

IOWA STATE UNIVERSITY

OF SCIENCE AND TECHNOLOGY

Department of Food Science and Human Nutrition

Governance Document – Revised June 2023

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Abbreviations:

ACEN	Accreditation Commission for Education in Nursing
ACEND	Accreditation Council for Education in Nutrition and Dietetics
BOR	Board of Regents
CALS	College of Agriculture and Life Sciences
CHS	College of Human Sciences
DAC	Departmental Advisory Committee
DEI	Diversity, Equity and Inclusion
DOGE	Director of Graduate Education
FRC	Faculty Review Committee
FSHN	Food Science and Human Nutrition
FST	Food Science and Technology
IFT	Institute of Food Technologists
IGPNS	Interdepartmental Graduate Program in Nutritional Sciences
ISU	Iowa State University
NTER	Non-tenure Eligible Research
P&S	Professional & Scientific
POSC	Program of Study Committee
PTAC	Promotion, Tenure and Advancement Committee
PTC	Promotion & Tenure Committee
PTR	Post-tenure Review
SVPP	Senior Vice President and Provost
TA	Teaching Assistant

I. PREAMBLE

A. HISTORICAL CONTEXT

In 1990 the Food and Nutrition and Food Technology departments merged to create the Department of Food Science and Human Nutrition (FSHN). The first governance document for FSHN was established in December 1992. The document was revised in July 1999 to incorporate new P&T guidelines based on those set down by the Colleges of Agriculture and Family and Consumer Sciences and was approved by a favorable vote of the Department faculty on April 25, 2000. With the creation of the College of Human Sciences (CHS) in July 1, 2005, the establishment of the Interdepartmental Graduate Program in Nutritional Sciences (IGPNS) in March 2006, the document was again modified and approved as written by a favorable vote of the Department faculty on October 2, 2006. The name of the College of Agriculture was changed to the College of Agriculture and Life Sciences (CALS) in December 2006 and the document was modified thereafter to incorporate the new name. The non-tenure eligible research (NTER) position policy was added and approved by a majority faculty vote in December 2008. The Food Science and Technology (FST) Graduate Admissions Committee and the Graduate Recruitment Committee were combined into the FST Graduate Admissions and Recruitment Committee by a faculty vote in April 2010. Changes in the Review of the Probationary Period and Post Tenure Review (PTR) processes were made to reflect campus policies and approved by faculty vote in August 2012. Also the faculty voted to remove voting rights for courtesy faculty. In November 2013 the faculty voted to edit Section IX.B.c PTR of faculty to be in compliance with the University policy. Specific definition of meeting expectations and superior performance were included. In March 2015 edits were made including adding the chair of the FST Graduate Advisor Committee to the membership of the Curriculum Committee and defining that only FST graduate faculty will vote on curricular and programmatic issues related to the FST graduate program; clarification of the structure of the Promotion and Tenure Committee (PTC) to 3 elected members and 1 alternate; clarifying abstention and conflict of interest descriptions in the P&T voting section; adding the process for collaborator status appointments; deletion of the description of 'superior' performance in PTR to be in compliance with University policy; and other minor corrections. In May 2016 edits were made to update the Department mission, vision and values statements and the strategic areas of excellence that were approved in the 2016-2021 Strategic Plan, to add the Professional and Scientific (P&S) Awards Committee and the Strategic Planning Committee as standing committees, to add the process for promotion of NTE faculty, and other editorial changes to be in compliance with ISU policies and to clarify wording in several places. In December 2016 edits were made to include procedures for the hiring, review and promotion of the newly defined NTE ranks of Clinical Assistant Professor, Clinical Associate Professor and Clinical Professor. Additional changes were made in the description of faculty ranks, including the role of Adjunct Faculty, to align with changes made by the Faculty Senate. A statement regarding responsibilities of Extension faculty was added to Section III.C.2. In September 2017, edits were made to align the governance document with ISU policies, to clarify timelines and criteria for faculty evaluations and to define criteria for emeritus status for NTE faculty. In 2019 edits were made to align the governance document with ISU and college policies related to defining the term faculty appointments, replacing the NTE term. In fall 2019 and spring 2020, edits were made to the PTC (now Promotion, Tenure, and Advancement Committee; PTAC) and to the Faculty Review Committee (FRC) to incorporate the term faculty appointment structure implemented by the Faculty Senate. In addition, changes were made to more clearly define the promotion process for tenure-eligible faculty and the advancement process for term faculty and the review process for term faculty. This document was formatted for enhanced accessibility. In November 2020, the faculty voted to modify the structure of the Departmental Advisory Committee

(DAC). This change was implemented in spring 2021. In April 2021 the faculty voted to revise the Undergraduate Recruitment Committee to become the Outreach Committee. This change was implemented in fall 2021 and a change was made to the voting section to clarify how to manage a tie vote. In April 2022, the faculty were informed that statements in the FSHN governance document related to appealing the department summary in the promotion and tenure process needed to be removed because it was not in agreement with the *Iowa State University (ISU) Faculty Handbook*. A Governance Task Force was formed in January 2023 and charged with the task of thoroughly and comprehensively updating the handbook.

B. SCOPE

This governance document establishes the basic policies and procedures that govern the Department of FSHN at ISU, subject to the directives and regulations of the University and the CALS and the CHS.

C. PURPOSE

The faculty is the legislative body of the department. This document is designed as a departmental document, to recognize the contributions, roles, and responsibilities of all members of the department. The primary purpose of this governance document is to provide an orderly, efficient, transparent, and fair means of departmental decision making and to provide opportunities for open discussion and the representation of various viewpoints in the formulation and implementation of policies and procedures that concern the department and its faculty, staff, and students.

II. MISSION

Our mission is to enhance sustainable food, nutrition and healthcare systems that promote human well-being and improve the quality of life through education, research and outreach in food science, nutritional sciences, dietetics and nursing.

Our vision is to be a global leader in food science, nutritional sciences and human health by integrating outcomes-driven education, innovative and multidisciplinary research, as well as dissemination and translation of knowledge.

A. OUR VALUES

- Promote health through food, nutrition and lifestyle
- Design and deliver relevant, innovative, high quality curricular offerings to optimize student learning and retention
- Achieve national and international recognition for our collective areas of excellence
- Integrate and develop sustainable, responsible, novel technologies that advance our mission.
- Promote collaborative, interdisciplinary and systems research
- Advance a culture of diversity, inclusion, social justice and equality
- Enhance community with our alumni and stakeholders

B. OUR STRATEGIC AREAS OF EXCELLENCE

- Community Education for Health and Food Safety Food Safety and Quality
- Functional Foods and Packaging
- Green and Sustainable Food and Biomaterials Processing Technologies Nutrition, Lifestyle and

Health in Early-Life

- Outcomes-Driven Education
- Prevention and mitigation of type 2 diabetes

III. DEPARTMENT ORGANIZATION

See Appendix for Department Organizational Chart

A. DEPARTMENT CHAIR

The Department Chair of the Department of FSHN shall be a tenured member of the department. This person shall be appointed by the deans of the CALS and the CHS and with the approval of the Senior Vice President and Provost (SVPP) of ISU and the Iowa Board of Regents (BOR). The Chair serves a 5-year term, with possible renewal. The Department Chair reports to both deans and represents the department faculty, staff, and students. The Department Chair is responsible for administering department activities by providing leadership and delegating authority in, but not limited to, the following:

1. Academic Affairs
 - a. Directing instruction, research, extension and service activities
 - b. Developing, evaluating and improving curricula and the quality of instruction
 - c. Maintaining high academic standards
 - d. Procuring extramural and intramural funds to support research, extension, and innovative educational strategies
 - e. Tracking trends in higher education and the food science and nutrition professions
2. Faculty Affairs
 - a. Guiding professional development of faculty and staff, including annual discussion of performance
 - b. Facilitating interaction among faculty
 - c. Promoting an environment conducive to interdisciplinary programs
 - d. Evaluating faculty members and recommending reappointment, graduate faculty membership, promotion, tenure and salary adjustments
 - e. Recruiting, hiring and mentoring new faculty members
3. Student Affairs
 - a. Providing curricular and career advisement
 - b. Developing and maintaining student recruitment efforts
 - c. Recommending students for honors, financial awards, scholarships and assistantships
 - d. Contributing to resolution of student complaints and grievances
 - e. Promoting development of student organizations
4. Internal Affairs
 - a. Assuring an atmosphere of excellence through support and encouragement of camaraderie, growth, interaction, high performance and professional recognition of all

- faculty, staff and students
- b. Appointing all department officers and committees, or conducting elections
- c. Convening and presiding over departmental meetings

B. ASSOCIATE DEPARTMENT CHAIR

The Department Chair may appoint an Associate Department Chair with areas of responsibility as assigned by the Department Chair. The Associate Department Chair of the Department of FSHN shall be a tenured member of the department, appointed by the Department Chair in consultation with the faculty and the DAC. The term of the associate Department Chair shall be agreed upon by the Department Chair and the Associate Department Chair and shall end no later than the term of the Department Chair. The Associate Department Chair will have the following responsibilities:

1. Annual Academic Course Scheduling Responsibilities
 - a. Schedule classes and oversee catalog listings.
 - b. Propose faculty teaching assignments to Chair.
 - c. Coordinate undergraduate Teaching Assistant (TA) recruitment
2. Personnel Supervision Responsibilities:
 - a. Perform a yearly activity review of any assigned supervisees in spring and report to the Chair
 - b. Term faculty – regular communication – secondary supervisee unless otherwise assigned
 - c. FSHN Academic advisors – meet as needed – secondary supervisee
3. Committee Responsibilities
 - a. Curriculum – serves as Chair of the FSHN Curriculum Committee
 - b. Outcomes Assessment/Undergrad – member
 - c. DAC – member
 - d. Others as agreed upon with the Chair
4. Miscellaneous Responsibilities
 - a. Serve as department liaison to the Disabilities Resources Office
 - b. Report to colleges with requested information on academic issues
 - c. Communicate with other Department Chairs or faculty on specific issues related to curriculum
 - d. Visit classrooms and perform peer evaluations of teaching as requested by faculty or the Chair
 - e. Participate in faculty annual reviews to discuss teaching issues as requested by the Chair
 - f. Sign various documents on own authority or for Chair in his/her absence
 - g. Responsible for teaching laboratories in Food Sciences Building, MacKay Hall and Human Nutritional Sciences Building
 - h. Keep current on recruitment activities, special projects related to academic programs, and FSHN Learning Community.

