

COLLEGE OF DESIGN GOVERNANCE DOCUMENT

IOWA STATE UNIVERSITY

Revised according to the Faculty Handbook and other Iowa State University governance documents maintained by the Faculty Senate and the Board of Regents, State of Iowa

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1. PREAMBLE

We, the faculty and staff of the College of Design, value shared governance. We have prepared this document to establish the formal procedures for making decisions and policies concerning academic standards and practices; degree programs and curricula; management of resources and facilities; appointment, evaluation, and advancement of faculty; review and assessment of administrators; support and dissemination of research; protection and promotion of the health, safety, collegiality, and well-being of college faculty, staff and students; and any other matters that relate to our mission of design education, scholarship, research, practice, outreach, and service.

This list of subjects is not meant to be restrictive; college faculty and staff are free to express their will or opinion, individually or collectively, on any other matters as well.

The functions and procedures described in this governance document are subordinate to the statutes and regulations of Iowa State University, the policies of the Board of Regents, State of Iowa, the Faculty Handbook maintained by the ISU Faculty Senate, and the Professional and Scientific policies and Merit policies outlined in the Iowa State University Policy Library. The College's mission statement and charts/descriptions of administrative positions that are contained in the appendices are provided for information purposes. The formal decision-making arrangements described herein do not preclude other formal or informal processes that may be customary or useful among the faculty and staff.

2. COLLEGE GOVERNANCE PROCEDURES AND FUNCTIONS

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2.1. Overview

This section of the document defines the governance functions and procedures of the College of Design faculty and staff, including voting membership, college faculty-staff meetings, and the councils and committees of the college

2.2. Voting Members of the Faculty and Staff

Voting members include all College of Design tenured, tenure-eligible, and term faculty. All College of Design professional and scientific, and merit staff are voting members in situations as designated in this document. Individual departmental governance documents can specify more restrictive voting eligibility.

2.3. College Faculty-Staff Meetings

2.3.1. Overview

The faculty and staff shall meet at least twice each semester as a group. Dates, times, and locations of the two required meetings will be published at the beginning of each semester on the College of Design calendar and announced by e-mail to all voting faculty and staff. The Liaison Council will determine the date and number of meetings needed to conduct faculty and staff business. Notice of additional meetings will be in the same manner as the two required meetings and will be given no later than one week before the meeting. The chair of the Liaison Council will prepare and publish an agenda one week prior to each meeting. In addition to regularly scheduled meetings, the dean or the Liaison Council may call special meetings as needed to discuss matters of college concern. Robert's Rules of Order will be invoked, if necessary, in conducting college faculty-staff meetings.

2.3.2. Organization of Meetings

The agenda for college faculty-staff meetings will be developed and circulated by the Liaison Council. The chairperson of the Liaison Council will preside over regularly scheduled meetings. Taking attendance and minutes at the meetings and their distribution to college faculty and staff will be the responsibility of the Liaison Council.

2.3.3. Purpose of Meetings

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

Items that require faculty review and vote include the following: degree programs; curriculum requirements and content; approval of the catalog; processes of instruction; academic standards and procedures; systematic evaluation of college offices and officers; and policies and procedures pertaining to the status of faculty regarding faculty appointment, reappointment, and promotion and tenure.

Items that may require faculty and staff review and vote include those that would have a college-wide impact upon academic programs, faculty, staff, or students, such as college mission and long-range planning statements; the use of physical and budgetary resources; initiatives dealing with alumni development and community outreach, and policies affecting the academic life of students. The college faculty-staff meeting shall also serve as a forum for individual faculty or staff to initiate discussion on any subject deemed to be in the interest of the college.

2.3.4. Definition of a Quorum

Motions requiring a vote of the faculty, or a vote of the faculty and staff will, whenever possible, be published in the agenda for the college faculty-staff meetings. A quorum made up of a simple majority of voting members must be present to conduct a vote on any motion. If there is not a quorum present, a ballot will be sent to voting members of the faculty, or faculty and staff. Except for approval of amendments to the College of Design Governance Document, a simple majority of votes cast will be required for approval of motions voted on by the faculty, or by faculty and staff. For approval of amendments to the College of Design Governance, see section 7 of this document.

2.4. Faculty and Staff Participation on Councils and Committees

2.4.1. University Committees

College faculty and staff appointments to university committees, unless otherwise specified, are made by the dean in consultation with the Liaison Council and the department chairs.

2.4.2. College Councils and Committees and Term Limits

College councils and committees are responsible to the dean, faculty, and staff and play an important role in planning, recommending, and implementing college policies. They provide a mechanism whereby faculty and staff, individually and collectively, participate in the policy decisions and actions of the college.

Councils and committees of the college are identified and their ongoing areas of responsibility are defined in the following sections. In addition to their stated responsibilities, councils and committees may receive specific charges from the dean or the Liaison Council. Council chairs will submit a written report of activities to the Liaison Council at the end of each academic year. This report will be made available to faculty and staff on the college website.

College councils and committees may include faculty and staff members as specified in the following sections. Though Ex-officio members are allowed to vote according to Robert's Rules, ex-officio members of councils and committees in College of Design will be non-

voting. Council and committee members who cannot attend a meeting are allowed and encouraged to send a substitute to represent their unit or constituency.

If a Department cannot provide a representative at the appropriate rank, the Department may elect to send a representative from another Department to represent them on a council. Alternatively, a department may instead choose to leave its seat on a council vacant. Departments cannot share a member on a council. In this way, the principle of “one person-one vote” in council decisions will be maintained.

Committees shall assume specific assigned responsibilities related to the council under which they operate. The faculty of two departments may agree to share a single member of a committee who will represent both departments on that committee. If a formal vote is taken in the committee, that shared member will cast one vote for each department he or she represents after consulting with the faculty of both departments independently. Alternatively, a department may choose to leave its seat on a committee vacant. The chair of each committee is responsible for keeping the chair of the council apprised of its activities and will report to the full council on request.

An election or appointment to a college council will be, unless otherwise noted, for a three-year renewable term. Faculty members shall not serve on more than one council at any given time. Committee appointments are for a one-year renewable term. Faculty and staff members may serve on more than one standing or ad hoc committee at a time. Departments must elect or appoint their representatives to councils and committees (including shared members on committees or seats they intend to leave vacant on councils or committees) by midterm of the spring semester. Councils must make their appointments to committees by the end of the spring semester for the following academic year.

Chairs of councils and committees will be elected annually by and from among council and committee members, unless otherwise specified in the description of that council or committee. Council and committee chairs may invite other faculty and staff with special expertise to attend meetings when appropriate.

Councils, committees, and the dean may form ad hoc committees to accomplish specific tasks in a defined timeframe, normally lasting no more than a year. A simple majority vote of a council or committee is necessary to form an ad hoc committee. In selecting members for an ad hoc committee, a council or committee shall consult department chairs for nominees. Chairs of ad hoc committees are elected by and from among their members.

2.4.3. Liaison Council

2.4.3.1. Liaison Council Membership and Responsibilities

The Liaison Council is comprised of the following voting members: one representative selected from each department according to departmental governance documents, including at least one term faculty member elected by the college term faculty at assistant professor rank or higher, the elected chair of the P&S Council, the chair of the Senate Caucus who cannot also be the representative for his/her department, and the dean. Council appointments are for a three-year renewable term. Faculty members shall not serve on more than one council at any given time. The dean is an ex-officio member of the council. The council chairperson presides over college faculty-staff meetings. The council meets monthly during the academic year. One fall and one spring meeting will be dedicated to discussion on college budget topics. These meetings shall include the college representative who serves on the Faculty Senate Resource Policy and Allocation Council as well as the College Fiscal Officer. Additional council meetings may be called by the chairperson or at the request of the dean. The Liaison Council selects faculty representatives to serve as ex-officio members of the Academic Affairs Council; Student Affairs Council; Faculty Development Council; Research, Extension and Outreach Council; Operations Committee; Equity, Diversity, and Inclusion Committee; and Lectures and Exhibitions Committee.

The Liaison Council has the following responsibilities:

1. Facilitate effective communication within the college community;
2. Bring faculty and staff perspectives and concerns to the attention of the dean;
3. Inform the faculty and staff on issues of college-wide concern;
4. Schedule meeting times and develop the agenda for college faculty-staff meetings;
and
5. Discuss proposals to ensure that the college's budget reflects the goals and objectives of the strategic plan and make faculty and staff aware of impacts of budget policies and allocations;
and
6. Refer issues of faculty and staff concern to college councils, standing committees and ad hoc committees for consideration.

2.4.3.1. Liaison Council Committees

The chair of each of the committees listed below is responsible for keeping the chair of the council apprised of its activities and shall report to the full council on request.

2.4.3.1.1. Operations Committee

The Operations Committee is comprised of one representative selected from each college department according to departmental governance documents, and an undergraduate and graduate student elected by the Design Council.

Committee appointments are for a one-year renewable term. Faculty and staff members may serve on more than one standing or ad hoc committee at a time. The Senior Associate Dean, the college's director of operations, the Design Reading Room library assistant, the college's communications specialist, the college shop manager, and a representative of the Liaison Council serve as ex-officio members. The committee will appoint members to represent the college on appropriate university committees such as the Library Advisory Committee, the Committee on the Advancement of Student Technology for Learning Enhancements (CASTLE), and the Faculty Senate Facilities and Educational Resources Committee.

