responsiveness to department needs.

Practice faculty may include professional contributions related to their PRS in applications for advancement.

5. APPOINTMENTS. Established university search processes will be followed in making appointments of term faculty. All appointments require approval from the Dean and the Provost.

Individuals may be advanced in rank without a search process, but all new appointments require a search. Initial appointments at the rank of assistant professor or above require a vote from faculty. Ballots for candidates shall first ask if the appointment of each candidate is acceptable or not acceptable, and then ask for a rank-ordering of candidates. Promotions to associate professor and above require a vote of faculty at that rank or above. The results of all ballots shall be reported to the Director.

6. **EVALUATION.** Each full-time, term faculty member completes a standardized School evaluation form and submits it, along with an updated vita, teaching evaluations and other supporting documents to the Director, who conducts the review and then meets with each term faculty member to report the results of the review. Part-time term faculty members submit their materials and meet with the Associate Director.

7. **REAPPOINTMENT.** Faculty will be considered for reappointment based upon written request for reappointment, a review of the continuing need for the position to meet the School's missions, and a positive recommendation by the Term Advancement Committee. The reappointment consideration will be conducted in the penultimate year of the term faculty member's contract. The Director will consult with the Director's Advisory Committee concerning the continuing need for the position. If there is a continuing need, the Term Advancement Committee conducts a performance evaluation based upon accomplishments related to the individual's position responsibility statement (PRS). The Term Advancement Committee will review annual standardized reports, teaching evaluations, an updated vita, and other supporting documents relating to the performance of duties listed in the individual's PRS. The Term Advancement Committee provides a written recommendation for or against reappointment to the Director. The Director reviews the recommendation, and if approved, forwards it for College and University approval. (REV. 5-3-19)

Positive recommendations for reappointment as a lecturer, assistant professor of teaching/practice, associate professor of teaching/practice, adjunct assistant professor, or adjunct associate professor are based on continuing School need and a strong performance by the candidate, with potential for excellence.

Positive recommendations for reappointment as a full professor of teaching/practice is based on continuing School need and continued excellence.

8. **ADVANCEMENT.** By Sept. 1, candidates for advancement to associate professor of practice/teaching must provide the Term Advancement Committee with completed documentation following the current College of Liberal Arts and Sciences advancement template. Candidates may revise or supplement their dossier through Oct. 10. For promotion to full professor, the same steps will be carried out by a separate advancement committee of all full professors.

For any advancement evaluation, the Director will first consult with the Director's Advisory Committee concerning the continuing need for the position to meet the School's staffing needs. If a continuing need is demonstrated, the Term Advancement Committee will conduct a review of the candidate's annual standardized reports, teaching evaluations, an updated vita,

and other supporting documents relevant to the duties specified in the candidate's PRS. The Term Advancement Committee will present the review to the faculty of the advancement rank and higher, who will then vote on a promotion recommendation. The Director reviews the recommendation, and if approved, forwards it for College and University approval. (REV. 5-3-19)

The Director will submit the School's recommendation for advancement to the College by early February, or by the deadline established by the college. The Director and the Term Advancement Committee Chair will notify candidates of their recommendation.

9. QUALIFICATIONS FOR APPOINTMENT. Qualifications for appointment to any rank are the same as for promotion to that rank.

XI. MISCELLANEOUS PROCEDURES

A. GRIEVANCE PROCEDURES

1. **FACULTY GRIEVANCES.** Faculty members who believe they have been treated unfairly in matters related to their employment may appeal their cases through administrative channels or the University Faculty Appeals Committee. For either remedy, the steps to be taken are described in the *ISU Faculty Handbook*. For appeals through School channels, the Director must, in accordance with the *ISU Faculty Handbook*, respond within 15 working days of the date the grievance was received. Grievants desiring a written response from the Director should present their grievances in writing to the Director. In investigating a grievance, the Director may consult with members of the School as appropriate. In addition, the Director may name an *ad hoc* committee to aid in the investigation. If the grievance is not resolved on the School level to the satisfaction of the faculty member, the faculty member may appeal through the University's administrative hierarchy to the Provost, who may refer the matter to the University Faculty Appeals Committee.

2.. **STUDENT GRIEVANCES.** Students who believe they have been treated unfairly in matters related to their participation in the School program may appeal through the College and University hierarchy. For an explanation of the appeal process, see the current *ISU Student Information Handbook* or the current *ISU General Catalog*.

B. AMENDING AND INTERPRETING THE GOVERNANCE DOCUMENT

1. **AMENDING.** Changes may be made in this document by a two-thirds vote of the faculty, provided the proposed amendment is not voted on at the same meeting at which it is proposed. Revisions to policies within the governance document will be marked with dates in text. Dates may be removed once they are more than five years old. Once approved, the governance document will be digitally archived, and posted on the Greenlee School's website. (REV 2-28-20)

2 **INTERPRETATION.** When different interpretations of the Governance Document arise, the Director decides the matter and reports that interpretation to the faculty. Any faculty member who disagrees with the Director's interpretation may take the matter to the faculty for resolution. The Director's interpretation may be overridden by a two-thirds vote of the faculty.