C. FACULTY AND STAFF

The department has the right, subject to college and university regulations, to designate categories of faculty membership and to select the members of its faculty and staff.

1. Tenure-Eligible and Tenured Faculty

FSHN follows the guidelines defined in the *ISU Faculty Handbook* Chapter 3 for tenure-eligible and tenured faculty appointments and policies.

- a. Position Responsibility Statement (PRS):** A PRS (job description) for each faculty member shall be written by the Department Chair and faculty member during his/her first year and will describe the research, teaching, extension, outreach, service, administrative or other responsibilities expected of the faculty member. The PRS is typically prepared at the time of hire, and should be updated every 5 years or if there is a change of status, appointment, or other significant modification in responsibilities. The PRS will be signed and dated by the Department Chair and faculty member and a copy retained in the main office. A change in the PRS may be initiated at any time by the Department Chair or faculty member. Should the faculty member and Department Chair be unable to agree upon the PRS, the PRS Mediation Panel is consulted. This statement or its revisions should guide all subsequent reviews (annual; promotion and tenure; promotion with tenure; and post tenure review).
- b. General:** Members of the department shall maintain high standards of professional ethics. The department is committed to free and critical inquiry and preservation of academic freedom. Faculty members shall pursue these ideals within existing university policies and procedures as outlined in the most recent *ISU Faculty Handbook*.
- c. Teaching and Learning:** The department shall provide a faculty and staff that will furnish appropriate and comprehensive education toward undergraduate and graduate degrees in food science, human nutrition, and related areas. Student advising, related to academic and career opportunities, also will be provided. Classroom, laboratory, clinical, and external learning opportunities will be provided that incorporate scientific principles and their application to food science and human nutrition. All teaching faculty are encouraged to maintain high academic standards, to participate in outcomes assessment training, participate in curriculum development and to explore and utilize innovative teaching technology.
- d. Research and Scholarship:** All tenure-eligible and tenured faculty are expected to engage in creative scholarly activities. Faculty will conduct imaginative, innovative research to provide knowledge that can be used to advance food science, human nutrition, and benefit society. Research faculty will provide scientific training and research experiences for students preparing for careers within our discipline and related fields, and for other interested scientists (e.g., postdoctoral fellow). Research and creative scholarship includes the development and communication of new information, knowledge, interpretations, insights, and methods, as suitable to appropriate audiences. Peer-reviewed original research and review articles, bulletins, manuals, pamphlets, books, book chapters, teaching aids, and grant proposals are major indices of creative research and scholarship. The value of the creativity and scholarship of a particular item depends on its originality and significance of its insights to the development of theory or its potential for practical application. It is expected that the majority of research and scholarly activities are communicated to and validated by peers beyond the university.
- e. Extension and Outreach:** Extension refers to non-formal educational activities and resources offered to a specific and defined group of people outside of the university. This group may include agricultural producers, small business owners, consumers, families, and young people contributing to specific state and regional interests. Extension activities and resources may include workshops,

websites, seminars, videos, and other outreach initiatives designed to disseminate the knowledge and research findings of the university to the intended group. Developed extension activities and resources should have defined learning objectives and documented impact. Specific Extension activities, programs and materials will be in alignment with the ISU Extension and Outreach plan of work. The specific target group for an extension program will be defined within the Position Responsibility Statement (PRS) of faculty with Extension appointments. Faculty with Extension appointments will work with both the FSHN Department Chair and the Associate Dean of Extension from their respective college in defining their PRS and in their annual and promotion reviews. Extension faculty are expected to participate in all required Extension workshops and training sessions, in addition to their departmental obligations.

- f. Service Responsibilities:** Faculty of the department shall engage in departmental, college, university and professional service. The amount of service shall relate to the person's appointment and other academic responsibilities. Faculty are encouraged to be active in state, national, and international food science and nutrition related organizations.

- g. Administrative and Other Special Assignments:**
 1. *Faculty with Departmental Administrative Roles:* The Department Chair shall appoint committee chairs, except the chairs of the PTAC, FRC, and Departmental Chair Administration Review committee and make administrative assignments.
 2. *Faculty with College or University Administrative Roles:* Any changes in proportion of appointment time for faculty members must be agreed upon with the Department Chair. If the change in the faculty member's appointment will have an impact on the teaching, research, or extension appointments of other members of the faculty, the Department Chair consults with the associate Department Chair, the affected faculty members, and the DAC to plan how departmental needs will be met with the role change.
 3. *Faculty with Non-University Administrative Roles:* Leadership in the profession is an important role of faculty members. The departmental guidelines on promotion and tenure (section IX.B.) states: all faculty members are expected to participate in and make significant contributions to appropriate technical, professional, or scholarly societies. Serving as an elected or appointed officer in a professional organization or as a journal editor may require significant time away from usual university responsibilities and may require university resources such as office space and clerical assistance to support the activity. Before accepting any such offer or appointment, a faculty member should meet with the departmental chair and other departmental administrative staff appropriate to the individual's appointment (e.g., Associate Department Chair, Extension Program Leader, etc.) to discuss the implications for the department and obtain approval to accept the appointment.

- h. Emeritus status:** Term faculty with more than 10 years of continual service to ISU will be eligible for consideration of emeritus status at their retirement. Qualifications for emeritus status include consistent, effective and productive activity within their PRS assignments throughout their term of service. Faculty requesting emeritus status should provide a letter of request and their current curriculum vitae to the PTAC Chair. The Department Chair will submit a letter to the PTAC that describes how the faculty met or did not meet expectations in their professional responsibilities during his/her appointment. The PTAC Chair will make these materials available to eligible term and all tenure-eligible and tenured voting faculty and will call a faculty meeting to discuss the nominee's contributions and qualifications. Eligible faculty to be included in the meeting and vote will be all tenure-eligible, tenured and term

faculty currently employed by FSHN. The PTAC will compile a summary of the faculty discussion which will be made available to the eligible voting faculty. An electronic ballot indicating support or do not support emeritus status approval will be held by the eligible voting faculty. The PTAC will compile the votes and generate a report outlining the qualifications of the nominee, and recommendation of either support or do not support emeritus status that will be submitted to the Department Chair and made available to the eligible voting faculty. The Department Chair will communicate the faculty decision to the nominee and to the Dean of the candidate's college

ISU Faculty Handbook section 6.4.1. Eligibility. The following faculty are eligible for the emeritus or emerita designation: · A term or tenured faculty member who has attained the rank of professor and who retires immediately following ten or more continuous years of employment by ISU will automatically be given emeritus or emerita designation at the rank of professor. · A retiring term or tenured faculty member at the rank of full professor serving fewer than 10 years at Iowa State through process of nomination. · A term or tenured faculty member who has retired at the rank of assistant or associate professor, who has a record of distinguished meritorious service to the university and the profession. Emeritus or emerita designation may be given at the last rank held through process of nomination; persons retiring from administrative duties, at the discretion of the university president, may retain their administrative title with emeritus or emerita designation added (e.g., dean emeritus, dean emerita); a president, upon retirement, may be given the title president emeritus or president emerita by the BOR, State of Iowa.

2. Term Faculty

FSHN follows the guidelines defined in the *ISU Faculty Handbook* Chapter 3, as well as the CHS and the CALS Governance Documents for term faculty appointments and policies. All term faculty titles listed in the *ISU Faculty Handbook* will be available for use in FSHN. FSHN has defined the minimum academic credential for term appointments for all ranks with each title as follows:

- Teaching faculty – Master's degree
- Clinical faculty – Master's degree
- Practice faculty – Master's degree
- Research faculty – PhD degree
- Adjunct faculty – PhD degree

The FSHN Faculty accepts the descriptions of the Adjunct and Research Faculty as outlined in the *ISU Faculty Handbook* Chapter 3. For the purpose of descriptions for the Teaching, Clinical, and Practice Faculty, further descriptions in addition to what is outlined in the *ISU Faculty Handbook* Chapter 3 are as follows:

- Teaching Faculty are assigned to teach a majority of their courses in FSHN Degree or Certificate Programs which do not require a professional license or credential for admission to the program and do not directly prepare students for a professional license or credential. This includes Food Science, Nutritional Science, Didactic Program in Dietetics, Culinary Food Science, Diet and Exercise, and Health Coach Certificate.
- Clinical Faculty are assigned to teach a majority of their courses in FSHN Degree or Certificate Programs which require a professional license or credential for admission to the program or are directly preparing students for a Dietetic Internship Graduate Certificate, Master of Professional Practice in Dietetics, Bachelor of Science in Nursing, or postgraduate certificate in Nursing

Education.

