

**Roy J. Carver Department of Biochemistry, Biophysics, and Molecular Biology
Governance Document**

College of Agriculture
College of Liberal Arts and Sciences

Iowa State University

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(reflects the removal of the “superior” category as approved by Faculty Senate)**

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I. Preamble

The faculty of the Department and the Department Chair share the governance of the Department of Biochemistry, Biophysics, and Molecular Biology (BBMB). Departmental governance is organized for the purpose of promoting the mission of the Department, and shall be undertaken in a transparent, collegial, and cooperative fashion. The Department of BBMB Governance Document is subsumed under the authorities of Iowa State University, the College of Liberal Arts and Sciences (LAS), and the College of Agriculture and Life Sciences (CALs). In the event of conflict, the University and College governance documents will prevail. There are no other Departmental governance documents or Departmental procedures that are separate from this document. A copy of the current BBMB governance document shall be publicly available through the Departmental web site.

II. Mission Statement (*Approved by the faculty, April 30, 2003*)

The overall mission of the Department of Biochemistry, Biophysics, and Molecular Biology (BBMB) is to investigate and understand the molecular mechanisms underlying biological processes as explained by the principles of chemistry and physics. Synergistic programs in teaching and research accomplish this mission. Undergraduate and graduate instruction emphasizes the fundamental relationships among the chemical, physical, and biological sciences. Basic research is the hallmark of the Departmental mission, providing the knowledge that is essential for continual progress in the applied agricultural- and biomedical sciences. These two aspects of the mission are merged by involvement of students at all levels in primary research activities, and by a teaching approach that strives to promote rigorous and critical thought.

Teaching mission

Student learning is of paramount importance in the Department's program design. The teaching mission includes broad contribution to the physical- and life sciences training programs at Iowa State University. BBMB faculty members teach graduate and undergraduate courses in biochemistry, biophysics, molecular biology, and interdisciplinary programs, emphasizing the ways that biological mechanisms are founded on chemical and physical principles. Students are prepared to pursue professional careers in a variety of academic and industry environments, and to serve society as broadly educated individuals. Undergraduates are also engaged in discovery-based learning by participating directly in the primary research activities of the Department.

Research mission

The research mission of the Department is focused in related areas that encompass biochemistry, biophysics, molecular and structural biology. The Department of BBMB produces novel discoveries that are highly significant to the worldwide biomedical and agricultural research efforts. The faculty is funded by the major federal competitive funding agencies and publishes in journals with the highest international impact. The Department also seeks to integrate its basic experimental research activities directly with State of Iowa industries.

Outreach mission:

The Department has a significant outreach mission in frequent and open communication with the public of Iowa. Basic research contributes significantly to this mission by providing the knowledge on which society can draw in the future to meet challenges dictated by limited global resources. Additionally the Department's outreach mission includes direct efforts to stimulate economic development within the State of Iowa, by bringing basic research results to bear on applied research and development.

III. Faculty Membership and Voting Privileges

The "**Department faculty**" or "faculty" includes all persons budgeted in BBMB who hold tenure eligible faculty positions, as well as Lecturers, Senior Lecturers, non-budgeted joint faculty members, adjunct faculty members, and collaborator faculty members. Persons with appointments split between BBMB and one or more other Departments are included in the faculty. The "**tenure eligible**" faculty consists of members with the rank of Assistant Professor, Associate Professor, or Professor, who either hold tenured appointments or will be reviewed at a later date for a tenured appointment according to their existing Letter of Intent.

The "**voting faculty**" refers to the subset of faculty members that is entitled to vote in the Departmental governance process on all issues, including personnel matters. All tenured and tenure-track faculty members for whom 25% or more of the ISU appointment is budgeted in BBMB are members of the voting faculty. A faculty member budgeted within BBMB but with less than 25% appointment in the Department can be given full voting privileges by a two-thirds majority approval of the voting faculty. The voting faculty for promotion and tenure matters is restricted to members of the voting faculty of rank equal to or higher than that sought by the candidate.

Non-budgeted joint faculty members, collaborator faculty members, and adjunct faculty members are expected to participate in Departmental governance through discussion and other input of opinions, but are not members of the voting faculty. Lecturers and Senior Lecturers can be entitled to participate in Departmental governance and vote on issues pertaining to curricula and instruction, including advising. The voting rights of a Lecturer or Senior Lecturer will be decided by approval of the voting faculty on a case-by-case basis. Such rights will be restricted to curricular matters and will not include other Departmental governance issues.

IV. Responsibilities of the Faculty

General responsibilities

All members of the faculty have the responsibility to be actively engaged in achieving the Departmental mission, and to understand and be involved in the Departmental governance process. Included in these general responsibilities is the need for each member to actively foster a positive and collegial atmosphere for work with other members of the faculty.

Specific responsibilities

Each faculty member shall have in his/her personnel file a Position Responsibility Statement (PRS) that defines the expectations for that person in the areas of research, teaching, and engagement. All PRS shall be agreed upon in writing by signature of both the faculty

member and the Department Chair. For new appointments the PRS will be based on the job advertisement. In instances of joint appointment, the PRS will specify a primary Department and if relevant will describe any special considerations for promotion and tenure review or other personnel actions.

The PRS is subject to regular review by the faculty member and Chair, and allows for flexibility in the changing nature of faculty directions and responsibilities over time. Changes in the PRS are made by agreement between the faculty member and the Chair, and cannot be made unilaterally by either individual. If there is disagreement between the faculty member and the Chair regarding the content of the PRS, then the matter will be referred to the Faculty Grievance Committee (FGC) for mediation and a recommendation as described in section XI of this document. In instances when the faculty member and the Chair continue to disagree regarding the content of the PRS even after mediation by the FGC, the matter will be referred to the Dean of the College in which that faculty member is appointed.

All faculty members are responsible for reporting annually on their professional activities. The procedures for such reports are described in Section IX.A of this document.

V. Responsibilities of the Chair

The Chair serves as the principle administrator of the Department. The general roles of the Chair are 1) to provide strategic leadership towards maximizing the quality of the Department, 2) to coordinate Departmental functions towards achieving the mission, and 3) to represent the faculty, staff, and students in interactions with entities outside the Department. Some specific responsibilities of the Chair are as follows.

Department Representation

The Chair represents the Department to the Colleges and the University, to other Departments, and to interdisciplinary research and teaching programs within the University. This includes seeking to obtain financial, space and personnel resources needed to best pursue the Departmental mission, ensuring compliance with College and University policies, and providing information and reports as requested by the Deans, the Provost, and other University officers. The Chair is responsible for ensuring that the Department is represented on College and University committees.

Personnel Recommendations

The Chair makes recommendations to the Deans concerning appointments, promotions, tenure, salary adjustments, faculty improvement leaves, etc., of faculty and staff members.

Teaching and Space Assignments

The Chair assigns teaching duties, and designates office and research space for the use of individual members of the faculty.

Appointment of an Associate Chair or Acting Chair

At his or her discretion, the Chair may appoint a consenting, tenured member of the voting faculty to serve as Associate Department Chair, for the purpose of assisting the Chair in fulfilling the responsibilities of the office. The Chair should explain to the faculty what functions will be performed by the Associate Department Chair. When the Chair will be

absent from campus for an extended period, he or she should designate a consenting, tenured member of the voting faculty to serve as Acting Department Chair during that time. The Deans and the BBMB faculty should be notified in advance as to who will serve as Acting Department Chair. The Acting Department Chair will have the authority of the Chair during the designated time period.

Faculty Meeting President

The Chair calls and presides at faculty meetings, and is responsible for maintaining the minutes of the meetings and a record of significant actions taken, including a record of standing policies. The Chair is responsible for the efficient and fair conduct of faculty meetings.

Faculty Committee Oversight

The Chair annually recommends committee chair appointments and the membership of standing Departmental committees to the faculty. The Department Chair communicates regularly with the committee chairs towards the aim of coordinating Departmental functions.

