

Department of Art and Visual Culture Governance Document December 5, 2014

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1. Preamble
2. Mission Statement
3. General Organization of the Department
 - 3.1 Department Governance Structure and Procedures
 - 3.1.1 Faculty Membership
 - 3.1.2 Voting Faculty Members
 - 3.1.3 Department Chair
 - 3.1.4 Director of Graduate Education (DOGE)
 - 3.1.5 Director of Undergraduate Education (DOUE)
 - 3.1.6 Department Faculty Meetings
 - 3.2 Department Committees and Councils
 - 3.2.1 Promotion and Tenure Committee
 - 3.2.2 Faculty Awards and Recognition Committee
 - 3.2.3 Student Scholarships Committee
 - 3.2.4 Curriculum Committee
 - 3.2.5 Ad Hoc Committees
 - 3.2.5.1 Search Committees
 - 3.2.6 Recruitment and Enrollment (R&E) Committee
 - 3.2.7 Advisory Council
 - 3.2.8 Departmental Cabinet
 - 3.2.9 Graduate Program Committee
 - 3.2.10. Undergraduate Programs Committee
 - 3.3 Principles of Faculty Appointments
 - 3.4 Position Responsibility Statement (PRS)
 - 3.5 Joint Appointments
4. Faculty Evaluation
 - 4.1 Faculty Evaluation and Review
 - 4.1.1 Annual Report
 - 4.1.2 Faculty Annual Review
 - 4.1.3 Written Evaluation
 - 4.2 Appointment Renewal
 - 4.2.1 Review for Renewal of Term Faculty Appointment
 - 4.2.2 Advancement of Term Faculty
 - 4.2.3 Review for Renewal of Associate and Full Professors of Teaching Appointment
 - 4.2.4 Review for Renewal of Probationary Tenure-Track Faculty Appointment
5. Promotion and Tenure Review
 - 5.1 Candidate Documentation
 - 5.2 Solicited Letters of Evaluation
 - 5.3 Promotion and Tenure Review Procedures

5.3.1 Timetable for Review

6. Post-Tenure Review
 - 6.1 Post-Tenure Review Timeline
 - 6.2. Post-Tenure Review Committee
 - 6.3. Post-Tenure Review Procedures
 - 6.4. Submission of Documentation
 - 6.5. Post-Tenure Review Committee Review
 - 6.6. Reporting Findings
 - 6.7. Conclusions and Consequences
 - 6.8. Faculty Post-Tenure Review Documentation
 - 6.8.1. Required Support Materials
 - 6.8.2. Optional Support Materials
7. Policy for Evaluating the Department Chair
8. Grievance Procedures
9. Amendment and Interpretation of the Governance Document
10. Department Records

Appendix I: Promotion and Tenure Guidelines

1. Preamble

The Faculty of the Department of Art and Visual Culture (AVC) subscribes to the principles of shared governance, as elaborated by the Faculty Senate and the College of Design. We recognize the central role of cooperation in collegial decision-making among members of the university community. The organization and operations described herein are subordinate to *The College of Design Governance Document*, and the policies of Iowa State University and the State Board of Regents as outlined in the *ISU Faculty Handbook*.

2. Mission Statement

The Department of Art and Visual Culture promotes an engaged, diverse, and comprehensive learning environment in the visual arts. Our undergraduate and graduate degree programs prepare students to understand and develop their ability to impact social, cultural, and physical environments they are shaping and influencing. Exposure to historical and contemporary art movements combined with traditional and innovative studio skills and shared studio pedagogy, prepares undergraduate students with a basis in artistic thought and professional practice. We emphasize the strong observation and communication skills necessary for success in visual arts-related careers or advanced study. Our graduate program provides a supportive environment for individual artistic development. It promotes conceptual and technical education encouraging critical inquiry, excellence, an understanding of the history of art, and an experimental approach toward each media.

3. General Organization of Department

The Department awards the Bachelor of Arts in Art and Design with an option in either Visual Culture Studies or Art and Culture; Bachelor of Fine Arts in Integrated Studio Arts, Post-baccalaureate Undergraduate Certificate in Integrated Studio Arts, and the Master of Fine Arts in Integrated Visual Arts degrees. Our faculty includes these areas: studio arts, art history, core (foundations), art education, scientific and biological/pre-medical illustration.

3.1. Department Governance Structure and Procedures

This section of the document defines the governance functions and procedures of the department, including faculty membership; voting membership; department chair; director of graduate education (DOGE); director of undergraduate education (DOUE); and departmental faculty meetings.

3.1.2. Faculty Membership

A member of the faculty is defined as any individual who holds a faculty appointment in the department. All members of the faculty attend faculty meetings.

3.1.3. Voting Faculty Members

Voting members are defined as faculty having tenure, tenure-track, and term faculty appointments. Term faculty titles will conform to those defined by the *ISU Faculty Handbook*, (Section 3.3.2.2).

3.1.4. Department Chair

The chair is appointed by the dean, with the input of faculty, to a term normally of five years. The chair assesses annually the performance of tenured, tenure-track, and term faculty and recommends contract renewals following the procedures outlined in *The College of Design Governance Document* and the *ISU Faculty Handbook*. The chair also attends to faculty mentorship and supports faculty development.

3.1.5. Director of Graduate Education (DOGE)

The Director of Graduate Education is appointed by the chair. The DOGE serves on the Departmental Cabinet, chairs the Graduate Program Committee, and leads the development and implementation of the Master of Fine Arts degree curriculum and program. The DOGE, with input from the chair, determines graduate teaching and research assignments.

3.1.6. Director of Undergraduate Education (DOUE)

The Director of Undergraduate Education is appointed by the chair. The DOUE serves on the Departmental Cabinet, chairs the Undergraduate Programs Committee, and leads development and implementation of the Bachelor of Fine Arts in Integrated Studio Arts and the Bachelor of Arts in Art & Design curricula. The DOUE is responsible for assisting with second-year admissions, new student orientation and recruitment, advising and assigning faculty mentors to new students, and advancing undergraduate curricular initiatives.

