



Food Science and Human Nutrition Governance Document

Revision December, 2008



FSHN GOVERNANCE DOCUMENT

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DEPARTMENT OF FOOD SCIENCE AND HUMAN NUTRITION IOWA STATE UNIVERSITY

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. 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 as written by a favorable vote of the Department faculty on April 25, 2000. With the creation of the College of Human Sciences of July 1, 2005, and the Interdepartmental Graduate Program in Nutritional Sciences 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 NTER position policy was added and approved by a majority faculty vote in December 2008.

B. Scope

This governance document establishes the basic policies and procedures that govern the Department of Food Science and Human Nutrition at Iowa State University, subject to the directives and regulations of the University and the Colleges of Agriculture and Life Sciences and Human Sciences.

C. Purpose

The faculty is the governing 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, 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

The mission of the Department of Food Science and Human Nutrition is to contribute to the health and well being of the people of the state, the nation and the world by:

- Offering undergraduate and graduate education in food science and nutrition;
- Furnishing current and objective information about food science and nutrition to all Iowans, their government leaders, to those engaged in processing and distributing food and those affecting food selection; and
- Conducting research in food science, nutrition, and related areas, making the results available through publication in professional journals.

III. DEPARTMENT ORGANIZATION

A. Department Chair

The Department Chair of the Department of Food Science and Human Nutrition shall be a tenured regular member of the department. This person shall be appointed by the deans of Agriculture and Life Sciences (CALS) and Human Sciences (CHS) after consultation with members of the department, and with the approval of the president of Iowa State University and the Board of

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Regents. The department chair is responsible to both deans and represents the 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. Approving student programs for graduation
 - f. 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
 - c. Convening and presiding over departmental meetings
 - d. Establishing and maintaining intradepartmental communications
 - e. Preparing and administering allocation of annual budgets
 - f. Allocating and supervising the use of departmental facilities, equipment, and supplies
 - g. Hiring, supervising, evaluating, designating responsibilities of, and guiding development of staff personnel
 - h. Establishing and maintaining department record-keeping systems in accordance with university guidelines
 - i. Assuring compliance with university Office Procedure Guide
 - j. Maintaining an administrative office in both the Food Sciences Building and MacKay/Human Nutritional Sciences Building complex
5. External Affairs
 - a. Promoting effective communication between the department, affiliated centers, decision makers, professionals, agencies, industries, and boards
 - b. Assisting in developing, communicating and interpreting university, college, and

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- c. department policies
Serving as spokesperson for department faculty, staff, policies, and activities to officials of the Colleges of Agriculture and Human Sciences, the university, and the public
- d. Being responsible for the department's performance of all duties and activities assigned by the Colleges of Agriculture and Human Sciences and the university
- e. Establishing and maintaining external departmental communications by such activities as newsletters and open houses

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 Food Science and Human Nutrition shall be a tenured regular member of the department, appointed by the department chair in consultation with the faculty and the Department Chair Advisory Committee (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 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 graduate Teaching Assistant assignments and performance evaluations with Graduate Education Committee.
 - d. Supervise undergrad TA recruitment.
2. Personnel Supervision Responsibilities
 - a. FSHN Academic adviser – meet with him/her twice a month – primary supervisee
 - b. Lab coordinator – occasional communication – primary supervisee
 - c. Dietetics Internship coordinator – occasional communication – secondary supervisee
 - d. Senior lecturer – occasional communication – secondary supervisee

Perform a yearly activity review of supervisees in spring and report to the Chair.
3. Committee Responsibilities
 - a. Curriculum – serves as Chair of the Curriculum Committee
 - b. Outcomes Assessment/Undergrad - member
 - c. Departmental Advisory Committee – 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
 - d. Visit classrooms and perform peer evaluations of teaching
 - e. Participate in faculty annual reviews to discuss teaching issues
 - f. Sign various documents on own authority or for Chair in his/her absence
 - g. Responsible for teaching laboratories in Food Sciences Bldg.
 - h. Keep current on recruitment activities, special projects related to academic programs, FSHN Learning Community, etc.

C. Faculty

The department has the right, subject to college and university regulations, to designate categories

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of faculty membership and to select the members of its faculty and staff. For more detail of the following definitions of faculty appointments, please consult the most current issue of the Faculty Handbook.