Management of the Departmental Office

The Chair assigns the duties and directs the activities of the Departmental office staff. This responsibility should be conducted with the advice of the Department faculty, towards the aim of serving the faculty and students to best fulfill the Department's mission. The Chair, through the activities of the office staff, has the responsibility to maintain both public and confidential Departmental records.

Management of the Departmental Budget

The Chair is responsible for managing and reporting on the Departmental Budget. Budgetary issues should be conducted in a transparent manner, with regular reports to the faculty. This responsibility includes designating expenditures for equipment, graduate assistantship support, research support, startup support for new faculty members, office expenses and supplies, personnel support for non-budgeted staff, teaching costs, seminars, student activities, travel, etc.

Maintenance of the Working Environment

The Chair works to create and maintain a positive, motivating and collegial atmosphere in the Department.

Involvement in the Departmental Mission

The Chair should remain substantially involved in the teaching, research and outreach missions of the Department.

VI. Committees

Departmental standing committees are responsible to the BBMB faculty. They are formulated for the purpose of expeditious execution of Departmental affairs, balanced representation in Department business, and equitable distribution of governance responsibility and workload. The procedure for committee deliberations follows Robert's Rules of Order. Such committees may be created or dissolved as needed by the normal governance process of the Department. Committee reports at faculty meetings will be included as agenda items as needed. To facilitate

the efficient transaction of business, committee meeting attendance normally is restricted to the committee membership, although the members may decide to waive this guideline if desired.

The Chair recommends the chairperson and the membership of each standing committee to the faculty at the beginning of each academic year. Faculty approval is required for formulation of the committee for that year. All members of the faculty are eligible to serve on committees, except where noted elsewhere in this document. There are no fixed term limits, although the Chair should seek to rotate members through different aspects of Departmental governance over time. Standing committees in the Department of BBMB are as follows.

Executive Committee

The Executive Committee (EC) will consist of five members of the voting faculty. The general purpose of the EC is to act as a representative body to advise the Chair on matters of Departmental strategy including both long term and short term planning. All aspects of Departmental planning are included, e.g., personnel assignments, strategy for new faculty hires, research and teaching initiatives, budget, space assignments and utilization, strategic planning, Departmental policies, etc. Policy recommendations developed by the EC will be submitted to the faculty for amendment and approval, as for all standing committees. The EC also assists the Chair in Departmental administration, and is responsible for administrative procedures that are not appropriate for the Chair such as Chair performance evaluations (section IX.B) and renewal of the Chair's appointment (section VIII.B).

Curriculum Committee

The Curriculum Committee (CC) will contain at least four members of the faculty. The CC will periodically review the courses and curricula in both the graduate and undergraduate majors offered by the Department, as well as the Department's contributions to interdisciplinary programs at both the graduate and undergraduate level. When needed, the CC will develop proposals for changes in courses and curricula including new courses or elimination of specific courses or sections. Such proposals will be brought to the full Departmental faculty for discussion and voting actions. The CC also is responsible for implementation of policies established by the University and College Curriculum Committees, including catalog preparation, and for working with the Department Chair to establish course offering lists for each semester. Members of the CC also will represent the Department as members of the LAS and COA Curriculum Committees.

Facilities Committee

The Facilities Committee (FC) will consist of three faculty members. This committee will be responsible for organizing Departmental planning towards the acquisition of major shared instrumentation. The committee will also have an annual budget available for minor instrumentation needs within the Department, and will consider and approve requests for such expenditures. The FC also will evaluate the usage of shared Departmental space and make recommendations to the Chair for assignments of such space.

Teaching Review Committee

The Teaching Review Committee (TRC) will contain three members of the faculty with the rank of Associate Professor, Professor, or Senior Lecturer. The TRC will annually review the classroom teaching performance of all Assistant Professor members of the voting faculty, and all Lecturers. Classroom visits will be included as part of the reviews. The TRC also

will review the classroom teaching of Associate Professors at least once during any year that they are being considered for promotion and/or tenure, and all tenured professors while they are undergoing a post-tenure review.

Graduate Student Selection Committee

The Graduate Student Selection Committee (GSSC) will consist of three faculty members. This committee will review pre-applications and applications to the Departmental graduate programs, select the successful applicants, and make recommendations to the Chair for offers of admission. This responsibility includes review of applications for admission to the graduate student rotation program, for direct admission into the laboratory of a specific faculty member, or for admission of a student in an interDepartmental graduate program at the University into BBMB as the home Department. In making its recommendations the GSSC will confer with the Chair regarding the number of students that can be admitted within the current financial resources of the Department. The GSSC will also make recommendations to the faculty regarding admissions standards.

Graduate Affairs Committee

The Graduate Affairs Committee (GAC) will consist of three faculty members. This committee is responsible for developing programs for recruitment of graduate students, and for involving the BBMB faculty in these programs. The GAC also will review graduate program policies stated in the Graduate Student Handbook, and propose revisions of those policies as necessary to the Department faculty. The Chair of the GAC will serve as the Director of Graduate Studies (DOGE) and fulfill the responsibilities of that position according to University procedures.

Awards Committee

The Awards Committee (AC) shall consist of three faculty members. The AC will maintain a current record of information regarding College and University awards for faculty, staff, and students, and Departmental scholarships and awards for students. The committee will seek to nominate BBMB members for as many awards as possible. AC committee members will coordinate the nominations, or in some instances will solicit other faculty members to perform that function. The AC will also consider national awards in our disciplines and nominate BBMB members as appropriate.

Oral Research Proposition Examination Committee (ORPEC)

The ORPEC consisting of six faculty members is responsible for administering the Oral Research Proposition Examination process for graduate students. Three members of the committee will administer each examination as described in the graduate student handbook. A student's major professor may not serve on the examination committee.

Promotion and Tenure Screening Committees

The Promotion and Tenure Screening Committees I and II (PSCI and PSCII) are the bodies that make recommendations for promotion of Assistant Professors to the rank of Associate Professor, and of Associate Professors the rank of Professor, respectively. The constitution and responsibilities of these committees are noted in section X of this document.

Outcomes Assessment Committee

The Outcomes Assessment Committee (OAC) will consist of two faculty members. This committee is responsible for developing and documenting the systematic process of defining

desired outcomes for graduate and undergraduate curricula and courses, determining measures for assessing how well these outcomes have been achieved, and recommending changes to the faculty in response to these considerations. The OAC will work with College and University committees for outcomes assessment, and will report to those bodies as required.

Faculty Grievance Committee

The Faculty Grievance Committee (FGC) will consist of three faculty members. This committee is responsible for impartially evaluating grievance claims among members of the Department, and recommending solutions.

Ad hoc Committees

In addition to the standing committees, the Department Chair may appoint ad hoc committees for special purposes and specific terms, e.g., review of an applicant for an Adjunct or Collaborator faculty appointment, or review of applications for a tenure-track faculty position and recommendations to the faculty of candidates to interview.

VII. Faculty Meetings and Voting Procedures

Departmental faculty meetings shall serve as a forum for conducting the business of the Department. Voting members of the faculty are expected to attend the meetings as part of their responsibility to participate in Departmental governance. Non-voting members are allowed and encouraged to attend faculty meetings and participate in the discussions. The meetings shall be conducted according to the most recent edition of Roberts Rules of Order. The Chair and/or the Departmental office staff shall prepare written minutes of each faculty meeting in a timely fashion. The minutes will be distributed for amendment and approval by faculty vote at the start of the subsequent faculty meeting.

The Chair schedules the faculty meetings and notifies the faculty at least one week in advance of the time and place. At least one meeting shall be scheduled each month during the spring and fall semesters, although meetings may be cancelled for lack of agenda items. The Department Chair shall regularly solicit the faculty for agenda items, and set the agenda for each meeting with the advice of the Executive Committee. Any proposed agenda item pertinent to the business of the Department that is requested by a written petition from five or more voting members must be brought up at the next regularly scheduled meeting, independent of the Chair's discretion. The Department Chair shall regularly confer with committee chairs to ensure that committee business needing to be brought to the full faculty is addressed expeditiously. The agenda for each faculty meeting should be published at least 24 hours in advance, although this rule can be waived for meetings that may need to be called on very short notice.