- Practice Faculty may be affiliated with any Academic Degree related to FSHN or Certificate Programs. These faculty have significant professional practice experience required of the teaching assignment.
- a. **Position Responsibility Statement (PRS):** A PRS for each faculty member shall be developed by the Department Chair and faculty member during his/her first year and will describe the research, teaching, extension, outreach, service, administration or other responsibilities expected of the position. The PRS will be updated if there is a change of status, appointment, or other significant modification in responsibilities. A change in the PRS may be initiated at any time by the Department Chair or faculty member. Should the faculty member and Department Chair be unable to agree upon the PRS, the PRS Mediation Panel is consulted. This statement or its revisions should guide all subsequent reviews (annual, promotion, advancement, renewal of appointment). Term Faculty titles are listed on the PRS. Should the faculty member and Department Chair be unable to agree upon a Term Faculty title, the PRS Mediation Panel is consulted.
- b. **Rights and privileges:** All term faculty share the same rights, privileges, and responsibilities of tenure-eligible and tenured faculty in normal departmental functions. They are expected to attend faculty meetings, serve on appropriate department committees and task forces in relation to their role in the department, and vote on issues concerning the department's academic programs. Term faculty may not participate in promotion/tenure discussions or voting for tenure-eligible or tenured faculty. Depending on rank, term faculty will participate in the discussions and voting of other term faculty seeking advancement. The department encourages term faculty to attend professional meetings and engage in other forms of professional development. Depending on the resources available, the department will try to assist in the financial support of such activities (e.g. contribution to travel costs to attend a meeting).
- c. **Emeritus status:** Term faculty with more than 10 years of continual service to ISU will be eligible for consideration of emeritus status at their retirement. Qualifications for emeritus status include consistent, effective and productive activity within their PRS assignments throughout their term of service. Faculty requesting emeritus status should provide a letter of request and their current curriculum vitae to the PTAC Chair. The Department Chair will submit a letter to the PTAC that describes how the faculty met or did not meet expectations in their professional responsibilities during his/her appointment. The PTAC Chair will make these materials available to eligible term and all tenure-eligible and tenured voting faculty and will call a faculty meeting to discuss the nominee's contributions and qualifications. Eligible faculty to be included in the meeting and vote will be all tenure-eligible, tenured and term faculty currently employed by FSHN. The PTAC will compile a summary of the faculty discussion which will be made available to the eligible voting faculty. An electronic ballot indicating support or do not support emeritus status approval will be held by the eligible voting faculty. The PTAC will compile the votes and generate a report outlining the qualifications of the nominee, and recommendation of either support or do not support emeritus status that will be submitted to the Department Chair and made available to the eligible voting faculty. The Department Chair will communicate the faculty decision to the nominee and to the Dean of the candidate's college.

3. Courtesy Members

Courtesy members are faculty members who receive no portion of the departmental budget for salary, but who are recognized as contributing to departmental programs and activities upon request and mutual agreement. Such persons hold one or more faculty positions in other units of the university. The

participation of courtesy faculty members in FSHN activities is reviewed annually by the Department Chair.

Courtesy faculty are expected to participate in at least one departmental activity, such as the following:

- Teach or team-teach one or more FSHN courses (this may include courses in the faculty member's home department that are cross-listed in FSHN);
- Regularly attend FSHN faculty meetings and retreats;
- Actively serve on at least one FSHN committee or task force each year.
- Serve as graduate student major professor or on Program of Study Committees

Committee and teaching assignments must be agreed upon by the faculty member and the Department Chair of FSHN as well as the Department Chair of the department in which the faculty member has a primary appointment.

4. Affiliate Membership

Affiliate membership is for persons who are not paid by the university. Such appointments are granted to permit scholarly activities that benefit both the person and the department. Affiliates are expected to engage in one or more of the following activities:

- Collaborate with FSHN faculty on research projects
- Provide learning and/or internship opportunities for graduate or undergraduate students
- Collaborate or assist with teaching or student learning activities
- Serve on graduate student Program of Study Committees (POSC).
- Affiliates are not tenured, do not serve a probationary period leading toward tenure, and do not participate in the University's benefits program. Affiliate titles cannot be used while consulting, serving as expert witness in trials or in policy discussions. Affiliates are expected to submit an annual report to the Department Chair of their contributions to the department.

5. Named Endowed Professorships and Chairs

Named Endowed Fellowships, Professorships and Chairs are special appointments with criteria defined by a Donor and the ISU Foundation. Appointments are made by the Department Chair, in consultation with the College Dean and with the approval of the Provost. If appropriate and possible, a Center Director, DAC or a faculty task force may be convened to provide recommendations on the appointment. Appointments are for a defined period, typically 3-5 years, with reappointment possible. Awardees are expected to fulfill the expectations of the position and failure to do so may result in removal of the title prior to completion of the term.

6. P&S and Merit Employees

P&S and Merit Employees have their responsibilities defined in a Position Description clearly identifying the goals and objectives of each position. These goals and objectives are defined and mutually agreed upon by the employee and the supervisor.

IV. STANDING COMMITTEES

Members of the standing committees, with the exception of those instances in which membership is

specified by the duties of particular staff or faculty, or by the representative office held, or determined by election, will be recruited by the Department Chair from faculty members who represent a mix of disciplines, P&S employees, merit staff, and graduate students as needed to accomplish the work assigned to each committee.

In general, terms of committee assignments will begin August 1 and end July 31, except for the PTAC and the FRC which begin and ends on May 1 and the Seminar Committee which begins and ends on May 15th. Faculty members with voting rights are expected to serve on their assigned committees. Chairs of all standing committees, with the exception of the FRC, PTAC, and the Department Chair Administration Review committee, are appointed by the Department Chair. Ex officio members are full members with voting rights; this designation refers to the standing appointment related to another departmental role (e.g. Director of Graduate Education, advisor liaison).

Standing committees in the department include, but are not limited to, the following. Committees can be added or deleted to meet the changing needs of the department, but all changes must be approved by a faculty vote.

A. FACULTY AWARDS

The Faculty Awards Committee notes awards that are available for which faculty and alumni might qualify and prepare appropriate nomination applications. The tasks of nominations are divided up among the committee, usually at a meeting in September.

Deadlines for nominations come at various times of year, but the call for and criteria for college and university awards are generally published in early fall. The committee also considers nominations for professional and national awards. Nominations from previous years that were not successful may be passed on to the new committee.

Membership of the committee will include six faculty members and one graduate student. The Department Chair will appoint a Chair and Chair-elect of the committee. The Chair and Chair-elect should represent different colleges. The Department Chair will assign an FSHN staff member to provide support to the committee and serve as a liaison with the Staff Awards Committee.

B. STAFF AWARDS

The Staff Awards Committee notes awards that are available for which our staff might qualify and prepare appropriate nomination applications. The tasks of nominations are divided up among the committee, usually at a meeting in September. Deadlines for nominations come at various times of year, but the call for and criteria for college and university awards are generally published in early fall. The committee also considers nominations for professional and national awards. Nominations from previous years that were not successful may be passed on to the new committee.

Membership of the committee will include five staff members. The Department Chair will appoint a Chair and Chair-elect of the committee. The Department Chair will assign an FSHN staff member to provide support to the of the committee and serve as a liaison with the Faculty Awards Committee.

C. CURRICULUM

This committee is in charge of FSHN undergraduate curricula implementation and evaluation. This

committee recommends and develops policies and procedures for curricular standards, reviews catalog offerings and degree requirements, and initiates discussions on future curricular matters. The committee recommends and develops policies and procedures for curricular standards; reviews and experimental courses; reviews catalog course offerings and degree requirements; initiates discussions on future curricular matters; reviews student course substitution requests; and implements curriculum revisions based on documented changes in learning provided by FSHN Outcomes Assessment Committee. The FSHN Curriculum Committee will implement curriculum revisions based on documented changed in learning provided by FSHN Outcomes Assessment Committee.

Faculty members may individually or in groups make curriculum recommendations to the committee. The committee is advisory to the Department Chair and the department faculty. The department Associate Chair serves as the committee chair, and either serves as the department's representative to the college curriculum committees or assists the Department Chair in selecting other committee members to represent the department on the college committees.

Membership of the committee includes the Associate Department Chair who serves as chair, four faculty members with representatives from the disciplinary areas of food science, dietetics, nursing and nutritional science, Chair of the Food Science and Technology Graduate Education Committee and the academic advisor (ex officio). An undergraduate and graduate student will also serve. All members vote; but the chair votes only in case of a tie. The Department Chair will assign an FSHN staff member to provide support to the committee and assist with minutes and documentation of curricular revisions.

D. DEPARTMENT CHAIR ADMINISTRATION REVIEW

Although not a standing committee, when called upon, this committee is responsible for conducting the Department Chair evaluation process described in section VIII.C.

The committee is elected by the faculty and consists of three faculty members who have been employed in the department for a minimum of six months. The Department Chair will assign an FSHN staff member to provide support to the committee.

E. DEPARTMENT ADVISORY COMMITTEE (DAC)

This committee acts in an advisory capacity to the Department Chair on administrative issues, academic matters, and faculty and staff development. The committee will provide recommendations to the Department Chair and Associate Department Chair on these topics. Changes to departmental policy or governance recommendations suggested by the committee will be presented to the faculty for discussion and vote. The committee is not empowered to change the departmental governance document or departmental policies without faculty approval.

Representation on the committee includes 4 tenure-eligible faculty (2 Professors, one from Food Science and one from Nutrition), 1 Associate Professor and 1 Assistant Professor); 3 term faculty (1 Professor, 1 Associate Professor and 1 Assistant Professor); and 2 budget-line staff (temporary or grant-funded staff are not eligible).

The membership within each category is elected by the faculty and staff; tenure-eligible and tenured faculty vote for the tenure-eligible and tenured faculty representatives; term faculty vote for the term faculty representatives; and staff vote for the staff representative. Members will serve two-year terms,

and there is no limit on the number of terms a representative can serve on the committee. The Department Chair will provide the ballots and oversee the elections in the spring of odd years. Should a seat become open before the term ends, the Department Chair will conduct an appropriate ballot to fill the seat to serve out the remaining term. The Department Chair and Associate Department Chair will serve as *ex officio* members of the committee. They will attend meetings and provide input as requested.