3.1.7. Department Faculty Meetings

The faculty of the department shall meet at least monthly during the academic year, from August to May. Dates of meetings will be published prior to the beginning of each semester. The number of department faculty meetings, their dates, and the agenda will be established by the chair in response to issues raised by faculty, administration, staff and/or students. Robert's Rules of Order will be followed in conducting department business. Voting is by voice, hand, or ballot. Any member of the faculty may request an electronic ballot on any vote. The purpose of department faculty meetings is to serve as the forum for conducting the business of the faculty, reports and announcements, and decisions on matters of general concern to the department faculty. Items that require faculty review and action include the following: degrees and programs and relevant curricula, review of graduate student applicants; academic standards and procedures; department mission, planning and governance statements; departmental budget; policies and procedures on the status of faculty regarding appointment, reappointment, promotion and tenure standards and criteria; and granting of degrees and honors. The department faculty meeting shall also serve as the forum for faculty members to initiate discussion on subjects deemed to be in the interest of the department.

3.2. Department Committees

Department committees are responsible to the faculty and the chair. They play an important role in planning, recommending, and implementing policy related to specific areas of concern. They provide a mechanism whereby faculty, individually and collectively, participate in department policy decisions and actions. Standing committees have ongoing areas of responsibility as described in this document. Committee membership is determined by election in spring semester of the previous academic year. Standing committees may receive specific charges, in addition to their stated responsibilities, from the chair and members will elect chairpersons of their committees. Standing committees will provide annual reports to the chair and to the faculty of the department. Membership to any standing committee will be for a three-year period and will be limited to two terms, with the possibility of an exception with faculty vote. With the exception of the Promotion and Tenure Committee, standing committees will have a minimum of three members. Appointments will be staggered to provide for continuity in committee membership.

3.2.1. Promotion and Tenure Committee

The committee will consist of five members, not including the department chair, who are tenured members of the faculty, including up to three at the rank of professor. At least one member of the

committee must hold the rank of professor. If there is no one currently eligible on the faculty, one or more faculty members of another College of Design department holding the rank of professor shall be invited to stand for election. If a candidate under review holds a joint appointment, a member of the other department or division with equivalent or higher rank, will be included for the evaluation. A sixth member who is term faculty at the rank of associate or full professor of teaching will, when appropriate, be included for evaluating term faculty candidates applying for advancement. The Faculty Development Council representative from the department serves on the departmental committee. All candidates for the committee must meet the following criteria:

- have served on the department faculty for two full years;
- be a tenured member of the faculty;
- not to be considered for promotion review during the first year of committee membership.

The committee reviews candidates in tenure-eligible positions for reappointment, promotion, tenure, and term faculty being considered for promotion and contract renewal. The procedures for the review, written report to the chair, and timetable are outlined in Sections 5 and 6.

Each elected committee member's term of office is three years. Terms of office are to be staggered. If a committee member resigns or retires, a replacement election will be held to complete that member's unexpired term. If a committee member has a FPDA, a replacement will be elected for the duration of the leave. At the completion of a three-year term on the Promotion and Tenure Committee, an individual becomes ineligible for membership for a period of one academic year.

When reviewing candidates for advancement to professor, only those members of the Promotion and Tenure Committee at the rank of professor will be eligible to vote and there must be a minimum of three voting members at that rank. Professors from other departments in the College of Design will be recruited as needed.

When reviewing term faculty candidates for advancement the Promotion and Tenure Committee will include a sixth voting member from the term faculty holding a rank at or above the candidate being considered.

Peer review of term faculty for contract renewal will involve three members of the Promotion and Tenure Committee and a term faculty member at or above the rank being reviewed; the P&T committee will determine a process for selecting which of its three members participate.

A member of the committee cannot be involved in promotion reviews in the year he/she is under consideration for promotion. If a seated committee member is to be reviewed for promotion, he/she must resign from the committee and a replacement election will be held.

As noted in *The College of Design Governance Document*, the chair must “provide candidates with the names of members of any committee who participated in the department-level review” (section 4.5.8).

3.2.2. Faculty Awards and Recognitions Committee

The committee responsibilities include nominating faculty for awards and recognition at the college and university level and for alumni and regents awards. The committee works with nominees to develop documentation for those recognitions. Ad hoc faculty members may be selected to assist with these activities. Any member of the faculty may propose another faculty

member for an award or recognition. The Faculty Annual Report form requests identification of possible awards; the chair will share this information with the committee so nominations and planning for awards can proceed in a timely manner.

3.2.3. Student Scholarships Committee

Responsibilities of the committee include the identification and selection of student scholarship and award recipients. The department representative on the College Student Affairs Council will automatically be a member of this committee.

3.2.4. Curriculum Committee

The curriculum committee is a committee of the whole. Responsibilities of the committee include developing, reviewing and recommending curricular requirements and policies for approval of the department faculty. The chair may also appoint ad hoc committees to study particular issues.

3.2.5. Ad Hoc Committees

Ad hoc committees have temporary responsibilities for one-time tasks. Ad hoc committees are organized and their responsibilities defined by the chair.

3.2.5.1. Search Committees

Search committees will include five appointed members. The chair will name a diverse panel including a majority from the area of specialization and the balance from the college or from a college where expertise may come from the faculty. Responsibilities of the committees include assisting the chair in crafting the position description; recruiting and interviewing prospective faculty candidates; maintaining search records; and recommending candidates to the chair.

3.2.6. Recruitment and Enrollment (R&E) Committee

The R&E Committee will work to grow enrollment in AVC's degree programs. Responsibilities of the committee include identifying and articulating transfer pathways into AVC's degree programs from community colleges and other universities; developing and executing recruitment strategies to increase visibility of and enrollment in AVC's degree programs; coordinating with R&E members and other AVC faculty participation in College of Design recruitment and enrollment events (i.e.: Program Night, Admitted Students Day, Orientation events, etc.).

3.2.7. Advisory Council

The Art and Visual Culture Advisory Council was formed in 2014 and meets, if possible, every second year to consider major issues concerning the department. Members of the council are named by the department chair in consultation with the faculty and serve for a minimum of three meetings, after which time they can be reappointed for a second term. They are drawn from graduates of the program, from friends of the department, and can be nominated by faculty. They are responsible for contribution of a written assessment of findings and for addressing questions which arise during their on-campus visit which takes place during Spring semester. All faculty are invited to attend sessions of the meetings to contribute to understanding of issues, challenges, and opportunities facing programs within the department. Meetings can be held more frequently if need is determined.

