

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

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# 1 Acronyms and Terms Used in this Document

**ACA** Associate Chair for Academics

**ACDE** Associate Chair for Discovery and Engagement

**ACEO** Associate Chair for Extension and Outreach

**APC** academic plan committee

**candidate** The individual being considered for faculty appointment, annual review, promotion and/or tenure, advancement, post-tenure review, or renewal.

**CALS** The ISU College of Agriculture and Life Sciences.

**CV** curriculum vitae

**DC** Chair of the Department of Agronomy

**dean** Dean of the ISU College of Agriculture and Life Sciences

**department** All faculty, professional and scientific staff, technical and clerical staff, graduate students, and undergraduate students.

**documentation** Items prepared and submitted to support the case of a candidate.

**DOGE** Director of Graduate Education

**faculty** All individuals in the department who hold one of the faculty titles listed in Section 5.1.

**FH ##** ISU Faculty Handbook Section ##

**GAC** Graduate Advisory Council composed of the DOGE of each departmental graduate major and chaired by the ACDE.

**graduate major faculty** Faculty within the department who are members of specific graduate majors.

**ISU** Iowa State University

**mentor** Member of the faculty appointed by the DC to assist the candidate in matters of professional development, promotion and/or tenure, advancement, or renewal.

**PRS** Position Responsibility Statement, the document that defines a faculty member's expectations.

**PTC** Promotion and Tenure Committee

**RAC** Renewal and Advancement Committee

**TTE faculty** Tenured and tenure-eligible faculty with regularly budgeted positions (FH 3.3.1).

**term faculty** Faculty who hold limited term, full, or part-time renewable appointments that are not eligible for tenure (FH 3.3.2).

**VPR** Office of the Vice President for Research

## **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 the following ways.

- 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.

The department consists of faculty, professional and scientific staff, technical and clerical staff, graduate students, and undergraduate students, and seeks to provide a positive, congenial atmosphere so that all of its members may carry out its mission.

## **3 Governance Domains**

This 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 2.6 (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 must be familiar with the governance documents of the university, the college, and the department.

The faculty is defined to be all individuals in the department holding one of the faculty titles listed in Section 5.1. 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 CALS, and ISU. Dates suggested are for guidance only and may be changed as deemed appropriate by the department chair (DC) to meet college and university requirements and deadlines. Standing committees are defined in Appendix A which is binding, and a summary of acronyms and terms used in this document are listed in Section 1.

## **4 Governance Structure**

### **4.1 Department Chair**

The DC is the chief administrator of the department and shall be responsible for operations and programs. The faculty serve in an advisory role to the DC to carry out these administrative responsibilities. The DC may make changes to the administrative structure (e.g., office staff, student services staff) in consultation with the Advisory Council (Section 4.3) and faculty to carry out the mission of the department. The DC is

responsible to the dean for conveying college and university expectations and interests to the department, and represents the expectations and interests of department faculty, professional and scientific staff, technical and clerical staff, graduate students, and undergraduate students in the college and university.

Duties outlined in this document to be conducted by the DC may be delegated by the DC to their representative(s). The DC, at their discretion, may also assign other responsibilities. The DC appoints Directors of Graduate Education (DOGE), the chairs of the standing committees in Appendix A, and 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 and make the budget available for faculty and staff inspection.

## **4.2 Associate Chairs**

### **4.2.1 Associate Chair for Academics (ACA)**

The associate chair for academics (ACA) shall have the following responsibilities.