A tenured Professor will serve as Chair of the committee, alternating between the Food Science representative (even years) and Nutrition representative (odd years). The Chair of the committee will call for monthly or bi-monthly meetings, and set the agenda. Any member of the department may submit an agenda item to the Chair of the committee. The Chair of the committee will designate one member of the committee to record minutes of the meetings that will be posted in an electronic file accessible to the members of DAC.

F. DEPARTMENTAL SEMINARS AND LECTURESHIPS

This committee is responsible for planning and scheduling seminars (exclusive of seminars offered for credit) and planning and hosting funded lectureships.

Membership of the committee will include seven representative faculty members from each discipline, and a graduate student from each discipline. Faculty representatives will include the instructors from FSHN 681. Faculty representatives will also include graduate faculty that are members of the IGPNS who are assigned to coordinate the Modern Views in Nutrition seminar series (NUTRS 680). The Department Chair will assign an FSHN staff member to provide support to the committee. Seminar committee appointments begin and end May 15 rather than August to facilitate seminar scheduling.

All faculty (Tenure-eligible, Tenured, and Term) are welcome to provide a seminar on their scholarship when they request such an opportunity at a date and time of their choosing.

G. DIVERSITY, EQUITY AND INCLUSION COMMITTEE

The Diversity, Equity and Inclusion (DEI) committee supports the mission and vision of Iowa State University. We champion the notion that equity, diversity, and inclusion, in their many forms, are understood, respected, and valued. This committee is responsible for education and awareness related to equity, diversity and inclusion in the department. Therefore, this committee will evaluate its efforts using a formal DEI Audit every four years. The purpose of the committee is to educate, raise awareness, and have a voice in all department committee spaces.

The functions of this committee are:

- Meet at least twice per semester.
- Conduct an annual DEI survey for: (1) faculty, (2) staff, (3) post- doctoral research assistants, (4) graduate students, and (5) undergraduate students of FSHN to determine what the sociocultural environment is within the department and how it can be improved.
- Conduct annual DEI survey and focus groups for undergraduate student voice(s) to be heard.
- Organize a mandatory DEI seminar presented by a committee member or an outside speaker (once a year in fall).
- Present and/or bring in an outside expert to speak at the spring semester FSHN faculty and staff retreat.

- Provide a report at every monthly FSHN faculty and staff meeting
- Hold occasional DEI lunches for faculty, staff and students for hearing concerns within the department.

Membership on the committee will be six representatives from FSHN including 2 faculty, 2 staff, and 2 graduate students. These members will be an active member of at least one of the following department committees: curriculum, undergraduate recruitment, graduate admission, safety and facilities, DAC, and outcomes assessment to ensure dissemination of information occurs. The chair of this committee will be a faculty or staff member and will also be the representative for the CALS and/or CHS Diversity, Equity, and Community Committee. An ad hoc member of this committee will be the CALS Assistant Dean of Diversity or a designated person selected by the CALS or the CHS. Ongoing professional development funds should be available for members of this committee.

H. FACULTY REVIEW COMMITTEE (FRC)

This committee conducts post-tenure review of tenured and required review of term faculty. This elected committee will be composed of six faculty members, 3 tenured (at least one at Professor rank) and three term (at least two at or above Associate rank). The committee shall have representation from nutrition and food science with a minimum of one tenured and one term faculty from each discipline. Term faculty will be eligible to serve on the FRC if they have at least two years remaining in their appointment. Faculty members cannot serve simultaneously on the FRC and the Promotion, Tenure and Advancement Committee. The Department Chair and the Associate Department Chair are not eligible for membership on the committee.

- Tenured committee members will be elected by tenure-eligible and tenured faculty. Term committee members will be elected by term faculty. Committee members will serve for three years and are not eligible for re-election for one year after completing a rotation. One tenured and one term member will rotate off the committee every year.
- The Chair of the FRC committee will be the tenured faculty member in the last year of their three-year rotation. The faculty member elected to the committee the year after the Chair was elected will serve as Chair-elect.
- The chair of the committee will serve as a member of the PRS Mediation Panel.
- The functions of this committee will be:
 - Review the work of tenured faculty members at least every 7 years, or at the faculty member's request, or during the year following two consecutive unsatisfactory annual reviews as defined in the *ISU Faculty Handbook* 5.1.1.2. Term not included
 - Review the work of term faculty 1.5 years before the end date of their appointment, to allow for required one year notice of intent of renewal/non-renewal. For appointments less than 3 years, special accommodations for review will be made by the Department Chair in consultation with the FRC.

I. FOOD SCIENCE GRADUATE RECRUITMENT AND ADMISSIONS

This committee is responsible for defining, implementing, and assessing the graduate student recruitment plan, and for developing and improving application procedures and approving and admitting new graduate students. The specific functions include:

- Develop recruitment activities, identify recruitment opportunities and enlist support from the faculty to participate in recruitment activities.
- Oversee the development of recruitment materials, including the departmental webpage as related to student recruitment and participate in graduate recruitment events.

- Establish the graduate application deadlines and procedures for receiving, compiling and processing graduate applications.
- Provide counsel to students interested in applying to the department graduate programs.
- Coordinate visits of students interested in applying to the department graduate programs.
- Review completed applications and recommend to the DOGE for denial or admittance
- Inform faculty of the status of newly accepted students.
- Coordinate applications for Biotechnology, HS college scholarships, Miller Fellowship, GMAP, etc., for new graduate students.
- Participate in new graduate student orientation.
- Survey faculty concerning graduate student needs for the next year (at the end of fall semester).

Membership of the committee will include four faculty members. There will be an overall chair and a co-chair who oversees the recruitment activities. The FST DOGE serves as ex officio. One graduate student will also serve on the committee. The Department Chair will assign an FSHN staff member to provide support to the committee.

J. GRADUATE EDUCATION

This committee will provide oversight for all graduate degree programs associated with the department (FST, IGPNS, Diet & Exercise, MPP-D, GPIDEA-Dietetics, Ag-IDEA-FSD Certificate) in order to support the mission of graduate education in FSHN and ensure consistent expectations for students mentored by FSHN faculty. The committee will meet as needed to discuss issues and policies that affect all graduate students, and make recommendations to the faculty regarding policy. The Committee will be responsible for organizing new graduate student orientations; conducting annual graduate student evaluations; making Teaching Assistant assignments in collaboration with the Associate Department Chair; collecting TA performance evaluations from instructors; and soliciting, collecting, and evaluating Graduate College Research and Teaching Excellence Award nominations.

Membership will include the DOGE's for each of the respective graduate programs. The Department Chair will assign an FSHN staff member to provide support to the committee.

K. FOOD SCIENCE AND TECHNOLOGY GRADUATE EDUCATION COMMITTEE

This committee will provide oversight on all aspects of the graduate programs in Food Science and Technology (FST), including:

- Reviewing the quality and effectiveness of program outcomes, assessments, and curricula
- Providing recommendations to the faculty for modifications of program outcomes, assessments, and curricula
- Coordinating program course offerings
- Managing the program graduate student handbook
- Establishing program application deadlines and procedures
- Developing and updating program recruitment activities and materials, including the departmental webpage

- Reviewing completed applications and making recommendations to the Director of Graduate Education (DOGE) for denial, admittance, and competitive awards.
- Voting on issues unique to the FST Graduate program and its curriculum will be limited to Departmental faculty with Graduate Faculty status in the FST graduate program.

Voting on issues unique to the FST Graduate program and its curriculum will be limited to Departmental faculty with Graduate Faculty status in the FST graduate program. Membership of the committee will include the FST DOGE (who will serve as Chair), a minimum of two additional faculty with active teaching and research in FST graduate programs, one FST graduate student, and a Graduate Student Services staff member.

L. LIBRARY LIAISON

The Library Liaison serves as the departmental contact for any issues related to the library, such as procurement of books related to food science and human nutrition, changes in journal subscription or other library related activities. One faculty member is appointed to this position by the Department Chair.

M. PROMOTION, TENURE AND ADVANCEMENT COMMITTEE (PTAC)

This elected committee conducts review of tenure-eligible, tenured, and term faculty members for purposes of promotion and/or tenure for tenure-eligible and tenured faculty and advancement for term faculty. The committee will be composed of three tenured FSHN Professors with an additional alternate member, and two term FSHN faculty at the rank of Associate or Professor. Alternate tenured members (designated as the next highest vote recipient and who maintains disciplinary representation) will serve in instances where a committee member has a conflict of interest, resigns or retires, or is otherwise unable to serve.

Committee members will serve three-year terms and are not eligible for re-election for one year after completing their terms. One tenured member will be elected each year, and term faculty will be elected as terms expire. The Department Chair and Associate Department Chair* are not eligible for membership on the committee during their terms as Department Chair or Associate Department Chair. The committee chair will be the tenured faculty member serving their third and final year on the committee. Tenured faculty will be elected by a vote of tenure-eligible and tenured faculty, and term faculty will be elected by a vote of tenure-track and term faculty. The committee shall include at least one tenured member from each discipline (food science and nutrition). If necessary, a re-election will be held to ensure disciplinary representation.

*For purposes of promotion and/or tenure considerations, the Associate Department Chair functions in the capacity of a faculty member except s/he is ineligible to serve on the PTAC. FSHN faculty serving on college and/or University Promotion and Tenure Committees will vote at the department level, and abstain from voting on their colleague's promotion packet at any level outside the department. FSHN faculty serving in a college administrative role will vote at the college level.