3.2.8. AVC Departmental Cabinet

The Departmental Cabinet serves in an advisory capacity to the chair with respect to the chair's roles and responsibilities. The Cabinet collaborates with the chair to develop and implement

decisions on teaching, research, service, extension and outreach, and the departmental budget. In addition, the Cabinet assists with teaching assignments, scheduling, general development of academic standards, planning, and management of physical facilities, and any other matters of departmental importance that may be requested by the chair. The Cabinet also specifically serves as the standing search committee for term faculty. The Departmental Cabinet is comprised of a minimum of three faculty members including the Director of Graduate Education (DOGE), Director of Undergraduate Education (DOUE), and one at-large member determined by the chair. Additional members may be appointed at the discretion of the chair.

3.2.9. Graduate Program Committee

The Graduate Program Committee is comprised of the Director of Graduate Education (DOGE) and two graduate-level faculty, who are appointed by the chair in consultation with the DOGE. The DOGE chairs the Committee. Responsibilities of the Committee include development and implementation of the graduate curriculum, program development, recruiting and admissions, oversight of teaching assistants with the departmental faculty, and the recommendation of curriculum changes to the voting faculty. With the exception of the DOGE, who serves a renewable three-year term, members serve for a renewable one-year term.

3.2.10. Undergraduate Programs Committee

The Undergraduate Program Committee consists of Director of Undergraduate Education (DOUE) and two members of the AVC faculty who are appointed by the chair in consultation with the DOUE. The DOUE chairs the committee. Responsibilities of the Committee include the development and implementation of the undergraduate curriculum through the coordination of studios and lecture courses, program development, and the recommendation of curriculum changes to the voting faculty. With the exception of the DOUE, who serves a renewable three-year term, members serve for a renewable one-year term.

3.3. Principles of Faculty Appointments

The *ISU Faculty Handbook* identifies the following areas as the basis for the selection of new faculty (section 3.1.3): New appointments are recommended on the basis of education; experience; competence in teaching, research, and professional practice; recognition in the field; and, in some cases, prior experience at other institutions. Per the *ISU Faculty Handbook*, candidates for faculty positions are expected to have outstanding qualifications in their fields of expertise. Normally these will include the highest / terminal academic degree in the discipline and a record of accomplishments that indicates their suitability to be a faculty member.

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 faculty tenure-track, and term appointments are based upon a selection of candidates identified by a faculty search committee that has been appointed by the chair. 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 program, department, and outside the university may be added to the committee. The search committee, in cooperation with the department chair and with approval of the dean, develops a notice of vacancy, job advertisement, establishes guidelines, conducts a national search, reviews applicant credentials, and recommends a list of three to five unranked final candidates to be considered for campus interviews. The committee and other faculty may also assist the department chair, as requested, in campus visit. A department recommendation for a new faculty appointment is initiated by the chair and must be approved by the dean of the college and the

provost before becoming effective.

The chair makes visiting and affiliate faculty appointments. Each will have an Affiliation Agreement form in lieu of a Position Responsibility Statement and each will have a Letter of Intent.

3.4. Position Responsibility Statement (PRS)

The *ISU Faculty Handbook* (section 3.4.1) states: “A position responsibility statement (PRS) is a tool that describes the range of responsibilities undertaken by a faculty member. The PRS is written and approved by both the faculty member and the department chair. Because responsibilities and duties change throughout faculty careers, the PRS shall be reviewed and updated as necessary at intervals appropriate to the stages of faculty career development. Thus the PRS allows for a flexible and individualized system of faculty review. The PRS shall not prevent or constrain justifiable changes to or developments within any area of a faculty member’s position responsibilities. The PRS description itself should be general and include only the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments especially in the promotion and tenure process for tenure-eligible/tenured faculty or for advancement for term faculty. The PRS shall not violate the faculty member's academic freedom. If the parties agree to more specific language beyond a general description of areas of position responsibilities, that specific language shall not be understood to be a checklist or constraint on the faculty member’s freedom to choose areas and methods of inquiry appropriate to the discipline.”

The statement should allow both faculty members and their administrative and peer evaluators to understand the basis of the academic appointment and to place that into context with the promotion and tenure criteria. The descriptions should be brief but may include detail important to the department and/or faculty member. The Position Responsibility Statement cannot be changed unilaterally by either the chair or the faculty member.

Any elaboration or alteration of the contractual duties by means of the PRS shall occur only by mutual written agreement between the faculty member and the department chair. Guidelines follow.

- At the time of appointment, the department chair and the new faculty member agree on a Position Responsibility Statement that is based on the position announcement.
- The Position Responsibility Statement should be reviewed annually during the annual meeting between the faculty and department chair.
- Any modifications in the Position Responsibility Statement must be agreed between the department chair and the faculty member.

Required Elements, from *ISU Faculty Handbook* (section 3.4.2.1):

Every PRS should be a brief document and must include the following information:

Name of faculty member and faculty salary base

Title

Primary department (tenure home)

Secondary department (if applicable)

Description of areas of position responsibility

Signatures of the faculty member and department chair(s)

Signature date

Formal review date

Colleges may require additional statements or information to clarify the nature of faculty position responsibilities.

Procedures for mediating PRS disputes are outlined in the *ISU Faculty Handbook*, (section 3.4.4)

3.5. Joint Appointments

Procedures for the appointment and evaluation of faculty members by more than one department are as set out in the *ISU Faculty Handbook* (section 3.3.8).

4. Faculty Evaluation

The *ISU Faculty Handbook* (chapter 5) and *The College of Design Governance Document* (section 4.2) set out the policies and procedures for annual reviews, for the review for appointment renewal of tenure-track faculty, and for promotion and tenure reviews.

As a part of the evaluation process individual faculty have the responsibility to provide a clear and complete listing, including documentation of their professional activity and accomplishments in an annual Faculty Activity Report (FAR) to their department chair and appropriate department and college committees. It is also the responsibility of faculty to fully understand the context and implications of individual evaluations and be informed of the appropriate procedures available to them in the event of an unsatisfactory evaluation. Faculty questions or concerns regarding promotion and tenure standards and procedures should be reviewed with the chair and/or the dean. The faculty member has the right to respond in writing to any evaluation and to make that response part of his or her employment record.