A quorum is defined as greater than 50% of the voting faculty not currently on leave, including the Chair. A simple majority is defined as greater than 50% of the total number of yes or no votes cast. Lecturers or Senior Lecturers that have been granted voting privileges for specific issues are included in counts of a quorum and a majority. Except as noted elsewhere in this document, approval of a motion is determined by a simple majority favorable vote. All votes regarding the careers or employment of Department faculty or staff must be cast by written

ballot. Other votes can be taken by voice ballot, or any voting member present at the meeting may call for a hand count or in-meeting written ballot in lieu of a voice vote. The Chair votes only if there is a tie in given ballot.

Absentee ballots or written proxy ballots from a voting member are allowed at the request of that member to the Chair, provided he or she is familiar with the issue under consideration. Members on leave who are not regular participants in faculty meetings are not eligible to vote by absentee ballot. Votes normally will be taken in person at faculty meetings, however, when it may be expedient the Chair can determine that a secure mail-in ballot is in order. Mail-in ballots can only be taken after discussion of an issue at a faculty meeting has concluded. All voting members not on leave are eligible to cast mail-in ballots. The Chair and two witnesses, including at least one voting member designated by the faculty, record such mail-in ballots.

For ballot issues that involve rankings of candidates, the Department will use a sequential elimination procedure. In this ballot method each member ranks all the candidates in their order of preference. If one candidate is ranked first on a majority of the ballots cast, then he or she automatically becomes the top ranked candidate. If there is no majority, then rankings are tabulated as follows. All candidates on each ballot are compared pair wise, and the number of times one candidate is preferred over any other is tabulated. Those values are summed over all the ballots, and the candidate with the fewest number of preference instances is eliminated and ranked last. The process is then repeated with that candidate removed, with the result indicating the next candidate eliminated and ranked second to last. Continuing these tabulations until all candidates save one are eliminated provides the rank order.

VIII. Search Procedures and Hiring of Faculty Members

A. Tenure Eligible Faculty Members

The Chair will communicate regularly with the faculty to determine whether or not it desires to pursue a new tenure eligible hire, keeping in mind the space and budgetary resources that are available for this purpose. When appropriate the Chair will communicate with the Deans of the College of LAS and the College of Agriculture to seek establishment of a new position and permission to initiate a search.

Hiring decisions will consider adherence to the Departmental mission statement and maintaining balance among the various sub-disciplines within the Department, while allowing the flexibility to take advantage of timely opportunities and pursue emerging areas of research related to the mission of the Department. The general strategy of the Department is to pursue open searches, screen a large number of applicants, and hire based primarily on 1) the potential for scientific excellence in the research program of the new member and 2) synergy with existing research programs in the Department. Demonstration of potential for high quality in teaching is expected in all faculty hires.

The Department Chair appoints a search committee for each approved position, usually consisting of five faculty members and one graduate student. The search committee develops a position description document and a position advertisement corresponding to the requirements of ISU Human Resources Services. These documents normally include the nature of the appointment, necessary qualifications of the applicant, research and teaching

expectations, and application deadlines. These documents are proposed to the voting faculty for amendment and approval. The Department Chair and the Search Committee Chair are responsible for administration of the search process, e.g., obtaining all required College and University approvals, and obtaining startup funds to support the new hire.

The search committee receives and reviews each application. Applications are kept in the Department office and are available to all members of the BBMB faculty for evaluation. After reviewing all applications, the search committee develops a short list of applicants it judges best qualified for the position, and then presents summaries of these candidates to the full faculty. Any BBMB faculty member, whether or not he or she is on the search committee, can present additional candidates to the full faculty for consideration. The faculty then votes by sequential elimination (section VII) to determine the rank order for interview preference among the presented candidates. Typically four or five candidates are selected for interviews for each position opening. The Chair then requests permission to interview from the Deans and ISU Human Resource Services.

Selected candidates are invited for an on campus interview. The interview usually consists of a Departmental research seminar presented by the candidate, an informal presentation and discussion of future research plans, and opportunities for the candidate to visit with Department faculty members, graduate students, the Department Chair, the Deans, and other appropriate university administrators, faculty, staff, and students. After all interviews are completed, the faculty convenes to discuss the merits of each candidate, identify acceptable candidates, and determine the rank order for preference of offering the position. The Department Chair then requests permission to make an offer from the Dean and the other required ISU offices, and proceeds to make negotiation with the candidate to develop the position offer. The Chair shall keep the faculty informed of the details of the offer that is being developed, especially with regard to Departmental resources that are being committed to the hire.

If the first choice candidate is not hired, then the Chair must have approval from the faculty in order to proceed to a negotiation with a subsequently ranked candidate on the approved list. If no candidate is hired from among those approved, then the faculty may approve interviewing additional candidates from the current pool, or elect to seek permission from the Dean to re-advertise the position.

B. Department Chair

The Deans of the College of Agriculture and the College of LAS, in consultation with the voting faculty, appoint the Chair for a term of three to five years. Appointment as Chair may be renewable up to a maximum consecutive term of 10 years.

1. Preliminary considerations

The first step in hiring a Chair is determination by the faculty of its desire to have either an open search or an internal search with or without eligibility of the current Chair for appointment renewal. Approximately sixteen months prior to the end of the current Chair's term, the Executive Committee (EC) will schedule a series of strategic planning meetings at which six volunteers will present their vision for the future of the

Department. The current Chair should volunteer to make one of these presentations if he or she desires to be considered for reappointment. After these discussions have been completed the faculty will meet to consider the question of internal vs. external Chair search. The Chair of the EC will preside over these meetings. If the faculty chooses to consider an internal search, then there will be a call for nominations from among the voting members who currently hold tenured appointments. The faculty will then develop and approve a list of one or more candidates to be presented to the Deans for consideration in an internal search.

The Department will next schedule a meeting between the Deans and the voting faculty to transmit the results of the visioning process, including the list of internal candidates if applicable. Likewise, the Deans will communicate to the faculty their views of how the appointment of the next Chair should be made, and discussion of the viewpoints will be held. Afterwards the Deans will inform the Department of their decision about how to proceed to search for a Chair.

2. External search for a Department Chair

If an external search is approved, the Dean, in consultation with the Department, will appoint the search committee and designate the committee chair. The committee will consist of four voting members and one graduate student, representing the breadth of diversity within the Department, and one faculty member from outside the Department.

The committee will follow standard University procedures for filling a Chair position. The position description will be developed by the search committee according to the requirements of Human Resources Services, reviewed and approved by the voting faculty, and forwarded to the Dean(s) for approval. The approved position advertisement will be placed in appropriate periodicals. The search committee will receive and review applications. Current BBMB faculty members or other ISU faculty members are eligible to apply in an open search. Applications will be filed in the Department office and will be available to the faculty and search committee for evaluation. After reviewing all applications, the committee will develop a short list of candidates considered to be best qualified and will discuss these candidates with the voting faculty. After review and discussion the voting faculty will determine a list of candidates, usually three to five, that it judges to be best qualified for the position. This list of approved candidates for interview will be presented to the Deans for approval.

Approved candidates will be invited to a Departmental interview. This will consist of a research seminar presented by the candidate, a presentation and discussion of future plans and visions for the Department, and opportunities for the candidate to visit with each Department faculty member, the BBMB graduate students, the Department Chair, the Deans and staff of relevant Colleges, and other appropriate university administrators, faculty members, staff, and students. After all interviews have been completed, the voting faculty will make a final evaluation and compile a list of candidates considered to be acceptable. Ballots will then be held, and a two-thirds majority vote will decide which, if any, of the candidates to recommend to the Deans as the choice of the BBMB faculty. The names of all of the acceptable candidates also will be made known to the Deans, whether or not there is a two-thirds majority in favor of any applicant. The

Department also will inform the Deans of any candidates it feels are unacceptable, and of the reasons for that determination.