The functions of this committee will be:

- To be informed by May 1st the names of faculty via the Department Chair that intend to pursue promotion or advancement. Thus, new members of the PTAC will be elected and function as a PTAC member by May 1st ;
- To meet by May 15th with the Department Chair and the candidates to clarify all steps, and

material formats involved in the promotion and/or tenure, or advancement process for the upcoming year;

- To advise in preparation of materials for comprehensiveness, accuracy and clarity of all materials for the purpose of promotion and/or tenure, or advancement recommendation;
- By May 15th for tenure-eligible faculty seeking tenure, to prepare a list of 4-6 recommended external (off campus) reviewers from which the Department Chair shall solicit external letters of review; a minimum of 2, but preferably 3 recommendations from the PTAC will be used. External letters should typically come from Professors and should not be solicited member of the same department and/or university;
- To make available for review by appropriate departmental faculty the written credentials of each candidate reviewed for promotion and/or tenure, or advancement;
- To call and conduct a meeting of departmental faculty who are eligible to review and discuss the credentials of each promotion and/or tenure, or advancement recommendations for each candidate;
- To summarize the faculty discussion and faculty votes concerning promotion and/or tenure, or advancement, and submit to the Department Chair within 1 week of voting completion, excluding holidays. The complete PTAC summary forwarded to the chair will be made available to the eligible voting faculty;
- The PTAC summary will be provided to the candidate by the department chair. The Department Chair may request approval from the PTAC chair to redact certain content to protect confidentiality or civility. The candidate can check for accuracy of the summary and request the PTAC to amend as need be.

N. SCHOLARSHIPS

FSHN department-managed scholarships for undergraduate and graduate students are announced during fall semester. The scholarship committee reviews guidelines for each scholarship, determines format for submissions (in consultation with the Colleges) and announces the scholarships by flyer and e-mail in November/December. Scholarship applications are due in early February. The Undergraduate Program Assistant is responsible for organizing the applications for the committee after the deadline. A request for financial need figures from the Financial Aid office for scholarships based on financial need is made in late February. The committee arranges meetings for making scholarship decisions during March so announcements can be made before the end of spring semester. A request for the amounts of money in each account is made to ISU Foundation via the Department Administrative Specialist III.

The committee membership will include four faculty members and the Undergraduate Student Service Specialist.

O. STRATEGIC PLANNING

This committee is responsible for development of and assessment of progress on the departmental strategic plan. Although not a standing committee, every 5 years the committee will gather input from the faculty regarding the strategic goals and objectives for the department and draft the components of the strategic plan. The Department Chair will appoint faculty as members of the committee. The faculty will vote to accept the finalized plan. In other years, the committee will assess progress within the stated goals and objectives of the strategic plan and if necessary, propose modifications or adjustments to the faculty.

P. OUTCOMES ASSESSMENT

This committee is responsible for the development and implementation of outcomes assessment plans for all FSHN curricula. The committee works with the FSHN Curriculum committee to document learning and to facilitate modification of course and program content based on student learning outcomes. The committee ensures that departmental outcomes are addressed within courses, encourages faculty to identify course-specific outcomes, and verifies the achievement of these outcomes through appropriate assessment strategies. The committee coordinates FSHN program assessment with college (CHS and CALS), university, and external accreditation (IFT, ACEND ACEN) assessment. The committee directs and may provide educational opportunities about outcomes assessment strategies for the faculty and regularly evaluates the effectiveness of the curriculum.

Membership of the committee will include five faculty representatives from each discipline and an academic advisor. Members are appointed to represent FSHN on outcomes assessment committees in each college. The Department Chair will assign an FSHN staff member to provide support to the committee.

V. OTHER DEPARTMENTAL SERVICE APPOINTMENTS

A. DEPARTMENT SERVICE COORDINATORS

Appointed by Department Chair or Center Directors as appropriate. Examples include:

- FSHN Club Advisors (as approved by the club members)
- Sensory Evaluation Facility Manager
- Professor-in-Charge of laboratory space or equipment

B. CENTERS

Some centers at ISU may share space and facilities with the department and have a parallel mission. These centers will interact with the faculty and staff of the department. Center directors will be in charge of their space, but the directors and the department will work closely together to ensure that the goals of the centers are met. The centers can release space to the department or vice versa when the need arises. Should the centers complete their mission and be dissolved, the space shall revert to the department.

C. EXTERNAL ADVISORY COMMITTEES

The Department Chair may form external advisory committees in consultation with the faculty. Members of such committees must be approved by the faculty prior to their appointments. External advisory committees serve to share ideas and resources with the department in order to enhance its ability to serve its intended audiences. External advisory committees do not have decision making power and do not hold any authority over the department.

VI. GENERAL FACULTY MEETINGS

Regular faculty meetings are held at least monthly during the academic year, with dates and locations announced at the beginning of each academic year. Faculty meetings may also be held during the

summer months if necessary. In general, voting will not occur during the summer months, but if necessary, procedures described in section VII will be followed to ensure that B-base faculty members have the opportunity to vote.

All faculty members may attend. Departmental members with P&S or merit appointments may attend when agenda topics are germane to their position responsibilities. Graduate students, post-doctoral fellows and visiting professors may also be invited to attend meetings. The Department Chair will conduct the meeting, and the department support staff will record minutes. Minutes will be distributed to all faculty members and appropriate staff members, and retained electronically.

The agenda must be distributed to each faculty member at least 24 hours and preferably three days prior to any faculty meeting. The Department Chair will prepare the agenda, but all department members may submit items for the agenda. Items that are not on the printed agenda may be discussed. Only faculty members eligible to vote (defined in section VII) may vote.

VII. VOTING PROCEDURES AND ELIGIBILITY

A. PROCEDURES

Departmental votes will be conducted electronically. Written ballot voting will be conducted when issues arise that prevent electronic voting.

B. ELECTRONIC BALLOTS

Votes on Departmental issues may be distributed and cast electronically via a secure system. In an electronic ballot vote, a majority is defined as more than 50 percent of the votes cast within the time allotted for the vote. A minimum of five working days will be allotted for all electronic ballot votes and exclude working days that fall on a holiday.

In the case of a tie vote, a second vote limited to the tied components will be administered. Should the second vote end in a tie the Chair and Associate Chair will determine the outcome.

In general, voting will not occur during the summer months. However, when circumstances dictate a summer ballot, the following procedures will apply:

- All ballots will be electronic
- The department administrative staff will ensure that an electronic ballot is sent to all eligible voting faculty members who are on leave or special assignment and wish to participate in departmental votes.

Faculty members who are going on faculty improvement leave or special assignment and wish to participate in departmental votes during their absence should notify the Department Chair prior to departure and provide sufficient contact information.

C. ELIGIBILITY

All regular faculty (including tenure-eligible, tenured, and term), and P&S staff with rank-only faculty status, are eligible to vote on departmental matters, with the exception of matters concerning promotion, tenure, and advancement. Tenure-eligible, tenured or term faculty with less than a 50% appointment, or lecturers, collaborators, courtesy faculty, affiliates, visiting or temporary hires do not have voting rights. Only tenured faculty members at or above the candidate's proposed rank

may vote on promotion decisions. For term faculty advancement, all tenured faculty and term faculty at or above the candidate's proposed rank may vote. Direct supervisors of term faculty may not vote on advancement of their supervisees. Likewise, supervisees may not vote on the advancement of their supervisor. The Department Chair may vote on all issues except promotion, tenure, and advancement. The Associate Department Chair is considered a regular faculty member and is eligible to vote as such.

VIII. HIRING PROCEDURES

A. FACULTY POSITIONS

1. Regular Faculty Positions (tenure-eligible, tenured, and term)

The Department Chair shall appoint and advise an ad hoc search committee composed of regular faculty members of the department. The search committee is advisory to the Department Chair. Committee membership shall be balanced in favor of disciplines appropriate to the position to be filled and may include one faculty member from an outside department at the university. The department Administrative Assistant shall be assigned to assist the committee.

A job description of the position to be filled shall be prepared by the committee together with the Department Chair and endorsed by the faculty. Final approval from the Dean is required. The position shall be appropriately advertised to ensure the diversity of candidates intended through affirmative action and equal opportunity principles. As per University policy, the committee shall undergo diversity awareness training prior to starting the search.

The search committee shall receive and review applications and recommend to the Department Chair candidates to be interviewed. The search committee shall coordinate candidate interviews and shall solicit faculty evaluation of candidates. The search committee may also solicit evaluation from ISU faculty and staff members outside the department with whom the candidate might be expected to work, such as Extension administrators, field staff, or center directors.

The search committee shall submit evaluations of all interviewed candidates to the Department Chair, who shall make the final departmental decision and report his/her decision to the dean(s) and the search committee.

The Department Chair shall follow university procedures for faculty appointments as outlined in the *ISU Faculty Handbook*.

Faculty candidates that request tenure at the time of hire will be evaluated by the FSHN faculty as defined under B. Promotion and Tenure, and a faculty discussion and vote will be held. Results of the vote will be made available to the eligible voting faculty. External letters of evaluation are not required; however, the Department Chair and/or the PTAC will obtain verbal evaluations from at least three faculty external to ISU who have personal knowledge of the candidate. The candidate is required to meet with the Dean and Provost during the interview process.

2. Visiting, Temporary, Affiliate, and Joint Appointments

The Department Chair shall follow university procedures for faculty appointments as outlined in the *ISU Faculty Handbook*.

3. Courtesy and Affiliate Appointments

A faculty member in another academic department that fully funds the faculty member's salary may be granted Courtesy faculty status in the FSHN Department. The Department Chair or faculty nominator shall present to the faculty members eligible to vote a request and rationale, including description of their potential contribution to the department, for the individual to be granted Courtesy Faculty status. By a confidential ballot the voting faculty shall approve or deny the request.

Affiliate appointments may be assigned to individuals not employed by ISU who provide expertise or skills of benefit to the FSHN department. The Department Chair or faculty nominator shall present to the faculty members eligible to vote a request and rationale, including description of their potential contribution to the department, for the individual to be granted Affiliate status. By a confidential ballot the voting faculty shall approve or deny the request.

4. Special Circumstance Appointments

Under special circumstances the department may appoint individuals to regular or adjunct faculty positions without an open search. Such circumstances might involve a qualified spouse of a new faculty member in another department or a newly hired administrator whose academic training and experience are appropriate to the department's mission.