4.1 Faculty Evaluation and Review

Evaluation of faculty members is based on the PRS and any other activities that relate to faculty appointments. The procedures for annual review and merit salary allocation are outlined in *The College of Design Governance Document* (sections 4 and 5) and correlated sections of the *ISU Faculty Handbook* (sections 5.1 and 5.4). All faculty members will have an annual review of their performance in accordance with the following procedures.

4.1.1. Annual Report

Faculty members will prepare a written annual review in the format determined by the department chair. The Annual Faculty Activity Report (FAR) request shall be distributed to the faculty in a timely fashion and prepared by the deadline each year, as established by the chair. Annual reports document activities from July 1 to June 30. The report should be organized according to the categories of teaching, research/creative work/professional activities, awards/recognition and service and other.

4.1.2. Annual Faculty Review

During fall semester, the chair and/or their designated review committee and each faculty member will meet to discuss the faculty member's performance based on the requested annual report materials and the faculty member's PRS. This meeting is an opportunity for the chair and the faculty member to exchange information that may benefit the individual, as well as the department and the college, including discussion of progress towards promotion or advancement depending on the faculty member's appointment and current rank. Future plans and timelines may be discussed or established and should be memorialized and provided as a record for both parties. Modifications to the PRS may also be part of such discussions and would then require the incorporation of those

modifications into a new PRS to be signed by both parties.

Per the *ISU Faculty Handbook* (section 5.1.1.2), “Failure by a faculty member to comply with [this] process will, except in extenuating circumstances, result in an unsatisfactory annual evaluation.”

4.1.3. Written Evaluation

As described in *ISU Faculty Handbook* (section 5.1.1.2), “The annual evaluation process is finalized in a written document that is prepared by the department chair and signed by both the chair and the faculty member. The report should include an evaluation of each area of the position responsibility statement as well as an overall summary assessment. It is the responsibility of the department chair to ensure that the evaluation is finalized in a timely manner and by the university deadline. The faculty member signs the evaluation as an acknowledgement of receipt, not as an endorsement of the evaluation. A faculty member who disagrees with the evaluation may submit a written statement of concerns that will be appended to the evaluation. The faculty member may also appeal the evaluation through the established grievance procedures (*ISU Faculty Handbook* section 9.1).”

In the case of an unsatisfactory annual review, the chair with input from the faculty member will formulate an action plan for improved performance in accordance with the faculty member’s PRS. See the *ISU Faculty Handbook* (section 5.1.1.2.1) for more information regarding action plans and disagreement and negotiation of such plans.

4.2 Appointment Renewal

The appointment renewal review will be conducted at the department level by the chair and by a departmental faculty committee. The chair will provide the faculty member with a written evaluation that will include the decision to renew or not to renew the appointment, the facts upon which they relied, and related rationale connecting the facts to the decision. The faculty member will have two weeks within which to submit a letter to the chair or the dean in response to the findings of the department or the college as the case may warrant.

Departmental procedures are based on the college policies and procedures outlined in *The College of Design Governance Document* (sections 4.3 and 5.3).

4.2.1 Review for Renewal of Term Faculty Appointment

Term faculty have full-or part-time faculty appointments. The period of renewal for term faculty members will typically be based on guidelines set forth in the *ISU Faculty Handbook*. Term faculty members, full-time and part-time, shall be reviewed by an appropriate faculty committee before the end of the third year after the initial appointment date. Persons appointed as term faculty members must receive notice of non-renewal according to the guidelines set forth in the *ISU Faculty Handbook* (section 5.4.1.2).

The chair will notify faculty of their upcoming review in the fall semester prior to the year of review; reviews take place in the spring semester.

The purposes of a review for appointment renewal are:

- review the cumulative performance of a term faculty member vis-à-vis the Position Responsibility Statement and progress toward meeting advancement standards;
- document the facts upon which the reviewers relied and clearly state the reasoned

- connection between those facts and the reviewers' findings; and
- determine the recommendations concerning the renewal of appointment.

Faculty peers (three members of the P&T committee and one term faculty member) will review the candidate under consideration for reappointment. This committee will review the candidate's teaching, scholarship, and service, as determined by and in accord with the candidate's PRS percentages, and send a letter of recommendation to the chair by April 15th.

The chair will notify the candidate with a written proposal for renewal within two weeks of receipt of the renewal committee's recommendation.

For the renewal of an appointment, a new Letter of Intent must be executed showing the terms and conditions.

4.2.2. Review for Advancement of Term Faculty

The department's standards for advancement for term faculty are consistent with those stated in the *ISU Faculty Handbook* (section 5.4.1.3) and in the *College of Design Governance Document* (section 5.3.3).

A review for advancement to associate professor of teaching may be conducted at the end of five years of employment (full or part-time). Candidates must meet the standards for appointment identified in the *ISU Faculty Handbook* (section 3.3.2.3). The three outcomes of this review include: recommendation for advancement to associate professor of teaching; continuation of appointment as assistant professor of teaching; or non-renewal of contract. Refer to *ISU Faculty Handbook* (section 5.4.1.3).

It is the chair's responsibility to work with term faculty members to discuss their intent to be advanced. After it is determined an advancement is appropriate and the term faculty member has met the college's minimum criteria, it is then the responsibility of the faculty member to prepare the advancement documents. It is best practice for the chair and faculty member to discuss progress and intent for advancement during every annual evaluation. Following the College of Design guidelines, the term faculty member seeking advancement shall submit their Advancement Review packet to the departmental partner by November 1st. The departmental partner will then work with the chair to begin the departmental review.

The departmental P&T committee and a term faculty member at or above the rank being reviewed will review the candidate under consideration for advancement. This committee will review the candidate's teaching, scholarship, and service, as determined by and in accord with the candidate's PRS percentages, and send a letter of recommendation to the chair by December 1st.

A candidate for advancement to the rank of associate professor of teaching is expected to present evidence of:

1. Excellent Teaching and Advising (if applicable):

- Documentation will include course syllabi, additional instructional materials, student course evaluations, and statement of teaching philosophy. Peer reviews may be included.

2. On-going Professional Development:

- Documentation may include information on classes, workshops lectures, seminars or

conferences attended or new skills developed through individual research.

3. Institutional Service:

- List areas of service and provide evidence of quality when possible.