The Deans will decide which candidate should be first offered the position of Chair, and enter into negotiations to define the position. If that negotiation does not result in the hiring of a new Chair, then the Department will again consider the list of acceptable candidates to identify the next recommended candidate, again by a two-thirds majority vote. Considering these recommendations, the Deans will determine which acceptable candidates should be offered the position. If the position cannot be filled with an acceptable candidate, then the Deans will inform the Department of whether the position can be advertised again, or whether an internal search should be initiated.

3. Internal search for a Department Chair

The Department will begin its considerations of an internal Chair search based on the outcomes of the visioning process described in section VIII.B.1 of this document. From the nomination and voting process a list of acceptable candidates will have been developed. Ballots will be held and a two-thirds majority vote of the faculty will decide which, if any, internal candidate to recommend to the Deans. As part of this process the Department may require that any internal candidate participate in a formal interview involving a research seminar and any other activity that would be required of an external candidate. The Deans may require additional interviewing requirements beyond the Departmental considerations. If the voting process fails to approve any candidate for recommendation to the Dean(s) by two-thirds majority, the result of the vote is reported to the Dean(s) as a measure of the relative support of the Department for potential candidates. The Deans then decide which candidate should first be offered the position of Chair and negotiates with the selected candidate to define the position.

C. Lecturers and Senior Lecturers

Lecturers or Senior Lecturers in the Department of BBMB will serve the Department's educational mission and thus be primarily engaged in teaching and advising. The decision to create a Lecturer or Senior Lecturer position will be made by the voting faculty. When appropriate the Chair will propose at a faculty meeting that the Department hire a Lecturer or Senior Lecturer, define the responsibilities of the position, and suggest a term length. For Senior Lecturer there is an expectation of significant prior service as a Lecturer or tenure-eligible faculty member, or other experience appropriate to the position responsibilities. The maximum appointment term will be three years for Lecturers and five years for Senior Lecturers. The Chair will also identify the funding source in the Departmental budget that will support the Lecturer or Senior Lecturer. Careful consideration will be given to this matter, so that the effects of hiring a Lecturer or Senior Lecturer on other aspects of the Departmental budget, including open faculty lines, are understood clearly. A two-thirds majority vote of the faculty will be required to approve the creation of a Lecturer or Senior Lecturer position.

The Chair will appoint a search committee consisting of three members of the voting faculty. The search committee will solicit applications and review them in accordance with standard university procedures. Applications will be made available for review by the full

faculty for at least one week. At a regularly scheduled faculty meeting the search committee will recommend the candidate to be offered the position to the full faculty, which will approve or deny the selection by a simple majority vote. The Chair will be responsible for formally establishing the appointment within normal university procedures, including filing the Letter of Intent and working with the Lecturer or Senior Lecturer to develop a PRS.

The voting faculty may elect to reappoint a Lecturer or Senior Lecturer for a subsequent term, with the condition that Lecturers are limited to six total years of service. The Chair will raise the issue of reappointment to the voting faculty at a regularly scheduled faculty meeting. The faculty will consider the position, including funding sources and priorities, continued relevance to the Departmental mission, performance reviews of the incumbent over the previous appointment period, and the length of the reappointment term. A majority vote of the faculty will be required to reappoint a Lecturer or Senior Lecturer. Upon a positive vote, the Chair will file a new Letter of Intent for the position. Written notification that the term appointment of a Lecturer will not be renewed must be provided no less than six months prior to the end of the existing contract, and for a Senior Lecturer notice of non-renewal must be given no less than twelve months in advance.

D. Non-Tenure-Eligible Faculty Appointments (*modified and approved by the faculty, October 18, 2011*)

In some circumstances individuals may be granted BBMB faculty status and certain faculty privileges although they neither hold tenure nor are eligible to be considered for tenure. BBMB faculty status and privileges can also be granted to tenure-track faculty members of another Department who are not budgeted in BBMB. In all instances the qualifications for faculty rank are the same as those for the equivalent tenure-eligible positions. This section describes each type of position and the procedures for making such appointments in the Department of BBMB. The rights, privileges, and responsibilities of such appointees are defined.

1. Definition of non-tenure-eligible faculty appointments

Collaborator Appointments

Collaborator faculty members are persons employed on a regular basis outside the university, but not employed by the university, who are appointed to the faculty with the understanding that they will receive no remuneration for services rendered to the university. Such appointments are at the rank of collaborator assistant professor, collaborator associate professor, or collaborator professor, and remain in effect as long as it is mutually agreeable to both the Department and the individual. Collaborator faculty members are eligible for review for promotion in accordance with Department, college, and university promotion policies.

Adjunct Appointments

Adjunct faculty members are employees of the university who neither hold tenure nor are eligible to be considered for tenure. Appointments may be made at the rank of adjunct assistant professor, adjunct associate professor, or adjunct professor. Appointee's salaries can be provided either as part of the university base budget or

from external grant or contract funding. Adjunct faculty members have responsibilities specified in a PRS that are similar to those of tenure-eligible appointees. Duties can include teaching amounting to no more than 30% of the individuals total time commitment. Persons employed in a Professional & Scientific (P&S) position may also be appointed to an adjunct faculty position.

Joint Academic Appointments

A tenured or tenure-eligible faculty member whose salary is budgeted in another appointment may be granted faculty status and certain privileges in the Department of BBMB. The Department in which the individual's salary is budgeted is designated as the primary Department, which is the faculty member's home Department for purposes of evaluation, review and initiating personnel actions. In these instances BBMB will be considered as the secondary Department. Recommendations for promotion and tenure are initiated and submitted by the faculty member's primary Department, and the faculty member's tenure resides in the primary Department only. The PRS should clarify the expectations in each of the two Departments.

Non-tenure Eligible Research (NTER) Appointments (Faculty Handbook 3.3.3)

Research faculty member appointments can be made with the title of research assistant professor, research associate professor, or research professor. The salaries of persons on such appointments shall be external to the university base budget and typically will be provided by research grants or contracts. Research faculty members will have a PRS specifying not less than 90% time commitment to research duties with the remainder used for duties associated with graduate student research. These are research (not teaching) appointments. The number of persons holding NTER appointments in BBMB is limited by university regulations specified in the Faculty Handbook (3.3.3.2; no more than 20% ratio of the total tenured and tenure-eligible faculty). Persons employed in a Professional & Scientific (P&S) position may also be appointed to a research faculty position but must relinquish that position upon converting to the new appointment. Persons holding NTER positions cannot convert to tenure-eligible or tenured positions but may apply for an advertised position.

2. Criteria for evaluating applications for non-tenure-eligible faculty appointments

The major criterion for evaluating an applicant's suitability for a special appointment in BBMB is that the individual be both able and willing to make a significant contribution to Departmental activities. This contribution will come from some combination of research, teaching, and/or service activities. Not every criterion listed here must be met, but a combination of contributions equivalent to tenure-eligible faculty member duties as appropriate to the specific type of appointment is necessary.

Research

- a. Individual should have degree/training in biochemistry, biophysics, molecular biology, or closely related field.
- b. Individual should share common BBMB interests and show evidence of strong potential research interactions and collaborations with other BBMB faculty members, or of strong potential to add research expertise to BBMB. The latter could be in the

form of providing an additional research area to BBMB, or of making a major contribution to a BBMB research facility.

- c. Individual should be competent to direct graduate students in BBMB.
- d. Individual should agree to fully participate in the BBMB seminar program as demonstrated by attendance, visiting with seminar speakers, etc.
- e. Individual should have experience in obtaining extramural grant funds as a principal investigator, or show strong potential to do so.

Teaching

The individual should assume a BBMB teaching responsibility. This might consist of teaching at least part of a BBMB course (preferred), or teaching a course cross-listed with BBMB. If the individual does not have a BBMB teaching responsibility, the individual will be expected to demonstrate superior BBMB research/service contributions.