An open search is required if an existing departmental budget line will be used for the position. If a new budget line is granted to the department for the position, the Department Chair shall appoint an ad hoc committee that shall arrange the interview process for the candidate, solicit faculty evaluations, and make recommendations to the Department Chair.

B. P&S AND MERIT POSITIONS

Appointments shall follow personnel policies as outlined by ISU Human Resources.

IX. PERFORMANCE EVALUATION

The Department Chair will conduct an annual conference with each faculty and staff member, or ensure that the appropriate supervisor conducts an annual conference. The purpose of this section is to set forth the departmental policies and procedures to be employed in the following types of performance evaluations:

- a. Annual Review of Faculty
- b. Promotion and tenure of Tenure-Eligible Faculty
 - i. Review of Probationary Period - Third Year
 - ii. Promotion and Consideration for Tenure
- c. Promotion of Tenured Faculty
 - i. Promotion and Consideration for Promotion
 - ii. Post-tenure Review
- d. Advancement of Term Faculty
- e. Annual Review of Term faculty
- f. Department Chair review
- g. Associate Department Chair review
- h. Merit and P&S employee review

This document is based on college and university documents regarding faculty and staff evaluation

standards and procedures. Departmental review of department personnel will not differ based on college affiliation. The depth and purpose of the individual evaluations will differ among faculty, P&S, and merit staff, as well as among faculty, depending on rank, tenure status, and the position responsibilities of the faculty member.

A. ANNUAL REVIEW OF FACULTY

All faculty (tenure-eligible and term) will be reviewed annually. The faculty member being reviewed will complete an annual activity report, based on calendar year, using the department template as appropriately amended to include only those responsibilities in the faculty member's job description. Pre-tenured faculty may submit their reports in the dossier format every year. Report materials are due by the end of August.

Other information to be used in annual reviews may include instructor/course evaluations (obtained for all courses and automatically placed into each faculty member's file), peer evaluations of teaching, and examples of materials (syllabi, course packets, laboratory manuals, exams, etc.) used in class.

Between July 1 and September 30, the Department Chair or designee will meet with the person under review to discuss activities, accomplishments, problems, concerns, and plans for the future. Depending on the role that the faculty member plays in the department, the Associate Department Chair, the Director of the Dietetics program, Director of the Extension program, Director of Nursing Education or a Center Director may also participate in the meeting. It is strongly encouraged that the faculty members formal mentor be included in the review process. During or following the meeting, the Department Chair or designee will prepare a written summary of the annual review, noting accomplishments, concerns, and plans for the future. The faculty member will sign and return a copy of this report, acknowledging its receipt. The Department Chair will report on faculty activities to the respective Dean.

The faculty member should not be reviewed by someone with whom he/she shares an intimate, personal relationship.

B. PROMOTION AND TENURE

The process for tenure begins when the faculty is hired. Pre-tenured faculty will be expected to attend departmental, college and campus workshops that clarify and explain the promotion and tenure processes and expectations. Pre-tenured faculty will develop their dossier over the course of their probationary period, in close consultation with their faculty mentors and the PTAC.

1. Review of Probationary Period – Third Year

All tenure-eligible faculty will undergo a comprehensive review by the PTAC after completing two years of service. This review is required of all tenure-eligible faculty and shall formally evaluate the faculty's progress toward promotion and tenure.

a. Timeline:

- By May 1st of the second year, the Department Chair shall notify the faculty member and the chair of the PTAC of the need for the third year review. This also requires that new members of the PTAC are elected by May 1st.

- By May 15th, the PTAC will meet with the candidates to discuss the process, timeline, and provide college-specific guidelines and templates. The dossier format is to be the same as the tenure dossier, with the exception of external letters. The faculty member is encouraged to work with their assigned mentors and the PTAC during this process, and the mentors are encouraged to attend the PTAC meeting with their mentee.
- By August 1st, a first draft of the dossier and CV will be submitted to the PTAC.
- By November 1st, the second draft of the dossier and CV will be made available to the PTAC, if needed.
- The faculty member will submit their final third-year review dossier and CV to the PTAC by January 30th. The dossier will replace the annual review for that year.
- The PTAC will make the dossier available to tenured faculty for review during the first week of February and the PTC will call a meeting of tenured faculty to discuss the candidate's performance as it relates to their PRS.
- Electronic ballots will be distributed to eligible voting faculty at the end of the discussion, and voting closed after one week, excluding holidays.
- The PTAC will record the vote and comments, and provide a written summary to the Department Chair by February 15th. This summary will be made available to the eligible voting faculty.
- The Department Chair will meet with the faculty member to discuss the review, usually during the annual performance review. The PTAC summary will be provided to the faculty member. The Department Chair, with approval from the PTAC Chair, may redact sections of the summary that would compromise confidentiality or civility, before sharing with the faculty member. The faculty member may provide feedback on factual content of the summary for consideration to be amended.
- The Department Chair will provide a written summary of the third-year review to the faculty member that will include his/her recommendation by March 1st.
- The Department Chair will share the recommendation with the college Dean by March 1st.

b. Qualifications:

Evaluation shall be based on criteria related to the candidate's assignments and position responsibility statement. It is not intended that each faculty must meet a certain set standard in each category. Nor is it possible or desirable to be quantitative about any of the criteria for promotion and tenure. Rather these guidelines are to be regarded as indicators of performance and achievement, which will be considered during the evaluation process.

Reappointment requires evidence of past accomplishments and achievements, as well as promise of future growth and productivity. In all areas of activity, a faculty member must exhibit a strong sense of professional ethics and follow the guidelines in the Statement of Professional Ethics found in "Professional Policies and Procedures."

c. FSHN Criteria:

In addition to university and college criteria, specific items or areas pertinent to FSHN are:

- Research will be evaluated on the basis of the quality and quantity of research publications, scholarly presentations, and other types of scholarly dissemination; the impact these make on the scientific community and/or the food industry; how well the research compliments and contributes to other programs within the department, colleges, and university; efforts to obtain research funding; and successful mentoring of undergraduate and graduate students. Mentoring postdoctoral research associates will also be considered.

- Teaching will be evaluated by students and peers on the basis of mastery and appropriateness of subject matter, clarity and presentation, and ability to stimulate student interest. A minimum of 2 peer reviews is expected of faculty seeking promotion to the next rank. Evidence of excellence in teaching and/or advising may also include advances in teaching, publication of journal articles, texts, or other scholarly works; invited lectures; curriculum development; and other appropriate activities. Advisors are expected to be well informed about procedures, be available to students, and demonstrate an interest in student welfare.
- Faculty with extension responsibilities are expected to reflect a mastery in the subjects for which he/she is responsible and an ability to instruct and inform. The programs he/she initiates must be effective and appropriate, as reflected through evaluation data, and compliment University and national extension goals. These qualities also must be evident in state and regional extension publications, publication of journal articles, other scholarly works, and scholarly presentations and activities. Moreover, the individual in Extension is expected to demonstrate leadership in anticipating problems related to food science and human nutrition in Iowa and participate in the solution of these problems. Faculty with extension appointments need 2 peer reviews of teaching and/or extension programming.
- Faculty are expected to contribute to the welfare of the department, college, and university through service. Faculty members play a vital role in the functioning of the university at all levels by participating effectively in faculty governance, and in the formulation of department, college, and university policies, or by carrying out administrative responsibilities including active participation on committees. Therefore to be reappointed, a faculty member is expected to have been involved in institutional service. All faculty are expected to participate in and make significant contributions to appropriate technical, professional, and scholarly societies. The contribution to such organizations that may be considered as service should be distinguished from those activities that reflect one's reputation in the areas of teaching, research, and/or extension. Service alone, however, will not serve as the basis for reappointment.

d. Outcomes

The outcomes of the third year review are:

- Reappoint with no reservation
- Reappoint with no strong reservation, but outlining specific issues that need to be addressed
- Reappoint with reservations and specific steps to be taken in the coming years before the next review. The reappointment may be for less than the full probationary period with an additional review scheduled before the tenure review
- Non-reappointment with specific reasons

Should the last outcome be the result, the faculty member will be terminated at the end of the following fiscal year.

2. Promotion and Consideration for Tenure

Faculty who are required or who elect to undergo review for tenure and/or promotion will be evaluated by tenured faculty who hold the rank or higher of the rank sought by the applicant.

a. Timeline:

- By May 1st, the Department Chair will ensure the election of the FSHN PTAC is complete and notify the PTAC of candidates that will undergo tenure and/or promotion in the coming year.
- By May 15th, the PTAC will meet with the candidates to discuss the process, timeline, and provide

college-specific guidelines and templates. The faculty member is encouraged to work with their assigned mentors and the PTAC during this process, and the mentors are encouraged to attend the PTAC meeting with their mentee.

By August 1st, a first draft of the dossier and CV will be submitted to the PTAC.

- By November 1st, the second draft of the dossier and CV will be made available to the PTAC, if needed. Subsequent drafts are up to the discretion of the candidate.
- By May 1st, the candidate will submit a completed dossier and CV (which has been reviewed by the PTAC) to the Department Chair.
- By June 1st, the candidate, the PTAC and the Department Chair will individually compile a list of potential external reviewers – the Department Chair will select and solicit six reviewers, and provide them with the candidate’s dossier. The Department Chair will ensure that at least 2, but preferably 3 reviewers are from the committee’s list, and at least one reviewer is from the candidate’s list. The qualifications of the external reviewers will be in accordance with the *ISU Faculty Handbook* guidelines. External reviewers should not be solicited from the same department or institution.
- By September 15th the external letters and the candidate’s materials will be made available to eligible voting faculty to review.
- The PTAC will call a meeting of eligible faculty to discuss candidates before October 1st.