1. Types of appointments
 - a. REGULAR members are those who hold faculty appointments as defined by the *Faculty Handbook* to permanently budgeted positions in the department and who do not hold such appointments in any other unit of the university. Such persons may be tenured or non-tenured.
 - b. NON-TENURE-ELIGIBLE RESEARCH (NTER) appointments are considered at the rank of Assistant, Associate, or Full Research Professor. As defined by the Faculty Senate, these are employees of ISU with external funding for salary, they are non-tenure-eligible, renewable term appointments not to exceed 5 years in any contract period. All NTER appointees will have a PRS, with not less than 90% time commitment to research, and a maximum of 10% for service on graduate committees and/or research related seminars. Research professors are not members of the General Faculty, may not hold senate positions, nor represent the faculty on college or university committees. They are eligible to be members of the Graduate Faculty.
 - c. JOINT members are those who hold faculty appointments and who receive a portion of their salary from a line item in the departmental budget. Such persons hold one or more such line item positions in other units of the university. Negotiation of joint appointment percentages will be handled by the department chair and the faculty member concerned.
 - d. 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 appointments are reconsidered every (four) years for reappointment or termination.

Joint and 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.

Joint and courtesy faculty have the following rights:

- vote on issues for which a faculty vote is required (except for promotion and tenure decisions for FSHN regular faculty);
- serve as major professor for graduate students in FSHN.

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.

- e. TEMPORARY members are persons who hold short-term (no longer than one

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- year) appointments in the department. These persons may be appointed to meet unique staffing needs or to permit short-term collaboration with the department.
- f. ADJUNCT/LECTURER/CLINICIAN members are persons with regularly budgeted faculty positions but because of personal or departmental circumstances are neither tenured nor tenure-track. In all other respects the person is considered to be a regular member of the faculty. Adjunct, lecturer, or clinician appointments are normally made for one to three years. A faculty member can only be on a lecturer or clinician appointment for a total of six years. After the sixth year, they need to be promoted to Senior lecturer or Senior Clinician.
 - g. VISITING memberships are intended for individuals who are not members of the university faculty but may be faculty at another institution or may come from business, industry or government. A visiting faculty person is intended to provide special input to the departmental activities and is limited to one year.
 - h. COLLABORATOR positions are for persons who may be appointed to the faculty but who are not employed by the university and who receive no salary from the university. A collaborator is typically a person with special expertise related to the activities of the department.
 - i. AFFILIATE membership is for persons who are appointed by the university but do not require a financial obligation by the university. Such appointments are made to permit scholarly activities that benefit both the person and the department.
 - j. EMERITUS are faculty members who have been employed at least ten years by Iowa State University and may, upon retirement, be given emeritus status at their rank at the time of retirement.
2. Faculty Duties and Responsibilities (PRS)
- All faculty will have a Personal Responsibility Statement (PRS). This document is prepared by the Department Chair in consultation with the faculty member 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 3 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. 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 *Faculty Handbook*. They also have responsibility to aid in outreach appropriate to departmental activities.
 - b. TEACHING AND LEARNING
The department shall provide a faculty and staff that will furnish appropriate and

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comprehensive education toward undergraduate and graduate degrees in food science and human nutrition and related areas. Student advising, related to academic and career opportunities, also will be provided. Classroom, laboratory, clinical, and industrial learning opportunities will be provided that incorporate scientific principles and their application to food science and human nutrition. Teaching faculty are encouraged to maintain high academic standards, to participate in outcomes assessment training, and to explore and utilize innovative teaching technology.

The teaching responsibilities of each member of the department shall be determined by the department chair in consultation with the Associate Chair and the person concerned. Teaching includes on- and off-campus instruction, and courses offered on-line for credit.

Members of the department shall counsel graduate and undergraduate students regarding academic programs, student career development, job placement, and other related concerns.

Members of the department shall arrange for student evaluations of each course that they teach during each term. The purpose of such evaluations is faculty self-improvement and performance evaluation. Other forms of evaluating teaching and learning effectiveness are expected to be obtained on a regular basis.

c. **RESEARCH AND SCHOLARSHIP**

All faculty are expected to engage in creative scholarly activities. Faculty will conduct imaginative research to provide knowledge that can be used to advance food science and 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. Research and creative scholarship includes the development and communication of new information, knowledge, interpretations, insights and methods, as suitable, to appropriate audiences. 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.

d. **OUTREACH -AND TECHNOLOGY TRANSFER**

Faculty members of the department will provide educational leadership in food science and human nutrition and conduct educational programs for the public. Outreach and technology transfer scientists shall be involved in research programs and activities especially in the planning, data analysis, and transfer of this knowledge. Efforts leading to economic development through new technology, patents, commercial endeavors or related activities are encouraged. All faculty of the department shall be expected to contribute to outreach and technology transfer endeavors when appropriate. Likewise, cooperation with food- and nutrition-related agencies and societies with education programs, other Iowa State University departments and other units to conduct interdisciplinary educational programs is expected of all faculty.

e. **SERVICE RESPONSIBILITIES**

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Faculty of the department shall engage in departmental, college and university 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.

f. ADMINISTRATIVE OR OTHER SPECIAL ASSIGNMENTS

(i.) *Faculty with Departmental Administrative Roles*

The department chair shall appoint committee chairs except the chairs of the Promotion and Tenure, Faculty Review, and Department Chair Administration Review committees and make administrative assignments such as the Associate Department Chair, Director of Graduate Education (DOGE), and the Director of the Didactic Program in Dietetics.