Service

- a. Individual should be willing to serve as a member on BBMB graduate student Program of Study committees.
- b. Individual should agree to serve on appropriate BBMB Departmental committees (e.g., faculty search, etc.)
- c. Individual should agree to take part in BBMB-sponsored functions such as research symposia

3. Privileges and restrictions of non-tenure-eligible faculty members

BBMB faculty members with Collaborator, Adjunct, NTER, or Joint Academic appointments will enjoy the following privileges, and be subject to certain restrictions compared to tenure-track faculty members.

Privileges

- a. Appointees will receive added visibility through inclusion as BBMB faculty members in ISU and Departmental publicity documents, e.g., the ISU catalog, BBMB web site, etc. Appointees will also have use of the Department's name in curriculum vitae, etc.
- b. Appointees will be permitted to direct the research of graduate students in BBMB and serve as the major- or co-major professor of biochemistry and/or biophysics majors as appropriate to their expertise.
- c. Appointees will be permitted to direct the research and scholarship of undergraduate students enrolled in BBMB 490, Independent Study, or BBMB 499, Undergraduate Research.
- d. Appointees will be permitted to attend Department faculty meetings and provide input into deliberations about Departmental policies. This participation will be as a non-voting member of the faculty.

Restrictions

- a. Appointees will ordinarily not be eligible for RA support from BBMB for his/her graduate students.
- b. Appointees will not serve on the BBMB promotion and tenure committees, i.e., PSCI and PSCII.

4. Procedures for making Collaborator, Adjunct, and Joint Academic appointments

Applicants for a non-tenure track faculty appointment in BBMB should be made in writing to the Department Chair. The application should include: a) curriculum vita, b) statement indicating reasons for seeking the appointment, and c) statement indicating how the individual will contribute to BBMB research, teaching and/or service activities/programs. The Chair will provide copies of the application to all BBMB faculty members and name an ad hoc committee of three tenure-track BBMB faculty members to review the application in detail. The ad hoc committee will evaluate the application using the criteria listed in section II of this document and then present its recommendation to the BBMB faculty as an agenda item of a faculty meeting. During this discussion any research space considerations pertinent to the appointment will be made clear to the faculty. When a positive recommendation is made it should include a recommendation as to length of time for the appointment. Appointments will be for a fixed length of time, generally for a period of three to five years. The recommendation will then be put to a ballot of the voting faculty.

The Department Chair will notify the applicant in writing regarding the faculty's decision, and discuss with any successful applicant the specific nature of his/her responsibilities, privileges, and restrictions in the Department of BBMB. All Collaborator, Adjunct, and Joint Academic faculty appointments will be for a fixed length of time and will automatically expire. The BBMB Department Chair will monitor the timing of any reappointment application, however, it will be the responsibility of the individual holding such an appointment to reapply. A reapplication will be subjected to the same criteria and process as a new application.

IX. Performance Reviews

University policy requires that the professional performance of each faculty member should be reviewed annually by the Department administration. Such reviews are necessary and beneficial to the professional growth and development of all members of the faculty. Maintaining open communication between the faculty members and the administration also benefits the overall health and morale of the Department. All reviews shall be conducted confidentially with a constructive attitude and in an atmosphere of mutual respect. Position responsibilities and the prerogatives of academic freedom guide all deliberations and decisions.

A. Annual Review of Tenure Eligible Faculty Member Performance

The Department Chair reviews the performance of all tenure eligible faculty members each year. All such members are responsible for preparing annually a written Professional Activities Report (PAR) that describes her or his accomplishments in research, teaching, engagement, and other relevant areas for the previous calendar year. The Department Chair will request submission of the PAR at the beginning of each spring semester, and provide a document format that indicates specific requested information. PAR are retained in the Departmental office in the records of each faculty member.

Department of BBMB faculty members are required to participate in student evaluation of teaching and course content. Results of the student evaluations are kept in the Department office.

The Chair will schedule a meeting with each faculty member to discuss and review his or her performance with regard to the information provided in the PAR. The Chair's evaluation of performance shall be made in relation to the PRS currently in place for that faculty member (see section V). The Chair will provide a written record of the performance review each year to all tenure eligible faculty members who do not hold tenured appointments. At the Chair's discretion written evaluations may also be provided to tenured faculty members. The Chair is required to provide such a written record of the annual performance review to any member that should so request.

Additional performance review information is considered for tenure eligible members who do not yet hold tenured appointments, specifically with regard to teaching performance. In such instances the Teaching Review Committee (TRC; see section VI) will annually review the classroom teaching of the individual and submit a written evaluation to the Department Chair to be considered along with the PAR as part of the annual review.

In addition to the Chair, the Promotion and Tenure Screening Committees (PSCI and PSCII; see section VI and section X.A.1) also annually review the performance of Assistant Professors and Associate Professors. At the first meeting of the PSC committees in the fall of each year the Chair will present a summary of the professional activities of each faculty member as they are considered annually for potential promotion and/or tenure. The PSC committee will make recommendations to the Chair about the quality of each person's performance with regard to potential promotion and tenure actions. The Chair will inform each member of the recommendations of the PSC, either orally or in writing at the Chair's discretion. PSC evaluations must be provided in writing to any member who so requests.

B. Annual Review of Department Chair Performance

The Dean of LAS and the Dean of Agriculture will review the performance of the Chair annually. In addition, the Executive Committee (EC) (section VI) of the Department will carry out an annual Departmental review of the Chair's performance. The purpose of this review is to provide an avenue for feedback from the faculty to the Chair regarding his or her performance, and to communicate suggestions for improvement. The EC will offer opportunities to the faculty to provide input regarding the Chair's performance both orally and in writing. The EC then meets with the Chair and presents a written summary of the evaluations along with any recommendations.

Motions of confidence or no confidence in the Chair may be offered to the voting faculty. A motion of confidence or no confidence is made by written petition of at least five members of the voting faculty to the EC indicating the reasons for the motion. The EC will notify the Chair whenever such motions are to be brought forward, keeping the petitioners' names confidential. The Chair of the EC will preside over one or more faculty meetings at which the motion is discussed. Such motions require a two-thirds majority in order to pass. The results of the vote on any motion of confidence or no confidence that passes will be transmitted to the Deans of the Colleges of LAS and Agriculture along with a synopsis of the reasons for the carried motion. No more than one motion of confidence or no confidence may be considered in any given fiscal year.

C. Annual Review of Non-Tenure Eligible Faculty Member Performance

1. Lecturers and Senior Lecturers

The PSCI (section X.A.1) will annually review the performance of Lecturers and Senior Lecturers. Early in the fall semester the Chair will meet with each Lecturer or Senior Lecturer and discuss his or her performance indicators over the preceding year. The appropriate indicators may vary by individual, although for positions with teaching emphasis these should minimally include lists of courses taught, the number of students in each course, the ratings of the courses and instructor by students on standardized course evaluations, course syllabi, descriptions of curricular development activities, and a summary of advising activities. The Chair will present a performance report to the PSCI at its regularly scheduled fall meeting. The PSCI will discuss the annual performance, and the Chair will subsequently transmit the results of that evaluation to the Lecturer or Senior Lecturer. This communication should be in writing if there are negative aspects of the review by the PSCI. Such written documentation should specify clearly the shortcomings detected and any remedies the PSCI suggests to correct them.

2. Adjunct, Collaborator, and Non-Budgeted Joint Faculty Members

The process for annual review of Adjunct faculty members, Collaborator faculty members, and non-budgeted Joint Faculty members is the same as for reviews of Lecturers and Senior Lecturers, described in the previous section of this document. The performance indicators to be reviewed will vary depending on the nature of the member's appointment and his or her PRS. The PSCI will review Collaborator, Joint, and Adjunct members with the rank of Assistant Professor or Associate Professor, and the PSCII will those at the rank of Professors.