The Operations Committee has the following responsibilities:

1. Facilitate and encourage communication between faculty, staff and the dean's office on issues relating to management, distribution, maintenance and acquisition of collegiate facilities;
2. Review and provide oversight for college computer-related activities, including submission of proposals to the CASTLE and yearly expenditures of student fees in the College of Design;
3. Review and provide oversight for the college communications team to ensure a consistent message, including web, print, and social media;
4. Facilitate discussion about university collections (and their associated facilities) related to the design disciplines, including the Design Reading Room and the Parks Library;
5. Review and define college policies in regard to the health and welfare of the faculty, staff and students in the college, including issues of safety in the studios and building, hazardous material usage and disposal, and the health of our faculty, staff and students in general; and
6. Review and provide oversight for college shop-related activities, including budget, access and hours.

2.4.3.1.2. Equity, Diversity, and Inclusion Committee

The Equity, Diversity, and Inclusion (EDI) Committee is comprised of one representative selected from each college department according to departmental governance documents, the college's Director for Multicultural Student Success, Equity Advisor, two members from the COD staff, an undergraduate and graduate student. A representative of the Liaison Council, a College Senator, and the Senior Associate Dean will serve as ex-officio members. Committee appointments are for a one-year renewable term. Faculty and staff members may serve on more than one standing or ad hoc committee at a time. A committee member represents the college on appropriate university committees such as the Faculty Senate Equity, Diversity, and Inclusion Council and the Vice President for Diversity, Equity, and Inclusion Council.

The Equity, Diversity, and Inclusion Committee has the following responsibilities:

1. Create and promote strategies to ensure equity in accordance with university equal opportunity and diversity policies;
2. Support and develop programming to increase recruitment and retention of minoritized or marginalized students within the College of Design;
3. Recognize and reward faculty and staff service and research related to the enhancement of equity, diversity, and inclusion;
4. Encourage the development of new courses, curricula and programs to improve the incorporation of equity, diversity, and inclusion throughout the curricula; and
5. Encourage the use and creation of educational resources to enhance the equity, justice, inclusion, understanding and respect of all individuals.

2.4.3.1.3. Lectures and Exhibitions Committee

The Lectures and Exhibitions Committee is comprised of one faculty member from each academic department selected in accordance with departmental governance documents, and one representative elected by and from the P&S Council. Committee appointments are for a one-year renewable term. The College of Design Communications Specialist, the College of Design Event

Planner, the College of Design Gallery and Exhibitions Manager, and a representative of the Liaison Council serve as ex-officio members. The committee chair and representative to the University Lectures Committee will be voted upon at the first meeting of the fall semester.

The proposed budget for the Lectures and Exhibitions Committee shall be established in the spring of the prior fiscal year in consultation with the Dean's Office. The Lectures and Exhibitions Committee budget is separate from the budgets allocated for individual department lecture series, which are established by department chairs.

The Lectures and Exhibitions Committee has the following responsibilities:

1. Define and coordinate a yearly college-wide program of lectures and exhibitions that serve the mission of the college;
2. Disburse funding to bring lecturers and exhibitions to campus; and
3. In collaboration with the Dean's Office, Operations Committee, and the College of Design Gallery and Exhibitions Spaces Manager, review policies for the use of the college gallery and exhibition spaces.

2.4.4. Academic Affairs Council

2.4.4.1. Academic Affairs Council Membership and Responsibilities

The Academic Affairs Council is comprised of the following voting members: one faculty representative from each department selected in accordance with departmental governance documents, an undergraduate and graduate student elected by the Design Council. The council chair is elected annually from within the membership of the council by the voting members of the council. Chair nominees should have at least one-year prior experience as a departmental representative on the council. The associate dean for academic programs, the chair of the Student Affairs Council, the director of international programs, and a representative of the Liaison Council serve as ex-officio, non-voting members. Council and chair appointments are for a three-year renewable term unless departmental governance restricts the length of the term of service. The three-year terms are based on the academic calendar. Faculty members shall not serve on more than one council at any given time. The council chair represents the college on the Faculty Senate Curriculum Committee, and a council member represents the college on the university's Graduate Curriculum and Catalog Committee and the Faculty Senate Outcomes Assessment Committee.

The Academic Affairs Council has the following responsibilities:

1. Coordinate the College of Design and departmental general catalog revisions and updates in compliance with the university schedule and procedures;
2. Review and approve undergraduate and graduate courses, curricula and programs recommended by departments;
3. Implement policies and procedures established by the Faculty Senate Curriculum Committee;
4. Bring approved departmental and collegiate curriculum changes to the faculty for discussion and action;
5. Work to ensure that academic assessment procedures are implemented in the departments and that those procedures follow university policies; and
6. Facilitate faculty development in the area of teaching/learning.

2.4.4.2. Academic Affairs Council Committees

The chair of each of the committees listed below is responsible for keeping the chair of the council apprised of its activities and shall report to the full council on request.

2.4.4.2.1. International Programs Advisory Committee

The International Programs Advisory Committee is comprised of one faculty member from each department selected in accordance with departmental governance documents. Committee appointments are for a one-year renewable term. Faculty and staff members may serve on more than one standing or ad hoc committee at a time. The college's director of international programs, the associate dean for academic programs, and a representative of the Academic Affairs Council serve as ex-officio members. The international programs coordinator represents the college on the university's Education Abroad Committee.

The International Programs Advisory Committee has the following responsibilities:

1. Advise and make recommendations to the AAC and other groups on international programs and activities; and
2. Develop and recommend long-term strategies on collegiate international programs and activities.

2.4.4.2.2. Core Design Program Committee

The Core Design Program Committee's voting members are comprised of faculty who teach Core courses. Multi-section courses taught by several faculty members are represented on the committee by the course coordinator. The committee also includes three ex-officio members: a representative from the

Academic Affairs Council, the student services and programs director, and the associate dean for academic programs who serves as chair of the committee and provides administrative support. Departmental representation and review regarding decisions related to the Core Design Program occurs at the Academic Affairs Council that will take final action on proposals.

The Core Design Program Committee has the following responsibilities:

1. Continuously improve and refresh the Core curriculum and constituent courses using the results of student outcomes and other assessments;
2. Actively seek input from all of the college's faculty regarding Core courses;
3. Assess, improve, and coordinate the enrollment-management process; and
4. Make recommendations to the Academic Affairs Council regarding the changes to the Core curriculum and courses, learning outcomes, and the enrollment management process.

2.4.4.2.3. Interdisciplinary Programs Committee

The Interdisciplinary Programs Committee is comprised of the director of each interdisciplinary degree and minor program. The associate dean for academic programs, a member elected by and from the Student Affairs Council and a representative of the Academic Affairs Council serve as ex-officio members. The associate dean for academic programs serves as chair of the committee.

The Interdisciplinary Programs Committee has the following responsibilities:

1. Review and make recommendations to the Academic Affairs Council regarding policies and procedures for interdisciplinary degree programs;
2. Assist the student services staff with recruitment and retention of students in interdisciplinary programs;
3. Provide information to faculty and department chairs about opportunities for teaching and research in interdisciplinary programs;
4. Work with faculty and department chairs to facilitate faculty engagement with interdisciplinary programs; and
5. Act as primary curriculum committee for the Design Studies Program.

2.4.5. Student Affairs Council

2.4.5.1. Student Affairs Council Membership and Responsibilities

The Student Affairs Council is comprised of the following voting members: the college's student services staff, and an undergraduate and graduate student elected by the Design Council. The associate dean for academic programs and a representative of the Liaison Council serve as ex-officio members of the council. Individual council members represent the college on the University Academic Advising Committee, the University Orientation Committee, the Faculty Senate Academic Standards and Advising Committee, and the Faculty Senate Student Affairs Council.

The Student Affairs Council has the following responsibilities:

1. Coordinate, develop and promote the college's involvement in student affairs and student multicultural affairs;
2. Inform academic advisers of changes in the university's and college's advising system, including the production and distribution of updated materials;
3. Recommend and initiate policies and faculty development programs that will improve the effectiveness and efficiency of advising programs;
4. Participate in the development, recommendation and implementation of college and university academic standard policies;
5. Review and act each semester on individual student cases in matters pertaining to academic progress; and
6. Coordinate, develop and promote the college orientation program in conjunction with the university orientation program.

2.4.5.2. Student Affairs Council Committees

The chair of the committee listed below is responsible for keeping the chair of the council apprised of its activities and shall report to the full council on request.

2.4.5.2.1. Student Honors and Awards Committee

The Student Honors and Awards Committee is comprised of one faculty member from each academic department selected in accordance with departmental governance documents, the college's student services coordinator and the college's Honors Program coordinator, who also represents the college on the University Honors Committee. Committee appointments are for a one-year renewable term. Faculty and staff members may serve on more than one standing or ad hoc committee at a time. The college's director of development will participate as an ex-officio member in discussions of student awards and scholarships.

The Student Honors and Awards Committee has the following responsibilities:

1. Manage the college's Honors Program;
2. Coordinate, develop and promote the college's Honors Program in coordination with the University Honors Program;
3. Review and recommend criteria, policies and procedures for the college's student awards and scholarships; and
4. Review nominations and make recommendations to the dean for the college's student awards and scholarships.

2.4.6. Faculty Development Council

The Faculty Development Council is comprised of the following voting members: one representative selected from each college academic department in accordance with departmental governance documents. Council appointments are for a three-year renewable term. Faculty members shall not serve on more than one council at any given time. Council members must hold the rank of full professor with tenure, unless a department does not have an individual with these qualifications, in which case the member must be an associate professor with tenure. In matters of promotion and tenure, a tenured representative selected by and from the Liaison Council will be an ex-officio and a non-voting member of the council. In matters of advancement in rank of term candidates, one term faculty of associate rank or higher, elected at-large from the college for a three-year term, will be a voting member of the council. Council members may not participate in discussions or vote on promotion and tenure decisions related to candidates from their own departments. In the case that the elected at-large term faculty is from the same department as a candidate for advancement in rank, an alternate will be appointed by the chair of the council for matters pertaining to the specific case. See section 5.2.4.3 (College Review) of the Faculty Handbook. A student, identified by the Design Council, will be a full voting member of the council when addressing awards matters.