4. Exemplary performance in any other areas specified in Position Responsibility Statement.

A candidate for advancement to the rank of full professor of teaching is expected to present evidence of:

1. Excellent Teaching and Advising (if applicable):

- Documentation will include course syllabi, additional instructional materials, student course evaluations, and statement of teaching philosophy, student awards, and student accomplishments. Peer reviews of teaching and teaching awards may be included.

2. Research/Creative Activities and Scholarship:

- Documentation may include evidence of juried and invitational exhibitions or publications, presentations at conferences, and invited presentations reflecting area of expertise.

3. On-going Professional Development:

- Documentation may include attendance at workshops and lectures, seminars or conferences attended, or new skills developed through individual research.

4. Institutional and Professional Service:

- List areas of service and provide evidence of quality when possible.

5. Exemplary performance in any other areas specified in Position Responsibility Statement.

The candidate's documentation will follow the formatting guidelines outlined in *The College of Design's Guide to Term Faculty Renewals and Advancement* and will include the Position Responsibility Statement(s) for the period under review and curriculum vita (in ISU P&T format).

4.2.3. Review for Renewal of Associate and Full Professors of Teaching Appointment

Associate and full professors of teaching are term faculty with limited renewable term full-or part-time appointments. The period of renewal for an associate or full professor of teaching will follow the guidelines in the *ISU Faculty Handbook* (section 3.3.2.3). Persons appointed as an associate or full professor of teaching must receive notice by May 15 of the year preceding the end of the term appointment (or at least 12 months in advance of the end of the term appointment when the appointment end date is not May 15) of intent to renew or not renew.

It is the chair's responsibility to work with term faculty members to discuss their intent to be renewed or direct the mandatory review per years of service. After it is determined a renewal is appropriate, it is then the responsibility of the faculty member to prepare the renewal review documents. The term faculty member seeking renewal is responsible to submit their renewal packet to the departmental partner by March 15th. The departmental partner will then work with the chair to begin the departmental review.

A committee of faculty peers (made up of three members of the departmental P&T committee and a term faculty member at or above the rank being reviewed) will review the candidate under consideration for reappointment. This committee will review the candidate's teaching, scholarship, and service, as determined by and in accord with the candidate's PRS percentages, and send a letter of recommendation to the chair by April 15th.

The chair will notify the candidate with a written proposal for renewal within two weeks of receipt of the renewal committee's recommendation.

The purposes of a review for appointment renewal are:

- review the cumulative performance of a term faculty member vis-à-vis the Position Responsibility Statement and expected progress toward achieving yearly stated goals;
- document the facts upon which the reviewers relied and clearly state the reasoned connection between those facts and the reviewers' findings; and
- determine the recommendations concerning the renewal of appointment.

The candidate's documentation will follow the formatting guidelines outlined in *The College of Design's Guide to Term Faculty Renewals and Advancement* and will include the Position Responsibility Statement(s) for the period under review and curriculum vita (in ISU P&T format).

Appointment renewal of associate and full professors of teaching must be approved by the dean and provost. The dean will forward the recommendation to the provost. The request for approval should include a summary of the review results and a statement regarding the continuing needs of the unit. For the renewal of an appointment, a new Letter of Intent must be executed showing the terms and conditions.

4.2.4. Review for Renewal of Probationary Tenure-Track Faculty Appointment

The preliminary (third-year) review of pre-tenured faculty is an important aspect of Iowa State's protocol for the evaluation of faculty and their advancement toward promotion and tenure. The purpose of this review is to provide constructive, developmental feedback regarding progress in meeting departmental criteria for promotion and/or tenure. This review also informs the decision to reappoint during the probationary period.

Chapter 5 of the *ISU Faculty Handbook* details faculty responsibilities as well as criteria for evaluation and review. Section 5.1.1.3 of the *ISU Faculty Handbook* and section 4.3 of *The College of Design Governance Document* describe the Preliminary Review of Probationary Faculty. It is the chair's responsibility to notify and begin working with faculty members who will be going through a preliminary review in the spring before the review year and during the faculty member's annual review in the fall. It is then the responsibility of the faculty member to hand-in their Preliminary Review packet to the departmental partner by the following January 20th. The departmental partner will then work with the department chair to begin the review. The review will be conducted by the P&T committee.

Since, typically, a tenure-track faculty member receives an initial appointment with not more than a four-year term, the purposes of a review for appointment renewal are:

- review the cumulative performance of a tenure-track faculty member vis-à-vis the Position Responsibility Statement and expected progress toward meeting tenure standards;
- document the facts upon which the reviewers relied and clearly state the reasoned connection between those facts and the reviewers' findings; and
- determine the recommendations concerning the renewal of appointment.

The period of renewal for a tenure-track appointment will typically be three years. The initial appointment and the renewal will thus result in an appointment span of seven years. A tenure

review must be conducted no later than the sixth year. In the event of a denial of tenure, the faculty member will be given a one-year notice of termination.

In order to allow a new tenure-track 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. The chair shall convene the P&T Committee in order to discuss criteria, answer procedural questions, and provide candidate(s) review materials. After this, the chair shall not be involved in the deliberations of the committee, which will elect its own chairperson. Within two weeks following the review, a meeting will occur with the P&T committee, the faculty member being reviewed, and the chair, to discuss the findings of the committee.

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.

For the renewal of an appointment, a new Letter of Intent must be executed showing the terms and conditions of the appointment. 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.

The candidate's documentation should parallel the guidelines for tenure and promotion as outlined in the *ISU Faculty Handbook* (section 5.2) and *College of Design Governance Document* (section 4) and will include the Position Responsibility Statement(s) for the period under review and curriculum vita. These documents provide information on the preferred format and content of the Promotion and Tenure Vita and Faculty Portfolio, including additional evidence required by the college.

5. Promotion and Tenure Review

The purpose of a promotion and tenure review is to assess whether a faculty member has met their position responsibilities and whether their accomplishments and impact meet the criteria for promotion and/or tenure as defined in the *ISU Faculty Handbook*, *The College of Design Governance Document*, and the department's governance document. Evaluation of a faculty member for promotion and/or tenure is based primarily on evidence of scholarship in the faculty member's teaching, research/creative activities, and/or extension/professional practice.