D. Comprehensive Post-Tenure Review (approved by the faculty, January 21, 2015)

1. Eligibility, timing and scheduling

The department shall comprehensively review the performance of tenured faculty members no less than once every seven years, beginning with the date of awarding tenure. Faculty will normally be reviewed in the seventh year after tenure is awarded or the year of their last review, with exceptions as noted in this document. Associate Professors who are formally considered for promotion to Professor will be considered to have undergone a review in the year of their consideration. A faculty member who receives a title of Distinguished Professor, University Professor, or a Morrill Professorship will be considered as having undergone a review in the year they receive the title, and to have received a superior overall performance evaluation (see section 3 below). Faculty members are exempt from post-tenure review if they are within one year of retirement, or are on phased retirement, or while they are serving as Department Chair or as an executive officer in the college, Provost's, or President's office. A faculty member may request a post-tenure review if at least five years have passed since her/his previous review, promotion, or tenure. Post-tenure review is mandatory for a faculty member who has received annual evaluations of unsatisfactory in both of the two preceding academic years, regardless of the time since her/his previous review, promotion, or

tenure. Members with joint appointments in BBMB whose primary appointment is in another department will undergo post-tenure review according to the governance policies of that home department. A minimum of one-seventh of the tenured faculty members will undergo post-tenure review each year. A seven-year schedule of post-tenure reviews will be posted to the faculty at the beginning of each fall semester. Reviews will take place during the Spring term and the results will be submitted to the Department Chair in time to be forwarded to the college by the date set by the Dean. The review period will be the time since her/his previous review, promotion, or tenure.

2. Procedure of the review

For each post-tenure review the Department Executive Committee in consultation with the department chair shall appoint an Advisory Panel containing at least three tenured BBMB faculty members. Faculty members from other departments are eligible to serve on such panels for reviews within BBMB. Advisory Panel members should have knowledge and experience in the general field of the faculty member undergoing review, and should be demonstrably capable of fair and impartial judgment in all aspects of the review process. The faculty member undergoing review shall be consulted regarding the composition of the Advisory Panel and their recommendations will be taken under advisement.

The faculty member to be reviewed shall prepare a dossier and submit that document to the Advisory Panel. The dossier will include: 1) the current Position Responsibility Statement and any others that were in effect during the review period; 2) all annual Professional Activities Reports submitted during the review period; 3) a curriculum vitae that delineates activities and productivity specifically during the review period; 4) documentation of teaching performance including student and peer-evaluations; 5) a self-evaluation document that describes the faculty member's own views of his/her accomplishments and performance in teaching, research, professional practice, and institutional service. Additional materials may be included in the dossier with agreement of the Advisory Panel and the member undergoing review, at the initiative of either party. External letters of evaluation are not part of the post-tenure review process in BBMB.

After reviewing the dossier the Advisory Panel can request a personal interview with the member undergoing review, towards the end of obtaining a clear understanding of the contributions that have been made and their significance. The member is free to decline such an interview. The member also has the right to require a personal interview with the Advisory Panel.

The Advisory Panel will prepare a written report of the faculty member's evaluation and submit that to the member and the Chair. An overall performance evaluation of superior, meets expectations, or below expectations will be included in the Advisory Panel report. For each area of the faculty member's activities (teaching, research, service, extension/outreach) the report shall acknowledge the contributions of the person being reviewed, make suggestions for future development, and recommend a performance evaluation of meets expectations or below expectations. The report will provide justification for each recommendation based on the facts provided in the dossier as compared to the norms of the department and the discipline, and taking into account the faculty member's areas of emphasis and distribution of effort as described in the PRS. The Advisory Panel will include a recommendation as to whether they feel the PRS appropriately reflects the faculty members distribution of effort and emphasis in the report.

The Post Tenure Review is a peer review and the Chair will not prepare a separate report or evaluation. The Chair will consider the Advisory Panel evaluation and then meet in person with the faculty member to discuss all aspects of the report. If a recommendation of below expectations in any area or responsibility is to be forwarded to the college, then the Chair will work with the faculty member and the Advisory Panel to develop a written action plan that will improve performance in the deficient areas. Such action plans will be added to the review documentation. The Chair will then forward this plan and the Advisory Committee report to the college.

The faculty member being reviewed has the right to respond in writing to the written reports of the Advisory Panel and the Chair. Advisory Panel members also have the option to provide written addenda to their report after review of the Chair's recommendation or a response document from the reviewed member. Such written responses will be included in the documentation of the review. The final documentation to be submitted to the college will include the dossier, the Advisory Panel report, the Chair's written evaluation of the review outcome, any action plans developed as part of the review, and any response documents provided by the faculty member or Advisory Panel members. The Department Chair will forward complete documentation to the college.

3. Performance evaluation

The Advisory Panel will be composed of faculty members whose own professional activities have given them the expertise to assess the faculty member's activities and they will use their own expertise to assess whether the faculty member has had superior performance, is meeting expectations or is not. Faculty members have diverse activities, which precludes the use of rigid, quantifiable metrics as a basis for these ratings. The faculty member's PRS during the period of review must be taken into account when making these assessments, as the PRS defines their areas of responsibility and the expected division of effort.

Research

A rating of meeting expectations means the faculty member has a solid record of research that has established the faculty member as a significant contributor to the field. This is the level of performance expected of a typical faculty member at that rank at ISU peer institutions.

A rating of below expectations means that the faculty member's record of research accomplishments is significantly less than what would be typical for a faculty member at that rank at ISU peer institutions.

Teaching

A rating of meeting expectations in teaching means the faculty member has demonstrated effective teaching. This level of effectiveness reflects their command of the subject matter, continuous growth in the subject field, and an ability to create and maintain an effective instructional environment to promote student learning. This is the level of teaching expected of a typical faculty member at that rank at ISU peer institutions.

A rating of below expectation means the faculty member's record of teaching accomplishments is significantly below that expected of a typical faculty member at that rank at ISU peer institutions.

Service

A rating of meeting expectations means the faculty member has met all assigned responsibilities in institutional, regional, or national service and is effectively contributing to the welfare of the department, college, and/or university through service in one or more of the recognized responsibilities of faculty members. This is the level of service expected of a typical faculty member at that rank at ISU peer institutions.

A rating of below expectations means that the service activities of the faculty member are below the expectations of a typical faculty member at that rank at ISU peer institutions.

Extension/Outreach

Faculty in BBMB do not typically engage in significant extension/outreach activities. Any faculty member who has significant Extension/outreach responsibilities in their PRS will have these activities evaluated and will be rated as superior, meeting expectations, or below expectations, as they are for other activities.

4. General considerations

Post tenure review in the Department of BBMB is pursuant to university policies described in section 5.3.5 of the Faculty Handbook. The purpose of post-tenure review in the BBMB is to encourage creative self-renewal of individual faculty members within the traditions of academic freedom and the institution of tenure that is the surest guarantee of academic freedom. Accordingly, the post-tenure review process will not infringe on the rights of any faculty member to exercise their personal choice over scholarly activities within the generally accepted bounds of professional conduct. The process will not in any instance be used in a punitive fashion.

The principal documents establishing the faculty member's performance obligation are her/his contract and her/his Position Responsibility Statement. Any elaboration or alteration of the contractual duties shall occur only by mutual written agreement between the faculty member and the Chair. The level of expected performance used for the member under review will conform to that under effect when the individual was granted tenure, not to those that may have come into practice subsequently except that they have been mutually agreed upon in the Position Responsibility Statement. The faculty member under review, whose professional competence was rigorously established at the time of the grant of tenure, is at all times entitled to a presumption of competence. The burden of proof for any assertion of substandard execution of professional duties falls on those making the claims.