The Faculty Development Council has the following responsibilities:

1. Review departmental advancement, promotion and tenure recommendations and recommend action regarding such nominations to the dean;
2. Review and recommend to the dean and faculty changes in college advancement, promotion and tenure standards and procedures;
3. Review and recommend to the dean and faculty changes in college post-tenure review standards and procedures;
4. Review and recommend criteria, policies and procedures for the college's faculty awards;
5. Review nominations and make recommendations to the dean for the college's faculty awards; and

6. Promote and nominate college faculty for university awards.

In the case of nominations of both faculty and staff members put forward for college or university awards (Academic Advising Award, Faculty/Staff Research Award, etc.), the Faculty Development Council and P&S Council will collaborate to review nominations and make recommendations to the dean.

2.4.7. Research, Extension, and Outreach Council

The Research, Extension and Outreach Council is comprised of the following voting members: one faculty representative from each department selected in accordance with departmental governance documents, a member of the P&S Council, and at least two extension and outreach faculty who may also be their departmental representatives. Council appointments are for a three-year renewable term. Faculty members shall not serve on more than one council at any given time. The associate dean for research and outreach, the research coordinator, and a representative from the Liaison Council serve as ex-officio members. The college representatives on the University Library Committee, and the Advisory Committee of the Center for Excellence in Arts and Humanities report to the Research, Extension and Outreach Council. The chair of the Research Extension and Outreach Council (or his or her representative) represents the College on the Faculty Senate Recognition and Development Committee.

The Research, Extension and Outreach Council has the following responsibilities:

1. Review, recommend and propose matters regarding college and university awards, fellowships, Faculty Professional Development Assignments, and Foreign Travel Grants;
2. Assist the associate dean for research in disseminating information to the faculty about internal and external research grant opportunities;
3. Facilitate and support interdisciplinary and collaborative research in the college;
4. Review and recommend proposals regarding access and contents of the library collections;
5. Assist the faculty in developing proposals for infrastructure and facilities to support college research;
6. Identify candidates for external national and international recognition; and
7. Advise IDRO on matters involving research, extension and outreach.

2.4.8. Professional and Scientific Council

The Professional and Scientific Council comprises the following voting members: five Professional and Scientific staff members elected by and from the P&S staff of the college. Council appointments are for a three-year renewable term. The staff member who represents

the College of Design on the university's Professional and Scientific Council serves as an ex-officio member of the college council. The chair is elected by and from the five voting members. The chair serves on the Liaison Council and presides over college staff meetings.

The Professional and Scientific Council has the following responsibilities:

1. Serve as a resource and as an advocate for Professional and Scientific employees in the College of Design;
2. Identify and communicate the needs of college staff members and provide information and advice in response to those needs;
3. Recommend to the administration and the Liaison Council policies and procedures that benefit College of Design P&S employees and assist in fulfilling the mission of the college;
4. Review and recommend criteria, policies and procedures for the college's staff awards;
5. Review nominations and make recommendations to the dean for the college's staff awards.; and
6. Promote and nominate college staff for university awards.

In the case of nominations of both faculty and staff members put forward for college or university awards (Academic Advising Award, Faculty/Staff Research Award, etc.), the P&S Council and Faculty Development Council will collaborate to review nominations and make recommendations to the dean.

3. PRINCIPLES FOR FACULTY APPOINTMENTS AND POSITION RESPONSIBILITY STATEMENTS

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3.1. Faculty Appointments

The Faculty Handbook Sections 3.1 to 3.3 explains the university's appointment policies and procedures, and types of appointment.

Significant faculty involvement in the review and selection of applicants for new or vacant positions is basic to the successful recruitment and retention of a high-quality faculty. In the College of Design new tenure-eligible and tenured faculty appointments are based upon a selection of candidates identified by a faculty search committee that has been appointed by the chair of the department in which the vacancy exists. Whenever possible, search committees are composed of tenured or tenure-track faculty with an appropriate representation of academic ranks and areas of specialization. When appropriate, persons from outside the department and outside the university may be added to the committee. Term faculty appointments are made by the chair of the department in which the vacancy exists, in accordance with Departmental Governance Documents.

The department chair, in cooperation with the search committee and with approval of the dean, develops a notice of vacancy, job advertisement, establishes guidelines, and conducts a national search. The search committee reviews applicant credentials, and recommends three to five unranked final candidates to be considered for campus interviews by the department chair. The committee and other faculty may also assist the department chair, as requested, in campus visitations. It is expected that all department faculty will be given the opportunity to provide feedback during the selection process. After all interviews have been held per department governance documents, search committees will provide a summary of the candidates' pros and cons to the department chair. A recommendation for a new faculty

appointment is initiated by the department chair and must be approved by the dean of the college and the Senior Vice President and Provost before becoming effective.

When a term faculty appointment will include the responsibility for teaching a course, departmental faculty consultation is required. Procedures for this shall be specified in department governance documents. Circumstances under which searches do not require faculty involvement are described in FH Section 3.1.4.

3.1.1. Waivers

In accordance with the FH Section 3.1.3., departments may seek a waiver from the college dean in order to advertise a faculty position that does not meet the department's documented minimum qualifications, prior to the position being advertised.

In accordance with the University Policy Library, departments may seek a waiver from the Office of Equal Opportunity, through the HR Delivery Team, to forego the open recruitment process, when the terms of the desired position match those listed in the University Policy Library.

3.2. Position Responsibility Statement

3.2.1. Overview

It is the policy of Iowa State University that evaluations of tenure-eligible, tenured, and term faculty are based on the position responsibilities of faculty members and other activities that relate to faculty appointments - Faculty Handbook Section 3.4. A position responsibility statement (PRS) is a tool that allows for a flexible and individualized system of faculty review, particularly within the promotion and tenure process of tenure-eligible/tenured faculty and advancement process for term faculty. A faculty member's PRS should only include the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments in the promotion and tenure process for tenure-eligible/tenured faculty, or for advancement for term faculty. The responsibilities identified in the PRS should not be inconsistent with the department's stated criteria for promotion, tenure, and advancement. The PRS shall not violate the faculty member's academic freedom in teaching, in the selection of topics or methods of research, or in extension/professional practice.

The PRS will be subject to regular review by the faculty member and his/her chair and allow for flexibility in responsibilities over time and for the changing nature of faculty appointments. The statement should allow both the faculty member and his/her administrative and peer evaluators to understand the basis of the academic appointment and, to place that into context with the promotion, tenure, and/or advancement criteria. The

descriptions should be brief but may include detail important to the department and/or faculty member. Any changes in the expectations for tenure-eligible and term faculty member must be made in consultation between the chair and the faculty member and must be reflected in an amendment to the PRS or a new PRS. Significant changes to a faculty member's position responsibilities should be reflected in the PRS within one semester of assuming the new duties. Neither the chair nor the faculty member can change the PRS unilaterally without consent of the other. The governance document in each department may specify the procedure by which a PRS can be changed.

At the time of appointment or within the first semester of the appointment, the chair and the new faculty member will agree on a PRS that should be based on the job advertisement. This document will be signed and dated by both parties. The signed and dated copy will be on file in the faculty member's personnel file. For tenure-eligible faculty this PRS should stand for the first three years of appointment. In most cases, this initial statement will remain in effect until the tenure review. For term faculty, the PRS will generally stand for the duration of the contract.

The PRS must be reviewed during each annual review. If the PRS remains an accurate reflection of the faculty member's responsibilities, it must be initialed and dated by the faculty and department chair. If the PRS is no longer an accurate reflection of the faculty member's responsibilities, a new PRS must be created. Any changes in the PRS must be made in consultation between the chair and the faculty member and signed by both parties. The PRS must be reviewed and updated as appropriate following each major review for tenured/tenure-eligible faculty – third-year review, promotion and tenure review, promotion review, and post-tenure review. PRS for term faculty must be reviewed and updated as appropriate with each reappointment contract and after each advancement review. A current signed and dated PRS shall be in every faculty member's personnel file.

3.2.2. Joint appointments

In the case of faculty members who have appointments in two departments, a PRS will be written by the faculty member and the chair of each department and signed and dated by all three parties. The PRS shall identify the faculty member's primary department. Each department involved will receive signed and dated copies of the PRS.

3.2.3. Extension appointments

In the case of faculty members with appointments funded in whole or in part by Extension, a PRS will be written, signed, and dated by the faculty member, and the department chair, in consultation with the Director of Extension and Community Economic Development. The signed and dated copy will be on file in the faculty member's departmental and Extension personnel file.

3.2.4. Appointments in interdisciplinary programs

The College of Design values interdisciplinary efforts and offers multiple interdisciplinary degree and non-degree programs. Some faculty members in the college will have significant responsibilities in these programs, as well as in their home departments. For a faculty member whose teaching and/or administrative responsibilities in an interdisciplinary program, including the core curriculum, are anticipated to last beyond one semester, his/her PRS will be revised to reflect those responsibilities in consultation with the home department chair and the director of the interdisciplinary program. The PRS will accurately reflect the faculty member's various responsibilities in the home department and the interdisciplinary program. The PRS will be signed and dated by the faculty member and his/her home department chair. The signed and dated copy will be on file in the faculty member's personnel file.