1. Interact with appropriate college and university administration.
2. Coordinate reports and record-keeping generated by the department's student services office.
3. Determine and communicate faculty and TA teaching needs and assignments.
4. Provide summary reports to the DC regarding faculty teaching assignments and teaching performance.
5. Chair the curriculum committee.
6. Provide leadership for the instruction programs of the department. This includes curriculum review and updates and coordination with the student services office.
7. Develop and maintain a set of teaching key performance indicators, and identify ways to help faculty improve their scores for these indicators.
8. Coordinate peer evaluations of teaching performance.
9. Chair the undergraduate student awards committee.
10. Serve on the CALS curriculum committee (or designate).
11. Be an ad hoc member of the department's outcomes assessment committee.
12. Serve on the Advisory Council (Section 4.3).
13. Serve on the undergraduate recruitment committee.
14. Be the department's liaison to the Office of the Dean of Students.

#### **4.2.2 Associate Chair for Discovery and Engagement (ACDE)**

The associate chair for discovery and engagement (ACDE) shall have the following responsibilities.

1. Serve as the department's liaison with the Office of the Vice President for Research (VPR) and the associate dean of research in CALS.
2. Work with faculty to pursue regional and national grant opportunities through key collaborations.
3. Work with the ISU Foundation and the VPR to identify key external research collaborations for faculty.
4. Work with faculty to identify and remove structural barriers to success.
5. Make faculty aware of research grant opportunities.
6. Develop and maintain a set of key performance indicators for research, and identify ways to help faculty improve their scores for these indicators.
7. Chair the Graduate Advisory Council (GAC).
8. Serve on the Advisory Council (Section 4.3).

#### **4.2.3 Associate Chair for Extension and Outreach (ACEO)**

The associate chair for extension and outreach (ACEO) shall have the following responsibilities.

1. Serve as the department's liaison with the Office of the Vice President for Extension and Outreach and the associate dean of extension and outreach in CALS.
2. Serve as a resource for extension faculty to pursue regional and national grant opportunities through key collaborations.
3. Serve as a resource for extension faculty to develop collaborations with neighboring states to develop regional extension programs.
4. Work with extension faculty in the department to identify structural barriers to success and to remove these barriers.
5. Promote collaboration of department extension faculty as an integral part of the Crops Team that includes extension faculty and field agronomists from several departments.
6. Develop and maintain a set of key performance indicators for extension, and identify ways to help faculty improve their scores for these indicators.
7. Serve on the Advisory Council (Section 4.3).

### **4.3 Advisory Council**

The Advisory Council shall assist the DC in the administration of the department and be composed of the following.

- the three associate chairs (ACA, ACDE, and ACEO)
- one tenure-eligible or tenured faculty member serving a three-year term

- one term faculty member receiving ISU salary serving a three-year term

All tenure-eligible, tenured, and term faculty receiving ISU salary with more than 50% of their appointment in the department will elect the two faculty representatives in a secret electronic vote supervised by the chairs of the PTC and the RAC. All faculty meeting the criteria for the vacant position will be placed on the ballot. In each case, the faculty member with the most votes will serve on the Advisory Council unless they decline. Then the second-highest vote getter will serve instead.

The Advisory Council will meet with the DC at least monthly and do the following.

1. Help the DC identify members of department committees.
2. Provide faculty input to the decision-making process, and bring feedback from the faculty to the DC.
3. Provide input to endowment management.
4. Identify themes and organize teams to ensure the department's research, extension, and teaching activities align with current and future directions.
5. Identify infrastructure needs.
6. Help the DC coordinate international efforts.
7. Assist the DC in evaluating the renewal of endowed chairs.
8. Initiate discussion and plan follow-up actions.

## **4.4 Faculty**

The faculty have responsibility for the teaching, research, and extension 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 DC serves in an advisory role to the faculty to facilitate these responsibilities.

Faculty have the responsibility, based on their position responsibility statement (PRS), to be actively engaged in achieving the department's 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, postdoctoral scholars, graduate and undergraduate students, and with the DC. All faculty members are responsible for reporting annually on their professional activities. The procedures for such reports are described later in this document.

### **4.4.1 Faculty Voting Rights**

The regular voting faculty shall consist of all tenured and tenure-eligible (TTE) 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 50% (CALS Governance Document Section 11.0) 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 4.5).