A key tool in the promotion and tenure review process is the Position Responsibility Statement (PRS), which describes the individual's position responsibilities and activities in the following areas: (1) teaching, (2) research/creative activities, (3) extension/ professional practice, and (4) institutional and professional service. This statement is used by all evaluators to interpret the extent, balance, and scope of the faculty member's scholarly achievements. For tenure and promotion to associate professor, the focus of the review should be on the last five years of work (at ISU or elsewhere). For promotion to full professor, the focus of the review should be on accomplishments since appointment to associate professor (at ISU or elsewhere).

The Promotion and Tenure committee, for the purpose of making advisory recommendations to the chair, will conduct appointment renewal reviews. Prior to the committee review, candidate documentation with the composite summary of student ratings of teaching and comments of teaching covering the time period under review will be added to the dossier.

Based on the candidate's PRS, the committee will review the evidence of scholarship as documented by the candidate. The committee will use the standards for promotion and tenure as outlined in both the *ISU Faculty Handbook* (section 5.2.2.) and *College of Design Governance Document* (section 4) to guide its review.

The committee recommendation will include documentation of the findings of the review as outlined in *The College of Design Governance Document* (section 4). This recommendation will be submitted to the chair by the date established in writing by the chair in compliance with college and university calendars.

The chair's recommendation, with reference to the input of the department committee, will be forwarded to the candidate and dean. The candidate has two weeks to respond in writing to the dean. Prior to making an appointment renewal decision, the dean will meet with the chair and possibly with the candidate.

After the appointment renewal recommendation by the dean, the chair will provide the candidate with a written evaluation that includes the appointment renewal decision, as well as facts and related rationale. The candidate will be notified of the decision no later than the date established in the *ISU Faculty Handbook* (5.2.4.2.5 Notification Procedure).

Other than the required review for tenure consideration at the conclusion of a probationary appointment, promotion and early tenure review will be determined by a process of self-nomination. The chair will invite interested faculty to meet with him/her by the deadline established in writing by the chair in compliance with college and university calendars.

The purpose of this conference will be to assess the faculty member's probability of success. Every effort will be made to mutually agree on a decision as to whether or not to proceed with a review. In cases of disagreement, the prospective candidate shall make the final decision. If after this conference the faculty member decides to seek promotion and/or early tenure, the chair shall advise on and oversee the development of the candidate's Promotion and Tenure Vita and Faculty Portfolio.

If a delay in the required review for promotion and tenure is warranted, the department will follow the provisions and guidelines for extension of the probationary period as outlined in the *ISU Faculty Handbook* (section 5.2.1.4.).

5.1 Candidate Documentation

The candidate documentation guidelines are outlined in the *ISU Faculty Handbook* (section 5.3.2. Faculty Portfolio) and *College of Design Governance Document* (section 4.5). These documents provide information on the format and content of the Promotion and Tenure Vita and Faculty Portfolio. The university and college documents provide additional relevant information on standards for promotion and tenure as well as qualifications for academic rank and tenure. The college document notes additional evidence beyond the university document to be included in the candidate's documentation (section 4).

The candidate will provide the Promotion and Tenure Vita and Faculty Portfolio to the chair and departmental partner in a digital dossier. The candidate documentation will also include a full curriculum vita (in ISU P&T format) and Position Responsibility Statement(s) for the period under

review. The candidate documentation is due by the date established in Appendix I of this document.

In addition to the chair, it is recommended that the candidate solicit two faculty not on the departmental P&T committee to review the dossier and make recommendations prior to the document being made available for review.

5.2. Solicited Letters of Evaluation

- **Outside the Institution**

In accordance with the *ISU Faculty Handbook* and *The College of Design Governance Document* the chair will solicit letters of evaluations from impartial professionals outside the university. At least six letters should be solicited. The candidate should suggest names of four to six potential reviewers, providing a short, written rationale for their appropriateness. The candidate's dossier will be made available to each outside evaluator on a date established by the chair in the letter to the candidate.

- **Other Letters**

In accordance with the *ISU Faculty Handbook*, other letters may be solicited by the chair or departmental promotion and tenure review committee (section 5.3.3.1.).

- **Department Promotion and Tenure Committee**

As noted in the *ISU Faculty Handbook*, “[t]he promotion and tenure review committee reports in writing to the chair the results of its review, including all formal votes” (section 5.2.4.2.3). The content of this report is outlined in the *ISU Faculty Handbook* (section 5.3.3.2) and is to be completed by the date established by the department chair and aligned with the dates set by the university and the College of Design.

- **College Faculty Development Council**

The chair will prepare a Recommendation for Promotion and Tenure form for each candidate. The chair will follow procedures for forwarding recommendations, notification to the department promotion and tenure review committee and the candidate, and the right of review as outlined in the *ISU Faculty Handbook* (section 5.3.3.2).

5.3. Promotion and Tenure Review Procedures

The chair shall convene the first meeting of the Promotion and Tenure Committee in order to summarize the number and types of reviews on hand, discuss criteria, answer procedural questions, and provide access to the candidate(s) review materials. After this, the chair shall not be involved in the deliberations of the committee, which will elect its own chairperson.

If reviewing an individual whose scholarship/research/instructional area is not represented by a member on the Promotion and Tenure Committee, the committee may seek the advice of faculty from the candidate's program area in order to clarify information presented. As noted in the *ISU Faculty Handbook*, “any committee member who has a conflict of interest with respect to a candidate shall not participate in the consideration of that individual or have access to review materials.”

The committee will use the candidate's PRS as the basis for review of the evidence of scholarship as documented in the candidate's Promotion and Tenure Vita, Faculty Portfolio, and letters of evaluation provided by the chair or sought by the committee. The committee will use the standards for promotion and tenure as outlined in both the *ISU Faculty Handbook* and *College of Design Governance Document* to guide its review. During the review process, the committee may suggest modifications/refinements of the candidate's Promotion and Tenure Vita and Faculty Portfolio for clarity and completeness. It will be the sole decision of the candidate to incorporate these

suggestions or not prior to forwarding on the documentation.

The chair shall inform every candidate of the progress and/or outcome of each level of review in a timely manner and in accordance with the *ISU Faculty Handbook* (section 5.2.4.2.5).