3.2.5. Interdisciplinary program directors

Interdisciplinary program directors will have a PRS, written by the program director, the department chair in his/her home department and the associate dean for academic programs, describing the administrative and other responsibilities of the position. The PRS will be signed and dated by all three parties. The signed and dated copy will be on file in the faculty member's personnel file.

3.2.6. Department chairs

Department chairs will have a PRS, written by the department chair and the dean, describing the administrative and other departmental responsibilities of the position. The signed and dated copy will be on file in the department chair's personnel file and in the dean's office.

3.2.7. Disagreement concerning position responsibility statements

Disagreements related to the PRS will be handled as described in the Faculty Handbook, Section 3.4.4. During the time of this mediation process, the existing signed and dated PRS will remain in effect.

4. EVALUATION, REVIEW, AND PROMOTION OF TENURED AND TENURE-ELIGIBLE FACULTY MEMBERS

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4.1. Applicability

For purposes of evaluating the performance of tenured and tenure-eligible faculty, Iowa State University uses annual reviews, preliminary reviews of probationary faculty, promotion and/or tenure reviews, and post tenure reviews. The statements in this section relate only to tenure- eligible and tenured faculty. The policies for evaluation, renewal, and advancement of individuals with term appointments are addressed in Section 5 of this document; policies for evaluation of the dean, associate deans, and department chairs are addressed in Section 6.

4.2. Annual Reviews

4.2.1. Overview

Faculty members are reviewed annually for performance appraisal and development based on their Position Responsibility Statement (PRS). This review will serve as a basis for determining merit salary increases, and also as an evaluation of the faculty member's progress toward tenure and/or promotion.

4.2.2. Annual review process

The department chair conducts annual faculty reviews. The chair informs each faculty member of the departmental time frame and schedule for annual faculty evaluation and will ask each faculty member to provide, at minimum, an updated vita. Chairs may request additional information to conduct annual reviews. Upon receipt of the annual report, the chair and faculty member will schedule a face-to-face meeting to discuss the faculty member's performance and development. The chair has the option of engaging the assistance of an advisory committee of the department faculty to evaluate the annual reports. Based on the annual report and the face-to-face meeting, the chair will prepare a written evaluation to be distributed to the faculty member and the dean at least two weeks prior to submitting the respective salary recommendations to the dean, or as soon as possible when less than two weeks of notice is given for the salary recommendation deadline. Faculty members wishing to meet with the department chair to express disagreement with their evaluation must do so within this two-week period. The faculty member has the right to communicate in writing his/her disagreement(s) with the department chair's evaluation and to have that written response accompany the department chair's recommendation to the dean. Following this period, the department chair submits the merit salary recommendations to the dean along with appropriate evaluative documentation.

4.2.2.1. Action Plan Mediation

An action plan is developed and put into effect when a faculty member receives an unsatisfactory annual review or post tenure review (See Faculty Handbook Section

5.1.1.2.1.) When a faculty member and department chair cannot come to agreement on the content of an action plan following an unsatisfactory review, either party may refer the matter to the department's Action Plan Mediation Committee. This committee will consist of three faculty at equal rank or higher than the faculty member whose action plan is being disputed, selected from the faculty member's department if qualified faculty are available.

The procedure for selecting the action plan mediation committee is as follows: The chair and the faculty member disputing the action plan shall each select one member of the committee. The faculty members selected by the two parties will be selected at the time of disagreement over the action plan. The third member will be the elected chair of the department promotion and tenure committee. Alternatively, the third member may be selected by department faculty election at the beginning of each academic year. Each department shall select one of these two methods for selecting the third committee member and include language to this effect in their departmental governance document.

To promote a fair process and avoid potential conflict of interest, faculty members are ineligible to serve on the Action Plan Mediation Committee if they meet any of the following conditions:

- are in the process of mediating their own action plan
- are in the process of appealing their own action plan
- are currently a respondent in a faculty misconduct case
- have received an unsatisfactory annual review or below expectations for post-tenure review in the last review cycle
- have a conflict of interest or commitment as described by the Iowa State Policy Library or Faculty Handbook related to the mediation.

The action plan mediation process will follow the policy steps described in the Faculty Handbook 5.1.1.2.2. *Initiation of Action Plan Mediation.*

4.2.3. Part-time faculty appointments

Faculty with part-time appointments will be reviewed on the normal annual review cycle. For purposes of annual review, the percentage of the appointment must be taken into account when considering the appropriate level of accomplishment in that year.

4.2.4. Department chairs and associate deans

Similar procedures apply to faculty holding administrative positions, such as the department chair and associate deans, in that reviews will be conducted by their immediate supervisors.

4.2.5. Interdisciplinary program directors

Similar procedures apply to faculty holding administrative positions in interdisciplinary programs. The program director will be reviewed by the department chair in his/her home department. The department chair will seek input from the Associate Dean for Academic Programs.

4.2.6. Faculty with Extension appointments

In the case of Extension-funded faculty appointments, the Director of Design Extension/Director of Community Economic Development will also provide input to the department chair as part of the faculty member's review.

4.2.7. Faculty with appointments in interdisciplinary programs

In the case of a faculty member whose PRS reflects teaching responsibilities in an interdisciplinary program, the department chair may seek input from the director of that program on his/her own initiative or at the request of the faculty member.

4.3. Preliminary Review of Probationary Tenure-Eligible Faculty

4.3.1. Overview

A tenure-eligible faculty member will typically receive an initial appointment of no more than a four-year term. In order to allow the faculty member sufficient time to establish an adequate record of performance, the review for the renewal of appointment will be conducted during the third year of the initial four-year appointment. This review may result in a notification to terminate the appointment at the end of the four-year appointment period (which will also act as the required one-year notice of termination) or in renewal of the appointment. No contract for a tenure-eligible faculty member will exceed four years unless there is a negotiated agreement consistent with the guidelines in the Faculty Handbook.

4.3.2. Objectives

The review should accomplish the following objectives:

- Determine the recommendations concerning the renewal of appointment;

- Make clear to the faculty member the relationship between the body of materials submitted for review and the reviewers' findings; and
- Provide constructive, developmental feedback to tenure-eligible faculty regarding progress in meeting departmental criteria for promotion and/or tenure and the responsibilities set forth in the faculty member's PRS. This review also informs the decision to reappoint during the probationary period.

4.3.3. Review Process

Each department shall include in its governance document procedures and guidelines for probationary review, including a timeline for actions to be taken. The procedures shall, at a minimum, specify the documentation required of the faculty member, provide for review by the department's promotion and tenure committee with a letter of recommendation to the department chair, and a review by the department chair that results in a decision on renewal/non-renewal of the appointment. The guidelines shall specify that:

- The committee's letter must explicitly describe the faculty member's progress to-date and also provide direction to the faculty member concerning progress over the remainder of the probationary period in order to achieve tenure;
- The department chair must conduct a face-to-face review with the faculty member as part of the chair's review; and
- The department chair shall provide a letter to the faculty member summarizing the findings of the review, making clear to the faculty member the relationship between the body of materials submitted for review and the department chair's findings, and setting forth the decision on renewal/non-renewal of the appointment.

External letters are not typically required as part of the process. All departmental materials are to be submitted to the dean on April 1 or the closest work day. The dean will forward relevant documents to the Office of the Senior Vice President and Provost.

For the renewal of an appointment, a new Letter of Intent and a new PRS must be executed showing the terms and conditions. In the event of a non-renewal of the appointment, a notification to that effect must be given to the faculty member at least one calendar year prior to the end-date of the existing appointment.

4.4. Policies and Procedures for Promotion and Tenure

4.4.1. Implementation dates

A tenured faculty member of the College of Design on the effective date of this Governance Document seeking promotion review to be completed before July 1, 2018 may choose

review under the previous College of Design Governance Document. This choice must be conveyed to the chair in writing by July 1 of the year in which the review process is initiated. This decision should be made in consultation with the department chair. This Governance Document will apply to any tenured faculty member who does not convey his/her preference to the department chair, and to any faculty member granted tenure after the effective date of this Governance Document.

4.4.2. Overview

All promotion and tenure policies and procedures included in this document are intended to be consistent with those presented in the Faculty Handbook (Section 5) and the Guidelines for Promotion and Tenure published on the website of the office of the Senior Vice President and Provost. Any apparent or perceived conflict between College policies and procedures and those in the Faculty Handbook are to be resolved in favor of those in the Faculty Handbook. The purpose of this section is to present the criteria and procedures that are used at the College level and applicable across all departments within the College of Design, and to recognize the unique place of design education and scholarship within the broader university setting.

4.4.3. Guiding principles

The creation of the College of Design's Promotion and Tenure policies and practices was guided by a number of principles articulated in other sources, namely the previous version of the College of Design Governance Document and the College of Design Reorganization Plan approved by the faculty of the College Fall 2012. These principles direct that the College promotion and tenure policies and procedures

- Be compatible with standards, policies and procedures operating at the university level;
- Focus only on those standards which are appropriate to all of the College's departments and programs--i.e., which can be implemented in a spirit of consistency and fairness across departmental lines;
- Reflect the College of Design's commitment to interdisciplinary education;
- Value faculty members' responsibilities and efforts in interdisciplinary and collaborative teaching, research and service;
- Allow for further elaboration at the departmental level, toward the end of ensuring the maintenance of distinct departmental, professional and disciplinary identities;
- Reflect the collective understanding and will of the College of Design faculty regarding their responsibilities as members of that faculty;
- Establish standards which ensure maintenance of the highest standards of competence and excellence within the College's various professions, disciplines, and programs;

- Provide a major role for peer review and peer validation, thereby further safeguarding the collective interest of the College faculty;
- Provide meaningful guidance and assistance in matters of faculty evaluation to the dean, department chairs and the faculty as a whole;
- Provide prompt and open dissemination of promotion and tenure policy documents that provide clear and consistent information regarding criteria, expectations, and processes;
- Ensure fairness through policies that restrict faculty members voting on tenure/promotion to only one vote during the full course of review of any one case; and
- Ensure confidentiality to foster frankness and candor in all aspects of the review process, and to protect the candidate, the writers of external review letters, and all individuals participating in promotion and review processes.