- Aspects related to the hiring, renewal, and advancement of term faculty including RAC membership (Sections 5.6 and 9).
- Changes to Sections 5.6 and 9 according to the procedure in Section 11.

## **4.5 Graduate Major Faculty Responsibilities**

All TTE faculty members within the department normally shall be members of a graduate major, either departmental or interdepartmental. Term faculty may also become members of a graduate major. The Graduate College defines a graduate major as an approved academic area of study leading to a graduate degree. Each graduate 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 a graduate major are elected by existing members of that major. To become a member of a graduate major, a faculty member must submit their curriculum vitae (CV) to, and be nominated by, the DOGE of that major. A positive majority vote of responding TTE and term faculty in that major is needed.

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 member of an academic plan committee (APC), 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. The DOGE may solicit information from members of the graduate major as to their involvement in the major over the past five years. The DOGE shall review this information. If it is the opinion of the DOGE that a faculty member has been inactive in the major, they may initiate a review. The DOGE shall ask the faculty member if they wish to continue as a member in the major. For those who wish to continue, the DOGE shall share credentials with the active membership and, by majority vote of responding members, the faculty of the major 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.

## **4.6 Committee Structure**

### **4.6.1 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 PTC and the RAC, faculty members shall be appointed by the DC to standing committees prior to the beginning of the academic year (approximately August 20). 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 and RAC, 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 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.

#### 4.6.2 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:

- intends to be an active member of the department;
- 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
- is willing to abide by rules of conduct as outlined in the ISU Faculty Handbook.

Service activities shall not be the sole basis for granting of academic rank. For example, individuals wishing to contribute to and serve on an APC, the holding of academic rank within the department is not required. Postdoctoral scholars 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

TTE faculty shall hold one of the following titles (FH 3.3).

- 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

The minimum qualifications to hold a faculty position in the department are as follows.

**TTE faculty** TTE faculty must have a terminal academic degree (normally a doctoral degree).

**teaching faculty** All teaching faculty must have a master's or higher degree.

**assistant professor of practice** 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.

**associate professor of practice** 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.

**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.

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

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

**affiliate and visiting faculty** All affiliate and visiting 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 Chair

An ad-hoc DC search committee assists the faculty and dean in the search for a new chair. While appointments to a DC search committee are made by the dean, the department recommends that the committee include the following.

- five members of the faculty to represent the breadth of the department with at least one assistant or associate professor and one term faculty member
- one graduate student or post-doctoral representative
- one P&S or merit representative
- a committee chair from outside the department

At the end of the search the dean selects the new DC and informs the candidates and the department of the outcome.

### 5.4 Associate Chairs

The ACA is appointed directly by the DC for a term agreed upon by both the ACA and the DC that shall end no later than the term of the DC. All tenure-eligible, tenured, and term faculty receiving ISU salary with greater than 50% appointment in the department are eligible. The position will have a separate administrative PRS section (on the order of 40%) and a stipend. The stipend will be relinquished and pro-rated when the appointment ends.

When the positions for the ACDE and ACEO are or will soon be vacant, the chairs of the PTC and RAC will make a call to all TTE and term faculty receiving ISU salary for self-nominations and simultaneously actively recruit across the faculty. Self-nomination consists of these steps.

1. The candidate will submit a written response to the chairs of the PTC and RAC and develop a presentation. Both the response and presentation shall answer the following questions.

- (a) What are your qualifications for this position?
- (b) What actions will you take to use this position to advance the department?

Applicant statements should be less than 400 words in total. The presentation should be no longer than 20 minutes, including time for discussion.