A PTAC summary of the faculty member and his/her accomplishments, based upon dossier and CV, will be used in the faculty discussion. Following the faculty discussion, an electronic ballot will be provided and completed within one week, excluding holidays. An amended summary of the candidate that includes comments from the faculty discussion will be made available to the eligible voting faculty within 48 hours of the meeting. It is expected that all eligible faculty will provide a vote either for or against promotion and/or tenure. Abstaining from a vote should be allowed only when there is a conflict of interest. Ballots not completed will be recorded as delivered, but not included in the voting tally nor as abstentions. Any faculty member having a conflict of interest (as described in the *ISU Faculty Handbook*) concerning a faculty member under review will, after consultation with the Department Chair, excuse him/herself from all discussions and votes concerning the faculty member. A conflict of interest may take various forms but arises when a faculty member or staff member is or may be in a position to influence the university’s business, research, or other decisions in ways that could lead to personal gain for the faculty or staff member or others with whom s/he is closely associated. Faculty members that shared a professional relationship, such as a major professor and graduate student wherein the graduate student is now a faculty member, is also deemed a conflict of interest.

The PTAC will revise the summary to include: comments from the ballots; comments from the external letters (redacted); and the numerical outcome of the faculty vote. The summary will be submitted to the Department Chair before the end of October. This summary will be made available to the eligible voting faculty.

Upon receipt of the PTAC summary, the Department Chair will meet with the candidate and provide the PTAC summary for review. The Department Chair, with the approval of the PTAC Chair, may redact sections of the summary that might comprise confidentiality or civility, and exclude references and/or identification of external reviewers prior to sharing with the faculty member. The candidate has the right to offer corrections to any of the factual information in the summary, which will then be considered and revised by the PTAC. The Department Chair will notify the candidate of his/her recommendation. If the review is not mandatory the candidate may choose, at this time, to withdraw the application or forward it to the Dean, regardless of the faculty and Department Chair recommendations.

The Department Chair prepares and compiles all of the required forms as defined in the *ISU Faculty Handbook* for the candidate and submits the candidate's promotion/tenure file to the appropriate Dean for college review.

Between November and May:

- The college PTAC will review the candidate(s) and submit a summary to the appropriate Dean
- The Dean will notify the candidate of his/her recommendation
- The Dean will submit his/her recommendation to the Provost
- The Provost will notify the candidate of his/her decision.
- If supportive, the Provost will submit his/her recommendation to the President, followed by the BOR
- The Provost will notify the candidate of the BOR decision

b. Promotion and Tenure Documents:

Prepared by the Faculty Member: The materials shall be submitted in the format as outlined in the P&T documents of the university and the home college of the candidate. The candidate should provide to the Department Chair a list of individuals at other institutions from who letters of review might be solicited (2-3 names). The candidate should also indicate in writing to the Department Chair any possible conflicts of interest regarding potential outside peer reviewers. External reviewers should not be solicited from the same department or institution.

Prepared by the Committee: The PTAC shall submit to the Department Chair a written summary of the faculty evaluation of the candidate, which is shared with the candidate by the Chair. The evaluation report shall be submitted in the format preferred by the appropriate college. The report is to be factual and not evaluative or interpretive. Voting faculty may review the report of the PTAC when it is submitted to the Department Chair. This will be made available using a secure website.

Letters of Evaluation: Letters should be solicited from appropriate professionals in the field and chosen for their ability to evaluate impartially the candidate's activities and accomplishments as defined in the ISU Faculty Handbook. They should generally be tenured professors at peer institutions or individuals of equivalent stature outside of academia who are widely recognized in the field. Multiple letters should not be solicited from the same department or institution. Letters should focus primarily on the aspects of the candidate's work that qualifies as scholarship. While in some cases this might mean a focus on one area such as teaching or research, in others it might entail a mixture of scholarship in teaching, research/creative activities and/or extension/professional practice. At least one of the reviewers solicited, but not all, should be suggested by the candidate. In general, reviewers should not be colleagues with whom the candidate has frequently collaborated. When necessary, however, these individuals should be solicited to detail the nature of collaborative projects or to respond to specific questions.

c. Candidate Rights:

Each candidate for whom a promotion and/or tenure recommendation is being forwarded to the college level shall be given the opportunity to review the factual information reported (not including the letters of evaluation) and to inform the Department Chair of any ways in which he/she believes this information is incomplete or inaccurate. Any appeals in the promotion and tenure process shall follow procedures

outlined in the current *ISU Faculty Handbook*.

d. Joint Appointment Procedures:

Promotion and/or tenure reviews of faculty holding rank in more than one department shall be initiated and conducted by the primary department, with advice from the secondary department. Prior to the review, the two Department Chairs shall decide the role to be played by the secondary department.

e. Extension of Tenure-Clock:

Circumstances or life events may warrant a postponement of a mandatory review. In such cases, the candidate shall submit an Extension Request Form to the Department Chair as soon as possible or no later than April 1 prior to the academic year in which the tenure review is scheduled to be conducted. The Department Chair will consider the request and make a decision as to forwarding the postponement request to the appropriate Dean. Additional detail on tenure clock extension procedures, timeline and eligibility can be found in the *ISU Faculty Handbook*.

f. Criteria and Qualifications:

Criteria: Evaluation of a faculty member for promotion and/or tenure shall be based on criteria related to the candidate's assignments and position responsibility statement. Standards for scholarship at rank will be as defined in the *ISU Faculty Handbook*.

It is not intended that each individual must meet a certain set standard in each category. Nor is it possible or desirable to be quantitative about any of the criteria for promotion and tenure. Rather these guidelines 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 Associate Professor requires evidence of past accomplishments and achievements, as well as promise of future growth and productivity as defined in the *ISU Faculty Handbook*. Promotion to the rank of Professor will require evidence that such promise has come to fruition through sustained excellent performance. Criteria for granting tenure to those in tenure-eligible 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 Professor appointed without tenure at Iowa State University, additional criteria for tenure may be specified as part of the term of the appointment.

Tenure will not be granted to instructors or Assistant Term Professors except under unusual circumstances. In all areas of activity, a faculty member must exhibit a strong sense of professional ethics and follow the guidelines in the *ISU Faculty Handbook*.

Qualifications: Recommendations for initial appointment and promotion are based on the evidence that the faculty member has met the qualifications for the rank to which the candidate is to be appointed or promoted.

Assistant Professor: should have a strong academic record and ordinarily should have earned the accepted highest degree in the field. The Assistant Professor rank is recognition that the faculty member has exhibited the potential to grow in an academic career. Appointment at or promotion to this rank should be based on evidence that the faculty member can be expected to become qualified for promotion to Associate Professor in due course.

Associate Professor: should have a solid academic reputation and show promise of further development and productivity in his/her academic career. The candidate must demonstrate:

- Excellence in scholarship that established the individual as a significant contributor to the field or profession, with potential for national distinction
- Effectiveness in the areas of position responsibilities
- Satisfactory institutional service

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

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

- National distinction in scholarship, as evident in the candidate's wide recognition and outstanding contributions to his/her field or profession
- Effectiveness in areas of position responsibilities
- Significant institutional service

Furthermore, a recommendation for promotion to Professor must be based upon an assessment, since the last promotion, that the candidate has made contributions of appropriate magnitude and quality and has demonstrated the ability to sustain contributions to the field or profession and to the University as defined in the *ISU Faculty Handbook*.

Initial academic rank of affiliates, collaborators, or others associated with the department shall be determined by a majority faculty vote of all tenured and tenure-track faculty members. The individual under consideration should submit a complete vita for review. These individuals shall not serve on the PTAC.

3. Post-Tenure Review

Faculty are required to undergo post-tenure review every seven years, or for reasons defined in the *ISU Faculty Handbook*.

a. The process

Tenured faculty members to be reviewed will submit the following documents to the FRC by December 15th:

- All PRSs since previous promotion or review
- Current CV
- Narrative summary that reflects activity and performance since the last review using a review template provided by the Department Chair, including changes to the PRS and responsibilities not reflected in the PRS
- If teaching is part of the PRS, at least one peer review of teaching or extension using department approved template

The tenured faculty members of the FRC will assess the performance of the faculty member and submit a report by February 1st to the Department Chair, providing an evaluation of 'meets expectations' or

‘below expectations’ with regard to each area of the faculty’s PRS.

The Department Chair will meet with the faculty member to discuss the FRC report.

A final report and recommendation will be submitted by the Department Chair to the faculty member’s College by March 1st.

If an assessment of ‘below expectations’ is defined for any area of the PRS, the FRC chair and the Department Chair will provide detailed recommendations for improvement in that area. This remediation action plan will be agreed upon by the FRC Chair, the Department Chair and the faculty member. Should consensus not be reached, arbitration as defined in the *ISU Faculty Handbook* Section 5.1.1.2.2 will be followed. By the end of the fall semester following the notification of the FRC review outcome, the faculty member must submit to the Department Chair a written report regarding the faculty member’s progress in addressing the remediation action plan.

b. Role of Department Chair

- Initiate the election of the faculty to the FRC as described in Section IV.
- By April 15th, prepare a list of faculty members to be reviewed and notify these faculty members and the FRC of their review status
- By May 15th, meet collectively with the FRC and faculty to be reviewed in order to clarify the process, the format for the submitted materials, and the deadlines
- During the month of February of the following year, meet with each reviewed faculty member to discuss the FRC report
- By March 1st, forward the FRC report, Department Chair letter, and the submitted post-tenure review materials to the Dean of the respective College
- For faculty found to be performing ‘below expectations’:
 - By March 1st, develop a remediation action plan for performance improvement as described in *ISU Faculty Handbook* Section 5.1.1.2.1.
 - The Department Chair will monitor the faculty member’s progress regarding the remediation action plan.
 - By end of the fall semester following the notification of the FRC review outcome, the Department Chair, FRC Chair, and the faculty member will meet to discuss the written report prepared by the faculty member regarding his or her progress in addressing the remediation action plan.

c. Evaluative Criteria

Evaluation shall be based on criteria related to the candidate’s assignments and position responsibility statement. It is not intended that each faculty must meet a certain set standard in each category. Nor is it possible or desirable to be quantitative about any of the criteria for evaluation. Rather these guidelines are to be regarded as indicators of performance and achievement, which will be considered during the evaluation process.