4.4.4. Implications for advancement, promotion, and tenure

The College commits itself to the highest standards of excellence in its teaching programs, as well as in the research/creative activity, extension/professional practice, and institutional service activities of its faculty members. The College of Design faculty recognizes the importance of continuous improvement in their ability to instruct and influence students within their constituent disciplines and professions. Excellence in teaching is of paramount importance to the fulfillment of the University's mission, while high-quality achievement--continuous and visible--in creative works, research, and service is an obligation for all tenure-eligible faculty positions. In the promotion process, departments and candidates are jointly responsible for the development and presentation of evidence in the form of scholarship that manifests these standards of excellence.

The College of Design faculty recognizes the broad range of professional and creative activities described as scholarship in the Faculty Handbook Section 5.2.2, when such activities contribute to academic excellence and are subject to peer review or peer validation. The College's advancement, promotion and tenure standards reflect the wide range of academic and professional specializations--ranging from the applied to the highly theoretical--that characterize each of the departments and disciplines. The faculty recognizes the symbiotic relationship among the departments' various orientations, and the significant contributions of each; the College benefits from interaction and collaboration among these educational elements. The full range of design-related activities will be considered equally significant as evidence of scholarship and as potential contributions to academic excellence.

The College of Design recognizes the role of its faculty in contributing creatively to the arts, sciences, and technologies in their respective disciplines in concert with their academic duties. In some instances professional activity will take the form of artistic creativity, the

elaboration of ideas, or the physical display of works, concepts, and forms; in other instances, this activity will involve the application of theory to the constructed form, the implementation of design concepts, a contribution to the store of professional knowledge, the development of new theory, or the generation of data needed by public policy-makers. Whatever its form, documentation of current involvement in scholarly activities is fundamental evidence of academic excellence and an important element in evaluation.

4.4.5. Departmental promotion and tenure guidelines

Each department must include within its departmental governance document the standards and procedures governing promotion and tenure of faculty within that department. The department document may specify standards that exceed, but do not contradict those of the university or college. The department procedures for promotion and tenure review must be approved by the tenured and tenure-eligible faculty of the department, by the dean, and by the provost.

The department's promotion and tenure guidelines shall, at a minimum, specify:

- How faculty members are selected for departmental review for promotion and/or tenure;
- The composition and means of selection of the department promotion and tenure committee and of any other department committees that may be involved in the review process;
- The definition of conflict of interest operative in departmental review;
- The procedures to be followed by the department promotion and tenure committee and related committees in conducting the reviews;
- The role of the department chair in the department promotion and tenure review process;
- The process and circumstances under which a review may be postponed;
- The types and sources of information that the department review committee will consider in conducting its review;
- The means by which persons being considered submit information and documentation for the review process;
- The procedures for obtaining any external evaluations used by the department in evaluating the performance of candidates;
- The definition of the factual information in the dossier subject to review by the faculty member before it is advanced from the department; and
- The procedures for communicating the results of the reviews.

4.5. Documentation Guidelines and Procedures for Promotion and Tenure Review

4.5.1. Overview

The following information identifies the types of documentation and the individual or group responsible for preparation of the documentation for the promotion and tenure process consistent with the Faculty Handbook. Candidates must also follow departmental promotion and tenure policies and guidelines that are consistent with this section.

4.5.2. Mandatory vs. non-mandatory cases

The procedure for mandatory and non-mandatory cases varies slightly. Mandatory cases are those that involve review for tenure in the penultimate year of the appointment. In these cases, the president makes the final administrative recommendation. Mandatory cases are always sent through the administrative chain to the president to determine whether a positive recommendation for tenure and promotion will be made to the Board of Regents. In non-mandatory cases, the department, the dean, or the provost may make a decision not to advance a case, and that action is the final administrative action. In non-mandatory cases, a candidate may also withdraw his or her file from consideration at any level of the review process.

Reviews that occur in the final year (after denial in the penultimate year) are non-mandatory cases.

4.5.3. Extension of probationary period

A faculty member may request an extension of the probationary period when special circumstances occur, as described in Faculty Handbook, Section 5.2.1.4. When such a request is made, procedures specified in that section shall be followed.

4.5.4. Candidate responsibilities

The candidate has the primary responsibility for preparing his/her review materials in consultation with the department chair. Members of department promotion and tenure committees may also advise the candidate on the preparation of the materials. Once the candidate submits materials for review to the department chair, all communication with members of the promotion and tenure committee pertaining to the case must stop. Requests from the committee to the candidate will be made by the committee chair. The candidate shall submit materials for consideration as described in the Faculty Handbook Sections 5.3.1 and 5.3.2 and detailed in “Instructions for Tabs 1 and 2 of Promotion and Tenure Dossiers” located on the College of Design web site, Faculty and Staff Resources, Faculty Promotion & Advancement.

4.5.5. Joint appointments

For candidates with joint appointments including in University Extension, departments shall follow the procedures specified in Faculty Handbook Section 5.1.1.5.

4.5.6. Candidates with responsibilities to interdisciplinary programs

For a candidate whose PRS reflects responsibilities in University Extension or interdisciplinary programs, including the core curriculum, the department promotion and tenure committee shall request the director of the interdisciplinary program or University Extension on its own initiative, or at the request of the candidate or department chair, to submit an evaluation letter. The candidate shall be informed of such request if made by the committee or the chair. The program director shall then submit to the department promotion and tenure committee for inclusion with the candidate's documentation an evaluation letter specifically outlining the candidate's activities with regard to the interdisciplinary program or University Extension and an evaluation of the candidate's performance in his/her areas of responsibility toward the program. If no letter has been submitted when materials are reviewed by the Faculty Development Council, the council shall request one.

4.5.7. Department promotion and tenure committee responsibilities

Within the College, each department must have a Promotion and Tenure Committee of faculty members to review candidates. Departments may set their own guidelines for the composition of the committee with the exception that all voting members must be tenured in the college. Following its review, the Department Promotion and Tenure Committee shall be responsible for the following documentation as part of the review process:

Soliciting and obtaining confidential letters of evaluation from external reviewers consistent with the policies and procedures of Faculty Handbook Section 5.3.3.1, if the department promotion and tenure guidelines place this responsibility with the committee;

The committee shall provide to the department chair a written evaluation and recommendation, including all committee vote tallies. Through the lens of the PRS, the committee shall evaluate the facts of the case as presented by the candidate to assess scholarly achievement and impact, and/or effectiveness in areas of responsibilities. When appropriate, the committee's evaluation will summarize the relevant points made by external evaluators. The evaluation should not be a statement of advocacy but should address both the strengths and relative weaknesses in the candidate's record of performance. The evaluation should include:

- Copies of letters from external evaluators;
- When applicable, a letter from the interdisciplinary program director or Director of Extension Community & Economic Development describing duties in the program and evaluation of performance in meeting those

- expectations for the period of review;
- Evaluation of the candidate's achievement in and significance of scholarship;
- Evaluation of the candidate's performance in his/her areas of responsibility: teaching, research/creative activities, extension/professional practice, and/or institutional service;
- Evaluation of the candidate's prospects for future contributions to the field and department; and
- Assessment of the candidate's role and contributions to the department and college missions.

4.5.8. Department chair responsibilities

The department chair shall be responsible for the following documentation and actions as part of the review process for each mandatory case, and for each non-mandatory case when the chair elects to have the recommendation forwarded. Recommendations for tenure and/or promotion must be submitted to the Office of the Dean by October 15 or the closest work day.

- Soliciting and obtaining letters of evaluation from external reviewers consistent with the policies and procedures of the Faculty Handbook Section 5.3.3.1, if the department promotion and tenure guidelines place this responsibility with the department chair;
- Review the Factual Information Summary for Promotion and Tenure prepared by the candidate to ensure its completeness and accuracy and report review findings to the candidate.
- Providing to the dean the candidate's review materials and, as appropriate, letters of evaluation from external reviewers, interdisciplinary program directors, University Extension, and/or secondary department;
- Providing to the dean the completed Department Chair Promotion and Tenure Evaluation Report Form, the written evaluation of the department promotion and tenure committee and all committee vote tallies; and
- Providing to the dean the department chair's written evaluation and recommendation. The chair's evaluation should summarize the primary points made by external evaluators and the department promotion and tenure committee. The chair's evaluation should not be a statement of advocacy but should address both the strengths and relative weaknesses in the candidate's record of performance. The chair's evaluation should include all of the following:
 - The candidate's achievement in and significance of scholarship;
 - The candidate's performance in his/her areas of responsibility as specified in the candidate's PRS;

- The candidate's prospects for future contributions to the field and department;
- The candidate's role and contributions to department and college missions; and
- The chair's recommendation.