2. The PTC and RAC chairs will make the written responses available to all faculty (TTE and term) and staff (P&S, postdoctoral scholar, merit) and also organize an opportunity for all faculty and staff to hear each presentation. Faculty and staff will then provide their assessment of the candidates. Each faculty and staff member will evaluate each candidate as “acceptable,” “marginally acceptable,” or “unacceptable.” Additional written comments will be accepted. The PTC and RAC chairs will tally the responses. The tally for each of the three voting categories will be provided to the DC, but otherwise the result will remain secret. Faculty and staff providing the assessment must have greater than 50% of their appointment in the department.
3. The DC will schedule one-on-one meetings with all acceptable candidates.
4. The DC will make the final decision.

The the ACDE and ACEO will each serve three-year terms. All tenure-eligible, tenured, and term faculty receiving ISU salary with greater than 50% appointment in the department are eligible. The position will have a separate administrative PRS section (on the order of 10%) and a stipend. The stipend will be relinquished and pro-rated when the appointment ends.

## **5.5 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. Appointments to a faculty search committee shall be made by the DC after receipt of recommendations from the faculty. The search committee shall include the following.

- three professors from the faculty
- one assistant or associate professor from the faculty
- one graduate or postdoctoral scholar as a non-voting member

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. 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.

The search occurs as follows.

1. The committee recommends a position description for faculty approval.
2. The committee determines the documents to be submitted by applicants, advertises the position, contacts references (and/or others who are in position to know the individual), and recommends applicants to the DC for interview.
3. After selection of candidates for interview, the application documents of the candidates shall be made available. The committee facilitates the interview process.

4. After the interviews are complete, the DC or search committee chair shall solicit the opinions of the faculty and other interested parties 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.
5. The DC makes a recommendation to the dean.

### **5.5.1 Joint Appointments**

Negotiations for a joint appointment as described in FH 3.3.5 must involve the faculty member and all chairs of participating departments.

## **5.6 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 3.1.5). 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.

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.

## **5.7 Voluntary Affiliate, Visiting, and Rank-Only Term Faculty**

Unpaid affiliate and visiting faculty appointments may be requested for a specific term. P&S staff may also request rank-only appointments that have no pay associated with the appointment and are for a specific term. These individuals are 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 an APC for graduate students in the department. (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 the department.
- Evidence of contributing to department committees such as organizing outreach activities (e.g., conference, web site, online webinar).

The department should be judicious in granting affiliate, visiting, and rank-only appointments in order to reduce time spent by faculty and staff initiating and renewing such appointments. Rank-only appointments for P&S staff should only be considered in the following cases.

1. Teaching a course other than an orientation or similar professional-development course.
2. A funding agency requires principal investigators to have faculty rank.
3. The career of a P&S staff member would benefit by recognizing that in their present position they are functioning in many ways like a faculty member.

Affiliate, visiting, and rank-only appointments are not needed to serve on an APC (ISU Graduate College Handbook Appendix G.2).

### **5.7.1 Application**

The following materials shall be submitted to the DC.

- A letter from the candidate outlining the type of appointment desired and a statement of mutual benefit.
- A letter provided from the candidate's employer, if employed elsewhere, indicating approval of the affiliation with ISU, that the candidate has adequate time to contribute to the department, and the compatibility of the appointment with the candidate's current job responsibilities.
- The candidate's current CV.
- A letter provided from a TTE faculty member in the department who shall serve as a sponsor/liaison. The sponsor/liaison shall be responsible for communicating department expectations to the candidate and for writing or obtaining a yearly activity report to be submitted to the DC.

### **5.7.2 Review and Voting**

The following steps will be taken to review an application to become an affiliate, visiting, or rank-only faculty member.

1. The DC shall ensure 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.
  - There must be a clear articulation of how the candidate will enhance the department.
2. The candidate must receive an affirmative vote from a majority of the faculty in the department, which shall entitle the candidate to an appointment for up to five years. The faculty may recommend higher rank than assistant professor.

### **5.7.3 Reappointment**

If reappointment is desired, the following steps are to be taken.

1. 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 and a sponsor/liaison shall document the associations with the department over the last four years.

2. 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.
3. The DC, in consultation with a sponsor/liaison, will decide to either renew or terminate the faculty appointment.