5.3.1 Timetable for Review

Notification will be given by January 1st of the faculty members fifth year of employment. Candidates for tenure review and faculty interested in promotion consideration will meet individually with the chair. The chair will send the candidate a timeline including dates related to all aspects of the review process.

6. Post-Tenure Review (PTR)

The Post-Tenure Review Policy is described in *ISU Faculty Handbook* section 5.3.4. The post-tenure review is a peer-review of each tenured faculty member that assesses the quality of the faculty member's performance in the areas of teaching, research/creative activities, extension/professional practice, and institutional and professional service as indicated in the faculty member's Position Responsibility Statement (PRS) in effect during the period of the review. This process does not replace the faculty member's annual review.

Per the *ISU Faculty Handbook*, "the review shall include an overall recommendation of the performance (meeting expectations or below expectations) and result in acknowledgement of contributions and may also include suggestions for future development of the faculty member. A faculty member may receive a below expectations review if their performance in any aspect of PRS is below expectations" (section 5.3.4).

6.1. Post-Tenure Review Timeline

Post-tenure reviews will occur at least every seven years or at the faculty member's request (but at least five years from a previous post-tenure review). A post-tenure review must also occur during the year following two consecutive unsatisfactory annual reviews. If a faculty member is denied promotion through a faculty review, the promotion review does not replace a post-tenure review. Only if the promotion is approved by the Board of Regents, does the seven-year review period start again.

Exemptions:

Faculty members who are:

- being reviewed for a promotion to a higher rank within the same year,
- within one year from announced retirement or are on phased-retirement, or
- serving as a department chair, or whose title contains the term president, senior vice president and provost, or dean, are the only faculty members exempt from going through a post-tenure review.

It is the chair's responsibility to notify and begin working with faculty members who will be going through a post-tenure review during the spring before the review year. It is then the responsibility of the faculty member to submit their post-tenure review packet to the departmental partner by November 15th. The departmental partner will work with the chair to begin the departmental review.

6.2. Post-Tenure Review Committee

The faculty member under review and the chair shall jointly appoint that faculty member's review committee. The faculty member and chair shall ascertain that there will be no conflict of interest with the members of the PTR committee and the faculty member under review. The committee shall consist of 3 members, all of whom shall hold tenured appointments and none of whom shall hold administrative appointments. At least two of the committee members will be from the faculty member's departmental unit or, for faculty with an extension and outreach appointment, faculty with a 50 percent or greater appointment in extension and outreach. At the request of the faculty member under review, one committee member may be chosen from outside the candidate's department. In all cases, however, the review committee members shall possess relevant knowledge and experience in the general field and/or area of the individual member's specialization. The function of this review committee is to provide an independent perspective to assist the faculty member in his/ her review process.

6.3. Post-Tenure Review Procedures

Reviews will normally occur in spring semester. Faculty members to be reviewed shall be notified in writing by the chair during the spring prior to the review year.

6.4. Submission of Documentation

Materials for review by the PTR committee, in the form of a PTR portfolio, will be submitted digitally to the departmental partner by November 15th.

6.5. PTR Committee Review

The chair will convene the first meeting of the committee to review the timeline, purpose and procedures of the PTR. After this the chair shall not be involved in the deliberations of the committee, which will elect its own chairperson. The PTR committee will use the PTR portfolio submitted by the faculty member as the basis of their review.

The review of teaching shall consider the complete range of evidence available. While student ratings of teaching should be included, sole or even predominant reliance shall not be placed on this one source. Rather, the entire portfolio of teaching materials shall be examined. Measurements of actual student performance should be compared to established standards appropriate to the courses in question. The faculty member being reviewed may request classroom visits by one or more members of the review committee.

The standards and methods used to review research/creative activity must respect the right of the tenured faculty member to select his or her own topics for investigation and study and to pursue these topics patiently and thoroughly over the course of the academic career. Emphasis in the review must be placed on the overall scholarly merit of the research/creative activity. The PTR committee is expected to familiarize themselves with and evaluate the faculty member's entire body of scholarly inquiry.

The committee may request additional supporting materials from the faculty member and/or meet with the faculty member for clarification. After individual review of the portfolio, the PTR committee will convene to discuss their observations and prepare a written statement. This review will be completed by February 1st with dates adhered to as determined by the chair.

6.6. Reporting Findings

Within two weeks following the review, a meeting will occur with the PTR committee, the faculty member being reviewed, and the chair to discuss the findings of the committee. At the conclusion of the meeting, PTR committee must present their written report to both the faculty member being reviewed and the chair. The faculty member may respond in writing within two weeks to any issue of the PTR and the committee's report. Any written response shall become a part of the review record.

After no less than 10 working days, the chair will review with the faculty member the findings; the faculty member's written response, if any; and a plan for future development based on goals and suggestions derived from the PTR.

The chair will send a letter to the faculty member stating these findings and will send a letter to the dean with the findings and conclusions as well as any future plans explained in detail. The PTR portfolio, chair's letter, PTR cover-sheet with evaluations, and a copy of the department's current PTR criteria will be submitted to the dean.

6.7. Conclusions and Consequences

The policy of PTR does not change the circumstances under which tenured faculty can be dismissed from the university. Grounds for dismissal remain those listed in the *ISU Faculty Handbook* (chapters 7 and 8).

Per the *ISU Faculty Handbook* (section 5.3.4.2), based on the outcomes of the post-tenure review, the following actions will be taken:

- A “meeting expectations” post-tenure review recommendation may include suggestions for future development of the faculty member. If a meeting expectations post-tenure review recommendation includes a determination of below expectations performance in any PRS area, then the faculty member will work with the department chair and the chair of the review committee to develop a detailed action plan for performance improvement in those areas. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for Action Plan Mediation (See *ISU Faculty Handbook* section 5.1.1.2.2).
- A “below expectations” post-tenure review recommendation will include specific recommendations for achieving an acceptable performance evaluation. The faculty member will work with department chair and the chair of the review committee to develop a detailed action plan for performance improvement in areas deemed below expectations. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for Action Plan Mediation (*ISU Faculty Handbook* section 5.1.1.2.2). Failure to have the performance improvement plan in place by the time of the next academic year's annual performance review may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy (*ISU Faculty Handbook* section 7.2.2.6.1).