The department chair shall also:

- Provide candidates with the names of members of any committee who participated in the department-level review;
- Address any late-developed information in a manner consistent with Faculty Handbook Section 5.2.4.2.7;
- Inform the department review committee of the chair's recommendations regarding promotion and/or tenure; and
- Prior to forwarding recommendations to the college:
 - Notify the candidate in writing whether a recommendation will be forwarded and, if so, the nature of the recommendation or recommendations. The chair will inform a candidate who is not being recommended by the promotion and tenure review committee, the chair, or both, of the reasons in writing. This information should be presented in a constructive manner and, where appropriate, should include guidance for improving performance in terms of the department's criteria for promotion and tenure; and
 - Provide each candidate for whom a recommendation is forwarded the opportunity to review the non-confidential, factual information contained in the written recommendation, and the opportunity to inform the chair of any ways in which he or she believes this information to be incomplete or inaccurate.

Following successful reviews, the department chair and faculty shall create a new PRS in accordance with section 3.2.

4.5.9. College Faculty Development Council responsibilities

The College Faculty Development Council shall serve as the college committee acting on promotion and tenure cases. The following procedures shall be applied by the Faculty Development Council when performing its duties with regard to promotion and tenure cases (for these procedures, "voting members" do not include members who cannot participate because of a conflict of interest, or because the candidate under consideration is in the member's home department):

- A quorum for each case under review shall consist of 100% of the voting members of the council;
- In the case in which the council chair must recuse (as outlined in the Faculty Handbook and the College of Design Governance Document) the voting members

shall elect a case-chair to conduct the proceedings;

- The council's review shall be limited to those materials submitted to the dean by the department. If additional information is needed, or if questions are raised concerning the departmental recommendation, the council shall request that the department make available the relevant materials. Such a request is made in writing by the committee chair to the department chair. Otherwise, there shall be no direct communication between the faculty development council and departments or candidates concerning the case after a departmental recommendation has been forwarded to the Faculty Development Council;
- Voting shall be done by secret ballot;
- Voting members may not abstain; and
- A simple majority is required to reach a recommendation in favor of promotion and/or tenure.

Following its review, the faculty development council shall be responsible for the following documentation as part of the review process:

- Providing to the dean a written evaluation and recommendation, including all council vote tallies, the names of council members participating in the review, and the names of those not participating because of a conflict of interest, or because the candidate under consideration is in the member's home department. The evaluation should not be a statement of advocacy but should address both the strengths and relative weaknesses in the candidate's record of performance. The evaluation should include the council's
 - Evaluation of the candidate's achievement in and significance of scholarship;
 - Evaluation of the candidate's performance in his/her areas of responsibility: teaching, research/creative activities, extension/professional practice, and/or institutional service;
 - Evaluation of the candidate's prospects for future contributions to the field and department; and
 - Assessment of the candidate's role and contributions to department and college missions.

4.5.10. Responsibilities of the dean

The dean will review the promotion and tenure recommendations from the departments and from the Faculty Development Council and will present his/her recommendations to the Senior Vice President and Provost, along with the recommendations and votes of the college and department committees, the chair reports, and supporting material and documentation.

The dean will, in writing, inform each candidate, the candidate's department chair, and the Faculty Development Council whether a recommendation will be forwarded to the Senior Vice President and Provost and, if so, the nature of the recommendation or recommendations. If the recommendation is contrary to the departmental, chair, and/or college committee recommendations, the dean will also summarize in writing the reasons as part of his/her recommendation. The department chair will forward the dean's recommendation and summary to the department promotion and tenure committee.

4.5.11. Appeals

In both mandatory and non-mandatory cases, a faculty member has a right of appeal, following the procedures specified in the Faculty Handbook Section 5.2.4.4.5.

4.6. Voting Procedures, Conflicts of Interest, and Confidentiality in Promotion and Tenure Reviews

4.6.1. Voting procedures

For the purposes of this subsection the term “vote” shall mean the formal expression of opinion or choice by a faculty member (in the case of department and college committees) or a recommendation (in the case of a department chair or dean) on the specific question of whether a candidate should receive tenure and/or promotion. Advice to a potential candidate concerning the process or readiness of a portfolio prior to submission to the department is not in violation of this policy. For example, advice to a candidate on how to improve his/her portfolio, or the timing of a promotion application, etc. are process issues not promotion and tenure decision issues.

In order to avoid undue or unfair influence in promotion and tenure decisions, promotion and tenure procedures must ensure that the guiding principle of “one-person—one-vote” is honored. Department and college committees, department chairs, and the dean shall comply with the following:

- Department chairs and the dean shall cast their one vote in a given promotion and tenure decision only at the appropriate step in the process described above; and
- Other faculty member's one vote about a member from his/her own department will be cast at the departmental level. This means that a member of the college faculty development council shall not cast a vote as a member of that council on a candidate from his/her department. If the Liaison Council representative on the Faculty Development Council is a member of the candidate's own department, then that member shall recuse him/herself, and the Liaison Council shall select a replacement member to serve on the Faculty Development Council for that particular case.

4.6.2. Conflicts of interest

Conflicts of interest include conflicts arising out of personal relationships, family relationships, and those arising from activities outside of work. Conflict of interest issues are addressed in the Faculty Handbook Section 7.2.2.1. A member of any committee (department promotion and tenure committee or Faculty Development Council) or an administrator (department chair or dean) with a conflict of interest with respect to a candidate shall not participate in reviewing that candidate or be given access to the candidate's review materials.

4.6.3. Confidentiality

The deliberations of department promotion and tenure committees and the Faculty Development Council shall remain confidential. Discussions pertaining to any promotion and/or tenure case between a committee/council member and any faculty member who is not part of the committee/council are strictly prohibited.

4.7. Standards for Promotion and Tenure

4.7.1. Evaluative criteria adopted

Candidates for tenure and/or promotion in the College of Design are to be evaluated at all stages of review primarily on evidence of scholarship in the faculty member's teaching, research/creative activities, and/or extension/professional practice, and the satisfactory performance of institutional service. The Faculty Handbook Section 5.2.2 defines scholarship, establishes the criteria constituting scholarly teaching, the scholarship of teaching and learning, scholarship in research/creative activities, and scholarship in extension/professional practice, and criteria for evaluating satisfactory institutional service. Recognizing that the Faculty Handbook Section 5.2.2 describes a broad continuum of scholarship that encompasses the wide range of creative activities undertaken by the disciplines within the College, the faculty members of the College affirm the use of these criteria. In addition, department promotion and tenure policies may identify evaluative criteria that exceed, but are not inconsistent with those found in the Faculty Handbook. The candidate's PRS is to be used by all evaluators to interpret the extent, balance, and scope of the faculty member's scholarly achievements.

In all areas of professional activity, a faculty member is expected to uphold the values and follow the guidelines in the Faculty Handbook Section 7 (Faculty Conduct Policy).

4.7.2. Qualifications for academic rank and tenure

Recommendations for initial appointment and promotion are based on evidence that the individual has met the qualifications for the faculty rank to which he/she is to be appointed or promoted. Candidates for tenure and/or promotion in the College of Design are to be

evaluated at all stages of appointment or review using the appropriate qualification standards found in the Faculty Handbook Section 5.2.3, specifically:

- Candidates for Assistant Professor - Faculty Handbook Section 5.2.3.1;
- Candidates for Associate Professor and/or Tenure - Faculty Handbook Section 5.2.3.2; and
- Candidates for Professor - Faculty Handbook Section 5.2.3.3.

Tenure-eligible faculty not initially hired on part-time appointment may request the conversion of their position to a part-time appointment consistent with the guidelines in the Faculty Handbook Section 3.3.1.1. At the time these changes are made, the conditions of employment, including the revised length of appointment and the review schedule, shall be clearly stated in writing, along with a statement specifying tenure review status and length of the revised probationary period.

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

4.8. Tenure for Faculty Members in Administrative Positions

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

4.9. Post-Tenure Review

4.9.1. Department post-tenure review guidelines

Each department must include within its departmental governance document policies and procedures for peer review of tenured faculty members within that department, consistent with the Faculty Handbook Section 5.3.4.

The department policies and procedures for post-tenure review shall, at a minimum, specify:

- The composition and means of selection of the department committee responsible for conducting post-tenure reviews (post-tenure review committee);
- The types and sources of information that the post-tenure review committee will consider in conducting its review;

- The means by which faculty members under review submit information and documentation for the review process;
- Whether external evaluations will be used in the review process, and the procedures for obtaining those external evaluations;
- The procedures to be followed by the post-tenure review committee in conducting the reviews;
- The role of the chair in the post-tenure review process, consistent with the Faculty Handbook Section 5.3.4.3;
- The procedures for notifying faculty members under review of the results of the review; and
- Procedures for the faculty member to follow should he/she choose to respond to the review.

Upon completion of each post-tenure review the department chair and faculty shall review and update the PRS in accordance with section 3.4.

4.9.2. Responsibility of the dean

Outcomes of post-tenure reviews are due to the dean on March 1 or the closest work day. The dean will take the actions regarding post-tenure review as specified in the Faculty Handbook Section 5.3.4.4 including forwarding post-tenure review materials to the Office of the Senior Vice President and Provost.

5. EVALUATION, RENEWAL, AND ADVANCEMENT PROCEDURES FOR TERM FACULTY MEMBERS

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5.1. Overview

Term faculty are subject to appointment, evaluation, renewal, advancement, termination, and conduct consistent with the Faculty Handbook and with other University policies including college and department governance.

Term faculty positions are term appointments eligible for renewal based upon the effectiveness in assigned responsibilities and the continuing need of the department with which they are affiliated. The College of Design follows term faculty appointment policies as described in the Faculty Handbook Section 3.3.2. Department chairs are responsible for selecting, reviewing, and renewing term faculty appointments, consistent with the principles of shared governance, and in accordance with each department's governance document. This purview includes all personnel carrying out instructional duties providing course credit.