## **6 Performance Reviews**

### **6.1 Position Responsibility Statement (PRS)**

A written PRS shall be maintained by the department 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 3.4).

#### **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. For TTE faculty, 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, their goals and objectives in the areas specified by their PRS, 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 Formal Review**

Every PRS is in effect for a specific period of time. Before a PRS expires, a new PRS must be developed by the DC and the faculty member. At each annual review with the DC (Section 6.2) the DC and faculty member are jointly responsible for checking the expiration date of the current PRS and developing a new PRS if the current PRS will expire before the next annual review. The existing PRS remains in effect until a new PRS is agreed upon.

#### **6.1.3 Mediation Panel**

If the DC and faculty member cannot agree on the PRS, a PRS Mediation Panel shall be established (FH 3.4.4). This panel shall consist of the following.

- one faculty member of equal or higher rank selected by the faculty member involved in the disagreement
- one faculty member of equal or higher rank selected by the DC
- the chair of the PTC (for a TTE faculty member) or the chair of the RAC (for a term faculty member), who shall chair the panel

The faculty members shall be selected at the time of the disagreement. Once the PRS Mediation Panel has been established, the following steps will be taken.

1. The party referring the matter to the panel will submit the faculty member's existing PRS, the text of the proposed PRS, an explanation of why the change is being sought (or is not acceptable), and the faculty member's curriculum vita.

2. The second party should provide a written explanation of why the proposed change is not acceptable (or is being sought).
3. The panel shall review the materials submitted, meet with both parties, deliberate on the issue, and deliver a written opinion within two months on how the disagreement should be resolved.
4. 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.
5. If an agreement between the faculty member and the DC does not then emerge within 10 working days, the matter shall be forwarded by the party or parties disagreeing with the proposed change to the CALS where a mechanism, which is fair and equitable to both parties, shall be in place for further consideration and resolution (FH 3.4.4).
6. 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 Annual Review of All Faculty by DC**

Review of faculty performance shall be conducted annually by the DC for all within the department who have a faculty title listed in Section 5.1 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 accomplishments in relation to the PRS (or assigned duties for P&S employees). The expiration date of the PRS must be checked at each annual review (Section 6.1.2).

**responsibilities of the faculty member** The faculty member under review shall submit to the DC a written summary of their 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 July and November.

**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 their 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 department personnel file. The faculty member may also appeal the evaluation through established grievance procedures.

The DC and faculty member must sign the report, and the faculty member's response (if submitted).

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. In addition, if the PRS will expire before the next annual review, a new PRS must be agreed upon by the DC and faculty member and this new PRS must become effective by the expiration date of the current PRS. Procedures to resolve disputes in the PRS are described in Section 6.1.3.



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 (Section 6.3.2 and FH 5.3.4.1). Continued unsatisfactory performance may result in a charge of unacceptable performance as defined in the faculty conduct policy (FH 7.2.2.6.1). For term faculty, one unsatisfactory annual review automatically triggers a peer review as described in Section 9.2 (FH 5.4.1.1).

## **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 (whose form may be similar to that as suggested by the provost for promotion and tenure). The PTC shall provide a written evaluation 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). Only the Iowa Board of Regents has this authority.

The renewal of a probationary appointment occurs as follows.

1. 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.
2. The individual shall prepare their CV, with review assistance from their mentor. Failure to submit the CV and required documents to the DC after being notified shall be prima facie evidence reappointment is not desired.
3. 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.
4. The outcome shall be shared with the individual and shall be advisory to the DC and college and university officials in deciding if rehire is warranted.

### **6.3.2 Post-Tenure Review**

Tenured faculty with 50% or more appointment in the department shall be reviewed by the DC and the PTC 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 5.3.4). 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 supplements the annual review by the DC in the year it occurs so that decisions regarding salary increases, for example, do not depend on the timing of the post-tenure review. The review includes accomplishments in all areas of the PRS and is broader than the annual review. No individual shall be scheduled for post-tenure review in a year they are 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 (Section 6.2 and FH 5.3.4.1).