6.8. Faculty PTR Documentation

Each faculty under PTR will submit a portfolio for consideration by the PTR committee, to the departmental partner by November 15th. The portfolio should document the activities and achievements in support of scholarship and the individual PRS(s) related to the review time period. At the first PTR, a faculty member who has been tenured or in academic rank for a period longer than the seven academic years has the option of documenting the last seven years or the years since the last change in rank or tenure.

The PTR Portfolio will include three sections:

- A personal appraisal of the faculty member's performance during the review period;
- An outline of activities and achievements in teaching/advising, research/creative activities, extension/professional practice, and institutional/professional service, and;
- Support materials for 1 and 2 above.

6.8.1. Required Additional Support Materials

- Position Responsibility Statement(s) for the review period
- Current complete academic curriculum vitae (in ISU P&T format)
- Faculty activity reports (FAR) for the period under review
- Student ratings of teaching and student learning outcome assessment measures and evidence of achievement for the period under review

6.8.2. Optional Support Materials

- Teaching portfolio of materials such as syllabi, examinations, assignments, project descriptions
- Documents related to responsibilities as graduate POS member or major professor
- Visual evidence of creative output
- Written evidence of scholarly presentations and publications
- Written evidence of grants and awards received

7. Policy for Evaluating the Department Chair

The department chair is reviewed by the dean with the assistance of the department faculty, normally in the penultimate year of the contract; Ad hoc committees may be identified by the dean or the chair to assist in the evaluation of performance and development. Reviews result in the following outcomes: a self-assessment by the chair, a performance evaluation of the chair and office, and the provision for formal consultation involving the dean, the chair and the department faculty.

Following this appraisal, the dean and the chair discuss results with reviews, thus providing an opportunity for exchange of ideas that would be of benefit to the individual, the department, and the college.

8. Grievance Procedures

Faculty members who believe they have been treated unfairly in matters related to their employment may appeal their cases through administrative channels or the Faculty Senate Committee on Appeals. The steps to be taken for each appeal channel are described in detail in the *ISU Faculty Handbook* (chapter 9). Appeals must be initiated within 30 days of the action or decision being contested. Per the *ISU Faculty Handbook*, "the filing of an appeal should not alter any schedule, time limitation, or deadline to which the parties to the appeal would otherwise have been subject in the absence of the filing" (section 9.1).

For appeals through department channels, grievances should be presented in writing to the chair. The chair must, in accordance with the *ISU Faculty Handbook*, respond in writing within 25 working days of the date the appeal was received (section 9.2). In investigating a grievance, the chair may consult with members of the department faculty and/or staff as appropriate. In addition, the chair may name an ad hoc committee to aid in the investigation.

If the appeal is not resolved at the department level or to the satisfaction of the faculty member,

he/she may appeal to the dean and to the provost. The provost may refer the matter to the Faculty Senate Committee on Appeals.

9. Amendment and Interpretation of the Governance Document

All changes in this document will be made by electronic ballot. The proposed changes must be discussed at a regular or specially called faculty meeting with electronic ballot provided for the faculty following the meeting. The vote must indicate the support of a majority of the department faculty to amend the governance document. The chair will send written notice to all voting faculty indicating the nature of the vote and the need for participation.

When different interpretations of the governance document or department policies arise, the chair decides the matter and reports to the faculty the interpretation to be followed. Any faculty member who disagrees with this interpretation may take the matter to the faculty for resolution. The chair's interpretation may be overridden by a majority vote of the faculty by electronic ballot.

Proposed amendments to the governance document, excluding the appendices, may be requested by the chair or by the voting members of the faculty. Proposed amendments are submitted to the chair for inclusion on the agenda of the succeeding department faculty meeting. At that meeting, the proposed amendment will be presented to the faculty. At the next department faculty meeting, a simple majority vote of those voting faculty present shall be required for the proposed amendment to be submitted to the entire faculty for vote by electronic ballot. Two-thirds of all voting faculty must vote in the affirmative for passage of an amendment. Amendments to the appendices are accomplished through simple majority vote of the voting faculty.

10. Department Records

The chair is archivist and caretaker of all department records and is supported in this activity by the departmental partner and other staff assigned to duties described below. A copy of all non-confidential records shall be kept in a place available to any faculty member of the department. This includes:

- a. The governance document, including mission statement, promotion and tenure document, statement outcomes assessment document and other department policy statements;
- b. Official university documents such as the *ISU Faculty Handbook*, *College of Design Governance Document*, the *Graduate College Handbook*, and the *ISU Office Procedure Guide*;
- c. Annual reports of the department and (if available) college;
- d. Minutes of all department meetings;
- e. Class lists, mid-term class lists and other enrollment information;
- f. Course outlines/syllabi for all courses offered by the department;
- g. Current vita for all faculty.

Confidential records are open only to the chair. These include:

- h. Personal information in confidential personnel files of faculty members;
- i. Student files, which are also open only to the student and his/her faculty advisor (and if appropriate, to faculty on a need-to-know basis) and;
- j. Grade report lists of all courses.

During periods when the chair is on vacation or otherwise absent from the department, one of the senior members of the faculty will be publicly delegated by the chair to act as caretaker of the records.

Appendix I: Guidelines for Reviews

I. Promotion and Tenure

The College of Design has guideline documents related to Promotion and Tenure at this link: <https://www.design.iastate.edu/wp-content/uploads/2019/10/CoD-PT-Review-Guide-Final.pdf> Candidates should download and review this with the chair.

II. Preliminary (third-year) Review

The College of Design has guideline documents related to Promotion and Tenure at this link: <https://www.design.iastate.edu/wp-content/uploads/2019/10/CoD-Prelim-Review-Guide-Final.pdf> Candidates should download and review this with the chair.

III. Post-Tenure Review

The College of Design has guideline documents related to Promotion and Tenure at this link: <https://www.design.iastate.edu/wp-content/uploads/2019/10/CoD-Post-Tenure-Review-Guide-Final.pdf> Candidates should download and review this with the chair.

IV: Term Faculty Review

The College of Design has guideline documents related to Promotion and Tenure at this link: <https://www.design.iastate.edu/wp-content/uploads/2020/07/CoD-Term-Faculty-Renewal-and-Advancement-Review-Guide-Final.pdf> Candidates should download and review this with the chair.