5.2. Appointment of Term Faculty Members

5.2.1. Term Faculty Appointments

The criteria for term faculty appointments are described in the Faculty Handbook Section 3.3.2.1. They are subject to approval by the dean and the Senior Vice President and Provost.

5.2.1.1. Reporting

Each year the dean will submit a report of the amount of term faculty teaching and loads. The optimal target for each department and college will be included in an annual report to the Faculty Senate. Refer to Faculty Handbook, Section 3.3.2.1.

5.2.1.2. Titles for Term Faculty Appointments

The following term faculty titles will be available for use within the College of Design:

- **Teaching Faculty Title and Ranks:** Lecturer, Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor.

The primary responsibility of teaching faculty is to contribute to the teaching mission of the university. These positions must include a significant element of instruction; additional responsibilities may include advising, curriculum coordination, leadership of multi-section classes, and other responsibilities related to the teaching mission.

- **Practice Faculty Title and Ranks:** Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice.

Practice faculty must have significant relevant professional experience outside of academia that qualify them to make a contribution to instruction and/or advising. Their primary responsibility is teaching in their area of professional expertise and related institutional and professional service.

- **Clinical Faculty Title and Ranks:** Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor.

Clinical faculty provide or oversee the delivery of professional services to individual patients or clients, and to teaching students, residents, or fellows of the university at the undergraduate, graduate, professional, or postgraduate level. They are expected to integrate the delivery of their professional services with their teaching.

- **Research Faculty Title and Ranks:** Research Assistant Professor, Research Associate Professor, Research Professor.

Research faculty primarily engage in externally funded research, and they

must have opportunity to move toward research independence. At least 10%, but no more than 20% of research faculty member's salary shall be paid from the general fund.

- **Adjunct Faculty Title and Ranks:** Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Professor.

Adjunct appointments may be appropriate in facilitating the University's quest to hire and retain excellent faculty, including dual-career couples, as well as to carve out new areas of academic expertise, and attract experts on extramural grants and contracts.

These titles are defined in the Faculty Handbook (section 3.3.2.2) as well as in departmental documents.

Note on distinguishing teaching faculty and practice faculty:

Practice and teaching faculty both have a primary responsibility of teaching and related service. The teaching titles are appropriate where the primary qualification is academic. The practice titles are appropriate where the primary qualification for the position is professional experience that is not academic in nature. Practice faculty may also have significant service responsibilities unrelated to teaching or advising, but related to their field of professional expertise.

5.2.1.3. Lengths of Term Faculty Appointments and Review / Appointment Schedule

The College of Design follows the guidelines for lengths of term faculty appointments by rank as described in ISU Faculty Handbook Section 3.3.2.3 and in departmental documents.

Although term faculty under contract may serve only one semester or teach one course per year, they will follow a review and appointment schedule based upon years of employment, rather than semesters. Working part-time or for one semester of the school year cannot be held against term faculty during their review, provided the arrangement was agreed upon beforehand.

Lecturers

Lecturers are short term teaching faculty appointments and shall have a contract length of one year or less. Such contracts are renewable for up to three years of total service.

After three years of continuous service, lecturers become assistant teaching professors upon renewal and shall have three-year contracts. The change in title and contract length is not an advancement. Renewal reviews are a peer review process as specified by departmental governance documents.

Term faculty at the Lecturer rank require a notice of three months of intent not to renew.

Lecturers must be reviewed according to department procedures and notified of an intent to renew or not renew by Feb. 15 of their third year of employment.

Assistant Term Professors

Teaching, Clinical, research, and adjunct faculty at the assistant rank shall have a contract length of one to three years, with a strong preference for longer term contracts. After three years of continuous service, their length of term must be from two to three years..

Assistant term faculty on three-year contracts will be reviewed in the second year of their contract.

Assistant term professors are eligible for advancement to associate after five years of service at the assistant/lecturer rank, including all service under either title.

Term faculty at the Assistant rank require a notice of one year of intent not to renew except when the appointment is only for one year, in which case a notice of three months is required.

Associate Term Professors

Associate term professors shall have a contract length of three to five years.

Associate term faculty will be reviewed in the year before their contract expires (e.g. the second year for three-year contracts; the fourth year for five-year contracts).

Term faculty at the Associate rank require a notice of one year of intent not to renew.

There is no defined timeline for term faculty advancement from the associate to the

professor level.

Term Professors

Term professors shall have a contract length of five years with renewal reviews conducted in the fourth year.

Term faculty at the Professor rank require a notice of one year of intent not to renew.

Term Faculty on one-time funds

Lecturer positions may be paid for with one-time funds with college approval. Assistant Professor of Practice and Assistant Clinical Professor positions may be on one-time funds if their contract is two years or less. Assistant Teaching Professor positions must be on permanent funds.

5.2.1.4. Minimum Qualifications for Term Faculty by Title and Rank

The College of Design establishes the following standard minimum qualifications for term faculty. Refer to ISU Faculty Handbook Section 3.1.3 regarding establishing minimum qualifications at the department level.

Teaching Faculty:

- Lecturer: master's degree
- Assistant Teaching Professor: master's degree
- Associate Teaching Professor: master's degree
- Teaching Professor: master's degree

Practice Faculty:

- Assistant Professor of Practice: bachelor's degree plus 5 years of relevant industry experience
- Associate Professor of Practice: bachelor's degree plus 10 years of relevant industry experience or five years of academic experience beyond the requirements for assistant professor of practice
- Professor of Practice: bachelor's degree plus 15 years of relevant industry experience or five years of academic experience beyond the requirements for associate professor of practice

Clinical Faculty:

- Clinical Assistant Professor: doctoral degree
- Clinical Associate Professor: doctoral degree
- Clinical Professor: doctoral degree

Research Faculty:

- Research Assistant Professor: doctoral degree
- Research Associate Professor: doctoral degree
- Research Professor: doctoral degree

Adjunct Faculty:

- Adjunct Assistant Professor: doctoral degree
- Adjunct Associate Professor: doctoral degree
- Adjunct Professor: doctoral degree

In addition to the minimum degree or professional experience requirements listed above, for an initial hire of a term faculty member at the associate professor or professor rank, the following minimum requirements are defined for titles of term faculty:

- Associate Professor: a record of successfully contributing to the mission of the university as defined by the PRS or a record of contributions in the professional field and promise further academic and professional development
- Professor: a record of proven excellence in the primary responsibilities identified in the PRS and effectiveness in other areas of the PRS, or a record of demonstrated substantial contributions to their professional field

5.2.1.5. Roles and Responsibilities in Governance of Term Faculty

As part of the general faculty, term faculty participate in faculty governance as defined by the Faculty Handbook in Section 3.3.2.4. Term faculty employed by the university will have full voting rights in shared governance activities at the department level (any restrictions, such as voting on promotion and tenure decisions, must be documented in departmental governance documents). Voting rights of non-salaried faculty appointments must be described in departmental governance documents.

All term faculty shall have a departmental home and a Position Responsibility Statement (PRS). Each department hiring term faculty shall include provisions defining instructional responsibilities, search and appointment processes and review, renewal and advancement procedures in its governance document consistent with the Faculty Handbook.

5.2.1.6. Faculty Titles No Longer Allowed for New Appointments

No new appointments may be made using the titles: continuous adjunct,

Senior Lecturer, Clinician, and Senior Clinician. Refer to Faculty Handbook section 3.3.6.

5.3. Evaluation, Renewal, and Advancement of Term Faculty Appointments

5.3.1. General Policies and Procedures

The policies and procedures described in the Faculty Handbook Section 5.4.1.2 for evaluation, renewal, and advancement of individuals with term faculty appointments shall be followed by the College of Design and each department.

Grievance and appeals procedures for advancement are found in the Faculty Handbook, Chapter 9.

5.3.2. Review of Renewal of Appointment

Term faculty appointments are eligible for renewal based upon the achievements and effectiveness in assigned responsibilities and the continuing need of the department. Department governance documents must outline the process, timelines, and procedures for conducting peer evaluations of term faculty. This includes expectation standards for achievements and effectiveness, required documents, and submission deadlines and composition of the faculty committee conducting the review. Evaluations for renewal of appointment shall be conducted by an appropriate faculty committee which includes term faculty representation. The outcomes of these reviews shall inform appointment renewal decisions.

Term faculty renewals will occur according to college and university timelines to ensure adequate notice as mandated in the Faculty Handbook. See Section 5.2.1.3. in this document for renewal schedules.

5.3.3. Review for Advancement

See Section 5.2.1.3. in this document for advancement schedules and Section 5.3.4. for general advancement criteria.

Department Review

Department governance documents must define the process for evaluation of advancement of term faculty that include expectations for performance, required documentation and deadlines, and the procedures for evaluation. Governance documents must define the composition of the faculty committee conducting the evaluation, and the role of term faculty in selecting and/or participating on the evaluation committee. It is expected that term faculty of equal and/or higher rank are included in the evaluation process. The faculty evaluation committee will submit a written recommendation to the department chair regarding the

request for advancement. The department chair will make an independent evaluation of the advancement case informed by the faculty evaluation committee.

The chair will explain to each candidate in writing both the faculty evaluation committee's recommendation and the chair's recommendation before these are submitted to the college. The chair may decide to support or not support the advancement.

If the chair's decision is to support the advancement, the chair will submit the evaluation committee's recommendation and the chair's letter of recommendation to the dean.

Advancement of term faculty should follow the academic year deadlines as defined for tenure eligible faculty. Department chair should submit advancement requests to the college by March 1.