**documents prepared by faculty member** The DC shall request information from the faculty members being reviewed. This information must include the following.

- A current CV.
- All PRS relevant to the review period.
- A descriptive portfolio of no more than 25 pages describing accomplishments since the last review. Candidates may provide clarification on performance or duties not reflected in the PRS or any extenuating circumstances they feel are important.

Candidates may also choose to include annual performance reviews conducted by the DC during the review period, and any of their written responses to these annual reviews.

**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 PRS in effect during the period of the review. 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 fall semester, the DC shall prepare a list of faculty members to be reviewed and will notify those faculty members and the PTC of their review status. The process is completed in the following spring semester. The DC may meet with the PTC and faculty to clarify the process, format, and deadlines. After review, the DC may meet with the reviewed faculty member to discuss the PTC report. The DC forwards post-tenure review materials to the dean, which includes the PTC report and the their overall evaluation (meeting expectations or below expectations). If the faculty member is not in agreement with the PTC report, they may prepare a separate document that to be shared with the PTC, DC, and forwarded to the dean. The DC works with the faculty member and the chair of the PTC to develop an action plan for performance improvement for faculty members who are below expectations.

**evaluation 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, college, and university.
  - Efforts to obtain research funding.
  - Successful mentoring of undergraduate and/or graduate students and/or postdoctoral scholars.
- 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.
  - Faculty who are undergraduate 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 consistently demonstrated competence, capability, and prospects in areas such as the following.
  - 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 they are responsible and an ability to instruct and inform. The programs they initiate 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; leading graduate majors; or 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 their academic discipline.

**post-tenure review outcomes** The 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. 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). After receiving the report, the faculty member has two weeks to respond to the PTC report, if desired, by submitting a written response to the PTC, 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 PTC 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 in Section 6.1.3. All documents related to the post-tenure review shall be forwarded to the dean by the DC.

#### **6.4 Term Faculty Receiving ISU Salary**

Term faculty members receiving ISU salary, full-time and part-time, are subject to periodic peer reviews conducted by the RAC due to the nature of their term appointments (Section 9.2).

- Lecturers can be appointed for up to one year, term assistant professors can be appointed for one to three years, and assistant professors of practice can be appointed for one semester to three years (FH 3.3.2.3.1).
- Term associate professors are appointed for three to five years and associate professors of practice for one semester up to five years (FH 3.3.2.3.2).
- Term professors are appointed for three to five years and professors of practice for one semester up to five years (FH 3.3.2.3.3, Section 5.6).

#### **6.5 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 they deem appropriate. The instructor of record shall discuss findings with the teaching assistant and share concerns of inadequate performance with the DC. The review must encompass at least the following.

- Knowledge of the subject material at a level appropriate for the course being taught.
- Proficiency in oral and written communication in formal and informal instructional settings.
- Ability to evaluate student performance appropriately.
- Facility with appropriate instructional materials and equipment.

#### **6.6 Department Chair**

To be effective, the DC must have the confidence and respect of individuals and groups they represent. A formal DC appraisal shall be conducted the second year an individual holds the position and then at the beginning of the final year of the DC's appointment. 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. The purpose of the appraisal is to evaluate the effectiveness of the DC in administering the department in such areas as the following.

- 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 appraisal process occurs as follows.

1. 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.
2. 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 TTE 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.
3. After the election, the PTC chair announces the committee membership and calls the first meeting.
4. The committee then elects its own chair, who shall be a tenured professor.
5. The DC Appraisal Committee shall coordinate the DC review. The exact format of the review may vary, as mutually agreed to by the DC and the committee, but normally includes the following.
  - A self-assessment by the DC on their 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 P&S staff, merit staff, postdoctoral scholars, graduate 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 the nature and magnitude of input.
  - A survey of faculty on areas of weaknesses and strengths of the DC and the extent of general satisfaction.
6. 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. When the DC is in the final year of their appointment, the report shall contain a recommendation to renew or not renew the appointment. Additionally, a confidential report or addendum shall be prepared and made available to the DC and dean.