Reappointment requires evidence of past accomplishments and achievements as well as promise of future growth and productivity. In all areas of activity, a faculty member must exhibit a strong sense of professional ethics and follow the guidelines in the Statement of Professional Ethics found in “Professional Policies and Procedures.”

As part of the post-tenure review, faculty are expected to show that they are meeting expectations, as defined by the ISU Faculty Handbook. Meeting expectations, within the context of FSHN, requires fulfilling the PRS across the review period, including all responsibilities within teaching, research/creative activities, extension/professional practice, and institutional service. It is expected that all faculty will demonstrate productivity including scholarship in teaching, research and/or extension; mentoring students; and service to the department, institution, and profession. FSHN-specific criteria for meeting expectations are detailed below.

Research criteria: Research will be evaluated on the basis of the quality and quantity of research publications, scholarly presentations, and other types of scholarly dissemination; the impact these make on the scientific community and/or the food industry; how well the research compliments and contributes to other programs within the department, colleges, and university; efforts to obtain external research funding; and successful mentoring of undergraduate and graduate students. Mentoring of postdoctoral research associates will also be considered.

Meeting expectations in research will be defined as having a solid academic reputation and demonstrating excellence in scholarship that establishes the individual as a significant contributor to the field or profession.

Teaching and Advising criteria: Teaching will be evaluated by students and peers on the basis of mastery and appropriateness of subject matter, clarity and presentation, and ability to stimulate student interest. All faculty should have 2 peer-reviews of teaching using the department approved template as part of the promotion and advancement process for each rank. Evidence of excellence in teaching and/or advising may also include advances in teaching, publication of journal articles, texts, or other scholarly works; invited lectures; curriculum development; and other appropriate activities. Advisors are expected to be well informed about procedures, be available to students, and demonstrate an interest in student welfare.

Meeting expectations in teaching will be defined as effective teaching. As described in the ISU Faculty Handbook “Particular expressions of effective teaching vary widely, and teachers may demonstrate their pedagogical skills in a variety of ways. Regardless, faculty must demonstrate command of their subject matter, continuous growth in the subject field, and an ability to create and maintain instructional environments to promote student learning.”

Service Criteria: Faculty members play a vital role in the functioning of the university at all levels by participating effectively in faculty governance, and in the formulation of department, college, and university policies, or by carrying out administrative responsibilities including active participation on committees.

Meeting expectations in service is defined as meeting assigned responsibilities in institutional service and effectively contributing to the welfare of the department, college, and university through service. In addition, to meet expectations, faculty are expected to participate in and make significant contributions to appropriate technical, professional, and scholarly societies.

Extension Criteria: Meeting expectations in extension will be defined as effective statewide extension programming as documented with evaluation data, and development of appropriate supporting materials such as extension publications, web sites, or other technology-based materials such as mobile applications. All faculty should have 2 peer-reviews of teaching/ extension programming as part of the

promotion and advancement process for each rank.

C. ADVANCEMENT OF TERM FACULTY

When term faculty meet the ISU standards for promotion as defined by the *ISU Faculty Handbook, Section 3.3.3.2* they may submit a request to the Department Chair to be evaluated for advancement. Term Faculty appointments at the assistant/lecturer rank are eligible for advancement to the associate level after 5 years of employment (reviewed in the sixth year, with title change in the seventh year) as a faculty member at ISU (full or part time) or equivalent experience. There is no defined time for term faculty advancement from the associate to the professor level. The PTAC will review materials submitted by the term faculty member. The candidate shall provide the PTAC with a curriculum vitae, a document (maximum 5 pages) that explains the candidate's impact in each area of their PRS, and all PRSs for the appointment period. The PTAC shall follow the process outlined in IV.N to conduct the evaluation.

Term faculty seeking advancement to the associate rank must document a record of successfully contributing to the mission of the university as defined in the PRS, a record of contribution in the professional field, and promise of further professional and academic development. Candidates for advancement to the professor rank must document a record of proven excellence in the primary responsibilities identified in the PRS and effectiveness in other areas of the PRS, and a record of significant institutional and/or professional service.

Term research faculty, and adjunct faculty with research responsibilities, must demonstrate research and scholarly productivity commensurate with tenure-eligible faculty of the same rank, and must demonstrate independence as appropriate in their discipline. Because of the emphasis on scholarly productivity, external letters are required as part of the process for advancement of term research faculty, and adjunct faculty with research responsibilities.

a. *Timeline:*

- May 1st – Deadline to inform Department Chair of intent to pursue advancement. This also dictates that the any new members of the PTAC are elected by May 1st
- May 15th – Deadline for PTAC to meet with faculty intending to pursue advancement
- Discuss PTA process, timeline and provide templates from the respective colleges
- August 1st – Deadline for first draft of dossier and CV to PTAC committee members
- November 1st – Deadline for second draft of dossier and CV to PTAC committee members if needed
- January 1st – Deadline for final draft of dossier and CV, which are posted for department faculty review
- January 15th – Deadline for department faculty to discuss term candidates
- February 1st – Deadline for PTAC letter and term faculty materials to Department Chair

D. REVIEW OF TERM FACULTY

Because term faculty have varying appointment end dates, the timeline for review will be outlined for each individual, and provided in writing to each term faculty by the Department Chair at the time of hire or renewal.

- Term faculty will submit a summary document of their achievements 1.5 years before the end date of their appointment unless appointment is less than 3 years. For appointments less than 3 years,

special accommodations for review will be made by the Department Chair in consultation with the FRC.

- Term faculty members to be reviewed will submit the following documents to the FRC:
 - All PRS since previous review
 - Current CV
 - Narrative summary that reflects activity and performance since the last review using a review template provided by the Department Chair, including changes to the PRS and responsibilities not reflected in the PRS
 - If in PRS, at least one peer review of teaching or extension using department approved template
- All members of the FRC will assess the performance of the term faculty member and submit a report to the Department Chair. Within this report, the FRC will provide a written evaluation of 'meets expectations' or 'below expectations' with regard to each area of the faculty member's PRS. As defined in the Faculty Handbook, term faculty appointments are eligible for renewal based on the quality of performance and the continuing needs of the department. Term faculty with appointments longer than one year will be notified one year prior to the end of their appointment if they will not be renewed.

a. Role of Department Chair

- Initiate the election of the faculty to the FRC as described in Section IV.
- Prepare a list of faculty members to be reviewed and notify these faculty members and the FRC of their review status
- Meet collectively with the FRC and faculty to be reviewed in order to clarify the process, the format for the submitted materials, and the deadlines. These deadlines will include:
 - Deadline for the submission of documents to the FRC
 - Deadline for the FRC report to the Department Chair
 - Deadline for the faculty member and Department Chair outcome meeting
 - Deadline for submission of the Department Chair letter to the Dean
- Review the report of the FRC by the designated date
- Meet individually with the faculty member(s) to discuss the outcome of the FRC review
- Determination of renewal or non-renewal and length of renewal as based on the need(s) for the position, availability of funding, and consideration of the FRC review

E. DEPARTMENT CHAIR REVIEW

At the end of the first year and at the end of the appointment period, the faculty and staff of the department will be given the opportunity to evaluate the administrative performance of the Department Chair. The faculty may decide by electronic ballot to waive the Department Chair evaluation. The Deans of the CALS and the CHS may initiate a Department Chair evaluation as they so choose. Upon completion of a term of service, reappointment of the Department Chair will occur via protocols agreed upon by the Colleges with input of the FSHN faculty. When the faculty initiates a Department Chair evaluation, the procedure shall be as follows:

- A Department Chair Administration Review Committee (IV.D) will be formed according to college(s) governance.
- The Department Chair will prepare a two-page self-evaluation and submit it to the review committee.
- The Department Chair Administration Review Committee will make the Department Chair self-evaluation available to the faculty and will provide each faculty member who has been employed by the department for six months or more with a form for responding with his/her evaluation of

the Department Chair's administrative performance. Completed forms shall be returned to the committee.

- The committee shall summarize the responses into a single document and present a copy to the Department Chair and keep a copy on file along with the completed response forms.
- The committee shall forward copies of the summary documents to the Deans of CALS and CHS along with any comments or responses from the Department Chair that he/she wishes to include.

F. ASSOCIATE DEPARTMENT CHAIR REVIEW

The Department Chair will conduct annual evaluations of the performance of the Associate Department Chair. The Department Chair will solicit input from the faculty in the first year review and for subsequent reviews on at least a biennial basis.

G. MERIT AND P&S EMPLOYEE REVIEW

It is required that all Merit and P&S employees receive an evaluation by their supervisors at least annually. The Department of Human Resource Services will forward the appropriate form to the department prior to the employee's review date.

Periodic performance appraisals are to be conducted at least annually for P&S employees. A new employee shall undergo an initial written appraisal by the end of three months, followed by additional appraisals at other appropriate times. A record signed by the employee and supervisor that the appraisal occurred will be maintained by University Human Resources. Performance appraisal documentation will be maintained by the department, in accordance with ISU policies.

X. POSTLUDE

This document neither is intended to be nor shall not be in conflict with governance documents of the CALS, the CHS, and ISU. The Department Chair shall appoint a committee to prepare appropriate suggested revisions of this document if and when such conflicts appear to exist or occur.

Other revisions may be proposed by the Department Chair or by any faculty member eligible to vote under the eligibility guidelines delineated above. Any suggested revisions shall be presented as an agenda item for a department meeting. Acceptance of revisions shall require a favorable vote by a simple majority of the faculty members eligible to cast such ballot.