College Review

The dean will make an independent evaluation of the advancement case informed by the department evaluation. The dean may seek input from the college leadership team or may appoint a faculty committee to review the materials and make a recommendation. College tenured faculty and term faculty at or above the rank being considered shall be eligible to serve on the committee.

The dean will inform each candidate in writing before the college's recommendations are submitted to the provost for approval. The dean may decide to support or not support the advancement request.

Faculty who are not being recommended for advancement will be informed by the dean in writing. This information should be presented in a constructive manner and, where appropriate, should include guidance for improving performance in terms of the college's criteria for advancement.

Faculty who are supported for advancement will be forwarded to the provost.

5.3.4. Advancement Criteria for Term Faculty

Advancement to Associate Teaching Professor

To be eligible for promotion to associate teaching professor, the faculty member must also have (see FH 3.3.2.3):

- a record of successfully contributing to the teaching mission of the university as defined in their PRS
- promise of further academic and professional development.

Advancement to Teaching Professor

To be eligible for promotion to teaching professor, the faculty member must have:

- proven and sustained excellence in the primary responsibilities identified in their PRS, and
- shown effectiveness in any other areas of their PRS. (see FH 3.3.2.3)
- To advance to rank of teaching professor the College of Design expects faculty members to have made substantial contributions to the mission of the university beyond routine classroom teaching. Examples of contributions supportive of advancement include, but are not limited to:
 - A record of significant curriculum improvement and development
 - Course or program coordination for multi-instructors
 - Substantial student service (e.g. advising individual students and student organizations, mentoring, service on graduate student committees, leading learning communities)
 - A record of substantial and meaningful service to the department, university, or profession.
 - Leadership role in a department, the college, or university
 - A record of involvement in department life and responsiveness to department needs
- Career contributions to the professional field are not required but may support advancement to the rank of teaching professor when related to the PRS. Career contributions will not offset deficiencies in PRS performance.

Professor of Practice Track

Advancement based on the PRS shall follow standards similar to those for teaching professors above. The PRS may not require that practice faculty continue professional practice.

- In addition to the type of contributions mentioned for teaching faculty, the following are example of ways a practice faculty member might support a case for advancement
 - Interaction with internal and external audiences
 - Mentoring students or connecting them to professional opportunities
 - Significant professional service to the university

Practice faculty who maintain professional roles beyond their faculty appointment may also advance with a record of contributions in their professional field that would merit an appointment to a higher rank.

Research Professor track

Advancement for research faculty requires a level of scholarly productivity and independence as tenure-stream faculty of the same rank in their field. (FH 3.3.2.2)

- The College of Design expects research faculty members to have made significant contributions to the mission of the university beyond the narrow administration of their grants to advance to the rank of research professor. In addition to the type of contributions mentioned for teaching faculty, the following are examples of ways a research term faculty member might support a case for advancement:
 - Supervising graduate students
 - Serving on graduate committees
 - Service on university committees that evaluate grants or grant proposals

External letters are required for research faculty to advance.

Adjunct Professor track

Adjunct faculty typically are not focused on one area of faculty responsibility such as teaching or clinical activities. Advancement of adjunct faculty is based on demonstrated excellence in their area or areas of responsibility, which may fall under research/ extension / professional practice / teaching / other.

Adjunct faculty seeking advancement to the rank of adjunct professor need to have contributed to the mission of the university beyond routine administration of their position responsibilities, as with the other categories of term faculty.

Clinical Professor track

Any department wishing to appoint a clinical faculty member will need College approval of its criteria for appointment, renewal, and advancement prior to any faculty search/appointment.

Clinical faculty seeking advancement to the rank of clinical professor need to have contributed to the mission of the university beyond routine administration of clinical and teaching responsibilities, as with the other categories of term faculty.

The PRS must be written to allow term faculty the opportunity to make a reasonable case for advancement

Department chairs and term faculty must negotiate position responsibilities, as mutually agreeable, that over time can support a case for advancement. Term faculty may participate in the PRS mediation process.

5.3.5. Evaluation, Renewal, and Advancement of Other Term Appointments

The evaluation, renewal and advancement of other term appointments shall follow the policies described in the Faculty Handbook, specifically:

- Professional and Scientific (P&S) term appointments: a person employed in a P&S position and assigned term faculty responsibilities shall be evaluated in accordance with the procedures governing term appointments for that portion of their responsibilities related to their term appointment. See the Faculty Handbook Section 5.4.1.4.
- Continuous adjunct appointments: faculty on continuous adjunct appointment are eligible for review for promotion in accordance with university promotion policies and procedures. No new appointments may be made using this title. See the Faculty Handbook Section 5.4.2;
- Visiting appointments: visiting appointments are not renewable. See the Faculty Handbook Section 5.4.3.;
- Teaching Assistants: department governance documents shall contain guidelines for the evaluation of teaching assistants consistent with the Faculty Handbook Section 5.6.1.

6. EVALUATION OF DEAN, ASSOCIATE DEANS, AND DEPARTMENT CHAIRS

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6.1. Evaluation of the College Dean

6.1.1. Overview

The College of Design policy for the review of the dean is based on the Faculty Handbook Sections 5.5 to 5.5.3, which describes the purposes and results of the review, specifically:

- The review program should serve two purposes: (a) provide constructive and systematic faculty evaluation of college deans and administrative organization; and (b) provide faculty opinion for the evaluation of deans by the Senior Vice President and Provost; and
- The results of a review should be an improved capacity by the college offices and deans for maintaining academic programs, attaining goals established for the college, and securing resources that support the teaching, research, and service of the university.

Evaluation of the dean shall take place at least once every five years. The evaluation process is initiated and a schedule is developed by the Senior Vice President and Provost in consultation with the College Liaison Council. Typically the review committee receives the Self-Assessment Report from the dean in the fall semester of the fifth year and the committee provides the Senior Vice President and Provost with an evaluation report in the spring semester of the fifth year.

6.1.2. Participants

Those involved in the review process include the Senior Vice President and Provost, the dean, the College Liaison Council, the Review Committee, the faculty, and other appropriate individuals and organizations. The Review Committee is an ad hoc committee established

for the specific purpose of conducting the faculty evaluation of the dean. The committee consists of the following members:

- One tenured faculty member elected by and from each department;
- One tenured faculty member elected by and from the College Liaison Council;
- One member elected by and from the College P&S Council; and
- One tenured faculty member from outside the College selected by the Senior Vice President and Provost.

The Faculty Liaison Council initiates the request to the departments to elect representatives to the review committee. Once the review committee is formed the committee shall elect a chair from among its members.

6.1.3. Description of review process

As an initial step in the evaluation process, the dean will prepare a Self-Assessment Report covering the accomplishments and priorities of the dean and the administrative organization of the College since the last evaluation review, and goals for the future of the College. This narrative should discuss accomplishments, priorities, and goals in relation to their impact upon the teaching, research, and service responsibilities of the College and its faculty. The Self-Assessment Report is based on the listing of administrative duties and responsibilities provided in the College Governance Document. The specific areas covered in the Self-Assessment Report are developed by the dean in consultation with the College Liaison Council.

Based in part on the Self-Assessment Report, the review committee develops a survey procedure that will focus the responses from the faculty and other participants on the responsibilities and performance of the dean. Responses are solicited by the following means: the announcement of the evaluation review at both college and department meetings and a written notification to all faculty and other appropriate individuals and organizations requesting their participation in the review. Comments are solicited from appropriate individuals and groups outside of the faculty that have been identified by the committee and the dean. Such individuals and groups will include the president of the Design Council, members of the College Advancement Council, alumni, state agencies, professional organizations and advisory boards aligned with all the disciplines of the College. All responses sent to the review committee are treated as confidential correspondence, subject to applicable laws.

6.1.4. College Review Committee report

The Review Committee prepares a report based on the Self-Assessment Report and on the solicited responses from faculty, as well as evidence provided by other appropriate individuals and organizations, regarding the performance of the dean.

The committee report and transcripts of collected data are sent to the Senior Vice President and Provost. The Senior Vice President and Provost, after consultation with the review committee, determines the appropriate format for reporting to the faculty the outcome of the review process.

6.2. Evaluation of Associate Deans

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

6.3. Evaluation of Department Chairs

Department chairs are appointed by the dean, in consultation with the departmental faculty, for a term of three to five years. At the beginning of the final year of the department chair's appointment, the dean will meet with him/her to determine if he/she is willing to be considered for reappointment for another term. After the response is received, the dean will solicit input from department faculty. The faculty will make a recommendation to the dean in the manner designated by the departmental governance document. The dean will also solicit input from students and other appropriate college personnel such as staff, associate deans, and others who are knowledgeable about the chair's performance. The dean may also solicit input from other interested groups, such as department alumni, professional associations, state agencies and other organizations and advisory groups aligned with the interests of the department. The dean will take the faculty recommendation, and input from these other groups and individuals into account in making the reappointment decision. See the Faculty Handbook Section 5.1.2.

7. PROCEDURES FOR AMENDING THE GOVERNANCE DOCUMENT

Proposed amendments to the college governance document may be requested by the dean or by five voting members of the faculty, or by five voting members of faculty and staff in cases where staff are eligible to vote. Proposed amendments are submitted to the Liaison Council for inclusion on the agenda of the succeeding college faculty-staff meeting. At that meeting the proposed amendment will be presented to the faculty and staff. At the next college faculty-staff meeting a simple majority vote of those voting faculty present (or voting faculty and staff when appropriate) is required to submit the proposed amendments to the entire voting faculty (or voting faculty and staff) by electronic ballot. Approval of an amendment to the governance document requires a simple majority vote by eligible faculty (or eligible faculty and staff)