## 7 Faculty Meetings and Voting Procedures

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 canceled 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, TTE faculty may grant voting privileges to others in the department (P&S staff, merit staff, postdoctoral scholars, graduate students, and/or undergraduate students). TTE 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 or electronic 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, when requested from the DC by any faculty member, provided they are 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 their 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 department, college, and university activities and governance; to have been a willing worker in local, national, and/or international societies and organizations of their 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 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.

- teaching
- research/creative activities
- extension or professional practice
- 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 FH 5.2.2. In all areas of activity, a faculty member must exhibit a strong sense of professional ethics. 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 (Section 8.3.4) 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 a doctoral 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 their academic career. The candidate must demonstrate (FH 5.2.3.2):

- 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.

There should be clear evidence that the individual has established a solid academic reputation and shows promise of further development and productivity in their 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 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 their professional discipline based on sustained excellent performance. The candidate must demonstrate (FH 5.2.3.3):

- 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.

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 candidate in consultation with the DC shall ask a tenured professor to serve as mentor for the candidate. If the faculty member agrees to serve as mentor, responsibilities shall include the following.

- 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 their 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 their 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. The terms shall be four years.
- One member shall be appointed annually by the DC for a one-year term. The DC shall consider makeup of the committee and make their appointment to ensure adequate representation of the departmental breadth, in their judgment, on the committee.

The PTC members shall select the chair. Committee members may be re-elected or reappointed.

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.

Service on the PTC is one of the most important activities a faculty member may perform for the department. Responsibilities of the PTC include the following.

- Provide the DC with a list of qualified external reviewers and ranked alternate reviewers for each candidate for promotion and/or tenure (Section 8.3.4).
- Evaluate and provide the report for promotion and/or tenure cases (Section 8.3.7).
- Provide an assessment to the DC for renewal of probationary appointment for non-tenured, tenure-eligible faculty (Section 6.3.1).
- 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 (Section 6.3.1).
- Evaluate and provide the report for post-tenure reviews (Section 6.3.2).
- Make recommendations on the rank to award faculty who join the department at a rank higher than assistant professor (Section 8.4).

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, Portfolio, and Suggested External Reviewers**

It shall be the responsibility of the candidate, in consultation with the mentor, to prepare and submit to the DC at an appropriate time the candidate's CV and portfolio (maximum 25 pages) to be used in promotion and/or tenure decisions. The portfolio contains supplementary materials provided by the candidate that

describe the candidate's scholarship and their performance in regard to all PRS relevant to the period under review. The candidate shall also submit to the DC a list of suggested external reviewers.

Failure to submit an appropriately-formatted CV and portfolio 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 portfolio 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. The PTC members may contact knowledgeable colleagues in specific disciplinary areas for suggested names. Candidates also may submit a list of up to three individuals in their field who shall not be contacted as reviewers (FH 5.3.3.1.1). This request, if made, must be put forward at the same time candidates submit names of potential reviewers. 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, their portfolio, and all relevant PRS 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 their 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 as well as the external reviews of each candidate, which together compose the candidate's dossier, 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, they 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 each PTC member on whether promotion and/or tenure is warranted based on the candidate's dossier 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. The PTC shall consider

the input of colleagues and comments obtained from external reviewers. The report shall include a rationale for the vote; if the vote is split, provide rationale for both positive and negative votes. 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. The PTC shall 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.

#### **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 a recommendation to the tenured faculty holding 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 in the same way evaluate the documentation and make a recommendation to the tenured faculty holding equal or higher rank to that being proposed by the PTC.