The result of the policy of post-tenure review does not change the circumstances under which tenured faculty can be dismissed from the university, as defined in the Faculty Handbook. The Advisory Panel shall not recommend any dismissal, demotion, revocation of tenure, reduction in salary, reduction or removal of perquisites, withholding or denial of leave or privileges, withholding or

denial of promotion, any loss of research and/or office space, or other adverse personnel action without the written consent of the faculty member being reviewed. Recommendations for new directions or other improvements in teaching, research, professional practice, or institutional service shall be accompanied by a specific identification of the resources needed to accomplish the recommendation. Recommendations not supported within a reasonable amount of time by the identified resources shall be null and void for purposes of any future post-tenure review or other evaluation.

If after considering all response documents and the final outcome of the report to the college the member believes the department has not followed due process or disagrees with the record, findings, or recommendations, he/she may appeal by following the grievance procedures described in the Faculty Handbook. Nothing in the post-tenure review process shall deny, limit, modify, revoke, compromise, or supersede any faculty rights, privileges or protections, whether procedural, substantive, or appellate, as may have been or in the future may be established under ISU policies or procedures or state or federal statutes or regulations.

X. Promotion and Tenure Reviews and Recommendations

A. Tenure Eligible Faculty Members (*approved by the faculty, April 24, 2001*)

1. Promotion and Tenure Screening Committees (PSC)

The PSC is the group of Department faculty members that evaluates questions of promotion and tenure for tenure-track faculty members. PSC I shall consist of all tenured Associate Professors and tenured Professors who are voting members of BBMB at the time of the meeting. Voting members on leave with or without pay are eligible if they are in residence at ISU, whereas those on part-time B-base (TPB) appointments are not eligible. PSC II shall consist of those members of PSC I who hold the rank of Professor. PSC I considers promotions to the rank of Assistant Professor or Associate Professor, and the awarding of tenure to faculty members of any rank. PSC II considers promotion to the rank of Professor.

The Department Chair serves as chair of the PSC for procedural matters, but does not vote. Votes on personnel actions shall be by secret written ballot. Passage of a motion requires a simple majority vote. The number of votes for, against, and abstaining shall be recorded in the meeting minutes. If any member of the PSC is unable to attend, the Department Chair will solicit his or her vote in advance of the meeting. Absentee ballots are eligible only if they are received prior to the beginning of the PSC meeting. For PSC meetings a quorum consists of two-thirds, to the nearest integer, of all committee members.

Members of the faculty who have a conflict of interest regarding a specific candidate under consideration by the PSC are responsible for informing the Department Chair of their views. If the Department Chair is aware of a potential conflict of interest, then he or she should discuss the issue privately with those involved before the PSC consideration of any individual. Any member with a conflict of interest should not participate in consideration of the candidate. The purpose of this action is not to

silence just criticism or dissent, but rather to minimize the influence of personal prejudice on the process. If there is disagreement between the Department Chair and an individual faculty member over a potential conflict of interest, then the Dean of the College shall resolve the issue.

2. PSC Actions

The procedures for promotion and tenure review in the Department are outlined in the flowchart in Figure 1. Faculty members at the rank of Assistant Professor or Associate Professor shall be considered each year by the appropriate PSC regarding whether promotion and/or tenure should be recommended. The consideration of each candidate is an independent action before the committee. The Department Chair shall call a meeting of the PSC as early as possible at the beginning of the fall semester, and attempt to schedule it so that all members can attend. Prior to the PSC meeting the Department Chair shall contact each faculty member to be reviewed and request an updated curriculum vitae and other supporting materials as desired by the individual. These materials will be made available at the PSC meeting. Individual faculty members have the responsibility to keep their general file current and to make the Department Chair aware of all materials that should be considered at the PSC meeting.

The first formal action of the PSC is to determine whether a PSC subcommittee should be appointed to further evaluate the case for promotion and/or tenure. If this recommendation is negative in a non-mandatory decision case, then consideration of that candidate for promotion and/or tenure is discontinued until the following year. In such instances the Department Chair will inform the faculty member of the PSC decision and identify factors that would positively influence the case for promotion and/or tenure. The records of such PSC actions shall be maintained confidentially within the Department.

For those tenure-track faculty members in the penultimate year of the probationary period specified in her or his Letter of Intent, the PSC is required to recommend either that the candidate be granted tenure or be placed on a terminal appointment. In such a mandatory decision case, therefore, a recommendation by the PSC not to appoint a subcommittee to further evaluate the candidate is equivalent to recommending denial of tenure and termination of the appointment. In such instances one or more members of the PSC shall prepare a written explanation of the factors underlying the action. This document will be made available to the PSC members for review. The Department Chair will prepare a separate written report explaining his or her judgment of the case. The two reports shall be submitted together to the candidate and the college Dean.

If the PSC votes for further consideration of promotion or the awarding of tenure, an ad hoc subcommittee consisting of three members of the PSC shall be appointed by the Department Chair, with the advice and consent of both the PSC and the candidate, to consider the individual's credentials in further detail. The subcommittee shall meet with the candidate and review the case for promotion and/or tenure, taking into consideration the Departmental criteria (specified in a following section) and the relevant guidelines of the university published in the Faculty Handbook. A candidate

many elect at this point not to be considered for promotion and/or tenure by notifying the Department Chair in writing of such intent.

In mandatory decision cases the PSC subcommittee shall organize the solicitation and review of outside letters of recommendation, as described in a following section. In non-mandatory decision cases the PSC subcommittee, after studying the candidate's record in detail, shall form a recommendation regarding whether or not further review of the case for promotion and/or tenure is warranted. If this recommendation is positive, then the PSC subcommittee shall solicit outside letters of recommendation, without further referral to the full PSC. The individual under consideration will be asked to provide a list of experts from whom letters of recommendation might be solicited. She or he also shall have the option to submit a list of persons from whom letters should not be solicited. The subcommittee, independently of the candidate, shall also form a list of potential evaluators who are qualified to evaluate the professional standing of the faculty member. Potential referees shall be contacted, supplied with appropriate documentation of the candidate's record, and requested to provide an evaluation. At least five letters are required, including at least two from external evaluators suggested by the candidate and at least two from external evaluators suggested by the subcommittee.

After reviewing the candidate's record in detail the subcommittee may decide in non-mandatory cases that continued review is not warranted and thus recommend against soliciting outside letters of recommendation. If this occurs the full PSC shall be convened to consider the negative recommendation. The PSC may vote to uphold the subcommittee action, in which case notice of a negative recommendation is communicated to the candidate as described previously in this document. The PSC also may vote to reject a negative recommendation from the PSC subcommittee. In such instances the subcommittee function shall have been completed, and solicitation of outside letters and further review shall be pursued by the full PSC.

The PSC subcommittee, or if required another ad hoc committee of the PSC, shall consider the outside letters together with other appropriate documentation, and then prepare a written recommendation to the full PSC regarding whether or not promotion and/or tenure is warranted. The PSC shall convene to consider the memorandum, modify it as desired, and formally vote on its acceptability. This memorandum in its accepted form will constitute the report of the PSC that is forwarded to the college for positive recommendations, and for negative recommendations in mandatory decision cases. For consideration of promotion from Assistant Professor without tenure to Associate Professor with tenure, the issues of promotion and tenure will be coupled in one vote.

When the vote of the PSC for recommendation of promotion and/or tenure is positive, the Department Chair, representatives of the PSC, and the nominee will prepare the Recommendation for Promotion and Tenure according to college and university guidelines. One or more PSC members, other than the Department Chair, shall review the final document prior to submission. The document shall include the independent assessment of the Department Chair regarding the case. This document is submitted to

the College Dean with a copy retained in the individual's confidential file. When the vote of the PSC for promotion or tenure is negative, then this communication between the PSC, the candidate, and the college if required in mandatory decision cases, shall proceed as described in the preceding text.

3. Role of the Department Chair

The Department Chair functions as the chair of the PSC meetings but does not vote. Whenever an action is forwarded to the College, the report shall include an independent memorandum from the Department Chair describing her/his individual assessment of the evaluation. This will occur in all positive PSC recommendations for promotion and/or tenure, and in PSC recommendations against promotion and tenure for mandatory decision cases. The entire document package that is forwarded to the college normally can be made available to members of the PSC upon their request. The Department Chair, however, can decline to make available her or his independent written assessment when required for the purpose of protecting sensitive matters of professional or personal confidentiality.