In both instances, the candidate’s CV shall be made available for review by tenured faculty holding equal or higher rank to that being proposed by the PTC for two weeks before voting. At a faculty meeting with at least 50% of tenured faculty holding equal or higher rank to that being proposed by the PTC in attendance, the PTC’s recommendation shall be presented and discussion may follow. An affirmative majority vote after discussion by all tenured faculty holding equal or higher rank to that being proposed by the PTC (including PTC members holding equal or higher rank to that being proposed) is required for a positive recommendation before action is taken by the DC.

### **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 RAC shall have five members.

- three term faculty (two elected by the faculty, one appointed by the DC)
- two tenured faculty (one elected by the faculty and one appointed by the DC)

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. The RAC members shall select the chair.

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 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 3.3.2.3.1).

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

- Eighteen months prior to end of contract the candidate is notified by the DC that they are up for renewal.
- Fifteen months prior to end of contract candidate materials are due to the RAC.
- Thirteen 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); and
  - (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; and
- (c) summaries of obtained grants, patents, and inventions.

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; and
  - (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; and
  - (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 only 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.

### 9.3.1 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 and/or graduate students and/or 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 FH 9.2, the ISU Catalog (Academic Grievances and Appeals), and the ISU Graduate College Handbook (Chapter 8 and the Postdoctoral Scholars Manual) 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 the responsibility for impartially evaluating grievance claims and recommending solutions. If the person filing the grievance is a faculty member, the grievance committee shall use the model described in Section 6.1.3. For grievances brought by other members of the department, the committee shall have five members.

- one faculty member chosen by the person with the grievance
- one faculty member chosen by the DC
- the PTC or RAC chair, as determined by the DC, to chair the committee
- one peer chosen by the person with the grievance
- one additional peer chosen by the DC

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. The new version of the governance document will be made available to the ISU community within one week of approval.

## Appendices

Appendix A (Standing Committees) is binding but the other appendices to this document are not binding.

### A Standing Committees

**Curriculum Committee (CURC)** Membership shall reflect the diversity of the department and consist of at least seven members. All members of the CURC are voting members. 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 Advisory Council and the chair of the CURC, the DC shall appoint committee members to the CURC and relevant departmental representatives to college 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.

**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 be composed of the DOGE of each graduate program in the department. 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.

**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.

**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.

**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.

**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.

**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.

**Connecting AgRonomists Everywhere (CARE) Committee** The CARE Committee fosters a welcoming environment to share ideas and to support members of the department by valuing individual contributions that enhance the university's mission of educating students and creating a supportive and collaborative atmosphere and culture leading to strong morale and overall performance. To ensure that the committee will be representative of the entire department, it will consist of eight members as follows: one undergraduate student; one graduate student; one postdoctoral scholar; two staff members; and three faculty members, at least one tenure-eligible faculty member and one term faculty member. The student members are nominated by undergraduate or graduate student organizations and approved by the Advisory Council. The postdoctoral scholar, staff, and faculty members are appointed through peer or self-nomination and a voting process. Election is via simple majority where each group will vote independently for their representatives to the committee. Elections are generally held annually in the early part of the spring semester. If there are not enough nominations, the DC may appoint one staff member and one faculty member. Appointments will be made in April and begin in June and end in May of the following year. Faculty and staff term lengths are for two years. Student committee member and postdoctoral scholar term lengths are for one year. Following a term of service, any individual who has served on the committee is ineligible for nomination for one year. During a regular term of service, if members become unavailable for service, the committee may continue its work in the absence of a full committee of eight persons, though consultation with the DC and a decision on how best to restore the committee's constitution should occur in a timely manner. The committee shall elect a chair, a co-chair (who becomes the chair the following year), and a secretary. Other roles may be specified. All such roles are one year in length. Based on the CALS governance document, the chair of the committee must be a faculty member. The person appointed chair also serves as the department representative to the CALS Faculty and Staff Success Committee.