4. Criteria for Promotion and Tenure of Tenure-Track Faculty Members

The ISU Faculty Handbook, and the published promotion and tenure procedures for the College of LAS and the College of Agriculture provide general guidelines for promotion and tenure criteria. In general, the Department feels that the cited guidelines are very appropriate, and if followed uniformly and conscientiously would assist the University in achieving and maintaining a top-notch faculty.

Excellence in at least one of the areas of teaching and advising, research or scholarship, and competence in service will be required for promotion or the awarding of tenure. Inasmuch as the Department has a strong research orientation, scholarly productivity and publications will be given considerable weight. It is expected that an active research program will have positive effects on teaching and service effectiveness. Specific items or areas that are pertinent to the Department of BBMB are as follows.

Research

Are the quality and the quantity of research publications satisfactory?

Does the research have an impact on the scientific community?

Does the research complement or contribute to other programs within the Department or University?

What quantity and quality of external grant support has been obtained to support the research program?

Teaching and Advising

It is expected that faculty members should be adequate teachers and advisors and teach their share of courses.

Teaching performance will be evaluated by student evaluation and peer review. We recognize the weaknesses and limitation of student evaluation. Yet, we feel that it is important to receive these evaluations and consider them very carefully. Mechanisms for evaluating teaching performance will be regularly reviewed.

Each individual will be evaluated on the basis of mastery and appropriateness of subject matter, clarity of presentation, and ability to stimulate student interest.

Faculty members whose primary activity is teaching and advising are expected to contribute to advances in the teaching mission of the Department. There should be evidence of their efforts both locally and nationally through publication of journal articles, texts and other scholarly works, as well as invited lectures and other appropriate activities.

Service

Reflecting the major Department goals of teaching and scholarship, promotion for most faculty members will be based on excellence in these areas. However, faculty members are expected to participate in the service functions of the Department, the College, and the University.

Is the individual willing to serve on routine and special assignments, such as interDepartmental or extra-Departmental committees or study groups?

Does the individual participate in Departmental programs or activities such as short courses, recruiting trips, or outside (local) seminars?

Does the individual cooperate with or provide service or consultation to other research groups outside the Department?

Other criteria or indicators of professional development and stature

To the extent that any of the following apply, they are indicators of recognition and merit in the larger scientific world:

Invited speaker at a colloquium or symposium

Member of the editorial board of a journal

Referee for journal papers

Officer of society

Award recipient

Travel grant recipient

Mention in citation index

Member of review panel

Outside consultant

It is not intended that each individual must meet a certain set standard in each category. Nor does the Department feel it is possible or desirable to be very specific or quantitative about any of the criteria for promotion and tenure. Rather these are to be regarded as indicators of performance and achievement, which will be considered during the evaluation process. The awarding of tenure and/or promotion to the rank of full professor will usually require evidence of national or international recognition as a scholar and/or teacher. Criteria for granting tenure to those on tenure track appointments are usually the same as those for promotion to the rank of associate professor. In the case of an unusual appointment, such as that of an associate or full professor appointed without tenure, additional criteria for tenure might be specified as part of the terms of the appointment. Tenure will not be granted to instructors or assistant professors except under exceptional circumstances.

5. Appeal Procedures

If the individual under review disagrees with any facet of the PSC decision, he/she may appeal in writing to the Department Chair by explaining in detail the basis of the disagreement. The Department Chair shall convene the PSC to discuss the issues raised in the appeal memorandum. In response to the arguments presented by the candidate the PSC has the option of reversing a previous action and altering the course of the evaluation within the guidelines and procedures described in this document. If the PSC confirms the original position, then appeal will be considered as denied. In such instances the Department Chair will inform the candidate of the appeals procedure of the university.

B. Non-Tenure Eligible Faculty Members

1. Promotion of Lecturers to Senior Lecturers

University regulations require that six years of service as a Lecturer are necessary before a candidate can be promoted to Senior Lecturer, and such a promotion can only be made in response to a candidate's written request. Thus, a Lecturer who will have served on term appointments for a total of six years including previous service as a temporary instructor may request in writing to the Chair to be promoted to Senior Lecturer. Consideration for promotion can proceed if the voting faculty of the Department approves continuation of the position, as described section VII.C of this document. In such instances the candidate will be responsible for preparing a dossier that comprehensively describes her or his activities and accomplishments as a Lecturer. This dossier should include material that is relevant to the candidate's Position Responsibility Statement. The promotion review will be performed by the PSC I, described in section X.A.1 of this document. A three member subcommittee of the PSC I appointed by the Chair will review the dossier and make a recommendation for support or denial of promotion to the full PSC I. The PSC I then votes on the recommendation of the subcommittee. A two-thirds majority vote of the PSC I is required for promotion to Senior Lecturer. The candidate will be notified in writing from the Chair of the recommendation of the PSC I with regard to promotion to Senior Lecturer. When the recommendation by the PSC I is positive, the Chair will file a new Letter of Intent according to standard university procedure.

2. Promotion of Adjunct and Collaborator Faculty Members

Adjunct faculty members and Collaborator faculty members can be reviewed for rank promotions according to the standard procedures of the Department as they apply to promotion of tenure-track faculty. Advancement in rank is determined at the Departmental level, in accordance with the standard University policy, and so need not be approved by the College and University other than by signature approval of the new Letter of Intent. Such promotions will be based to a great extent on scholarship in research, because the teaching duties of such faculty members are restricted to less than 30% of the total responsibility. Tenure is not associated with rank promotion for any Adjunct faculty member or Collaborator faculty member.

3. Promotion of Non-budgeted Joint Faculty Members

Non-budgeted Joint faculty members in BBMB are evaluated for promotion in their home Departments, i.e., the Department in which they are budgeted. The rank of the non-budgeted joint appointment in BBMB automatically follows the rank of the home Department. During the promotion review in the home Department, the appropriate PSC in BBMB may be consulted for a recommendation at the request of the Chair of the home Department. In such instances a subcommittee of the PSC appointment by the Chair of BBMB with the advice and consent of the PSC and the candidate will review the credentials supplied by the candidate and formulate a written recommendation to the full PSC for amendment and an approval vote.

XI. Grievance Procedures

Departmental grievance process

If a faculty member, staff member, graduate student, or undergraduate student in BBMB feels that he or she has justification for a professional or personal grievance, then a grievance process can be initiated within the Department. The complainant should provide a written memorandum to the Department Chair explaining the issues of the grievance. If the Department Chair is involved in the complaint, then the memorandum should be provided to the Chair of the Executive Committee, who will replace the Department Chair as the administrator in charge of the process. The Chair will appoint an ad hoc committee to consider the issues and speak privately with the complainant and any other parties involved in the complaint or who may have insight into the issue. The committee will develop a recommendation to the Chair as to how to mediate the conflict or redress the complaint. The Chair will seek to mediate between any affected parties, and may impose solutions based on the recommendation of the review committee. If any party involved in such a complaint is dissatisfied with the decisions of the review committee or the Chair, then the matter will be referred to the appropriate College and University grievance processes.

College and university grievance processes

Grievance procedures for faculty, graduate students, undergraduate students, and staff members are described in the respective College Governance Documents, the ISU Faculty Handbook, the Graduate College Handbook, and the ISU General Catalog. Any Department member who has pursued a grievance in the Department but is not satisfied with the outcome is free to take subsequent steps in the appropriate college or university offices. Grievances can also be filed with the College or University without pursuing the Departmental process, should that be the preference of the complainant.

XII. Amendment of the Governance Document

This Governance Document may be amended at any time by a two-thirds majority of the voting faculty. Before a vote to amend is taken, at least one faculty meeting must be held at which the proposed amendment(s) shall be explained and discussed. For such ballots a quorum shall be defined as at least 75% of the voting faculty.