(ii.) *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 Department Chair Advisory Committee to plan how departmental needs will be met with the role change.

(iii.) *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.3.pg 20) state: 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 office or appointment, a faculty member should meet with the department 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.

D. ~~NonTenure~~-Track Faculty Responsibilities (excluding NTER)

All nontenure-track faculty share the same rights, privileges, and responsibilities of tenure-track faculty in normal departmental functions. They are expected to attend faculty meetings, serve on appropriate department committees, and vote on issues concerning the department's academic programs (e.g. curriculum changes, advising policies). Nontenure-track faculty may not participate in promotion/tenure discussions or voting for tenure-track faculty.

The department encourages nontenure-track 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).

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As part of the academic staff in the department, nontenure-track Lecturer and Clinician faculty are expected to participate in curriculum review and development. Nontenure-track Adjunct Faculty members are expected to participate on appropriate committees and task forces in relation to their role in the department.

NTER appointees do not have departmental voting rights.

- E. Professional and Scientific (P&S) and Merit Employees
These employees will have their responsibilities defined in a Position Information Questionnaire (PIQ) 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.
- F. P&S WITH ADJUNCT FACULTY STATUS
P&S staff members with Adjunct Faculty status will have their responsibilities defined in a Position Responsibility Statement. Such responsibilities might include teaching, extension/outreach, or other traditional faculty responsibilities. Each P&S adjunct faculty member will be supervised by an appropriate regular faculty member.

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, will be recruited by the department chair from faculty members who represent a mix of disciplines, P&S employees, merit staff, and 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. Faculty members with voting rights are expected to serve on their assigned committees. Chairs of all standing committees, with the exception of the Faculty Review, Promotion and Tenure, and Department Chair Administration Review committees, 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. DOGE, 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.

- 1. AWARDS
The Awards Committee notes awards that are available for which our faculty, staff and alumni might qualify. The tasks of nominating various staff members 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. Nominations from previous years that were not successful may be passed on to the new committee.

Membership of the committee will include five faculty members, one administrative staff member and one graduate student.
- 2. COMPUTER
The Computer Committee has the following responsibilities:
Recommending policies for using shared resources and department support, developing a plan for shared computer (software and hardware) resources, establishing priorities for department purchases and program support, advising faculty and staff on availability of state-of-the-art software, allocating and overseeing resources distributed to the

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department from student computer fees, providing departmental representation (the chair or a designate) for the CHS Computer Resources Committee and CALS Technology Advancement Committee, and providing oversight for departmental computing resources.

Membership of the Computer Committee includes the department technical support staff member who serves as chair, two faculty members, a representative of the administrative staff, and an undergraduate and graduate student per the GSB/GSS covenants for distribution of computer fees.

3. CURRICULUM

This committee is in charge of Food Science and Nutrition undergraduate and Food Science graduate 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 FSHN Curriculum Committee will implement curriculum revisions based on documented changes in learning provided by the 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 Curriculum Committee includes the chair, faculty representatives from the disciplinary areas of food science, dietetics and nutrition, the academic advisor (ex officio). All members vote; the chair votes only in case of a tie. The undergraduate education secretary will assist with minutes and documentation of curricular revisions.

4. DEPARTMENT CHAIR ADMINISTRATION REVIEW

When called upon, this committee is responsible for conducting the department chair evaluation process described in section IX.C pg 26.

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.

5. DEPARTMENT ADVISORY COMMITTEE

This committee acts in an advisory capacity to the department chair on administrative issues, academic matters, and faculty and staff development. The membership is drawn from faculty and staff, including those serving in designated administrative roles and in other program leadership positions. In addition, one at-large member is elected to a one-year term by the faculty. The composition of the committee varies with changing activities of the department and the university. Those serving as representatives of department program areas are responsible for reflecting the concerns of their respective groups.

6. 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 (e.g., B.K. Watt and Lotte Amrich).

The committee membership includes a graduate student from each discipline, the instructors for FSHN 681 and representative faculty members. Seminar Committee

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appointments begin and end in May rather than August to facilitate seminar scheduling.

7. FACULTY REVIEW

The purpose of this committee is to conduct post-tenure review of faculty members. This elected committee will be composed of four tenured faculty members and will include at least one full professor. Committee members will serve a two-year term and are not eligible for re-election for two years after completing a term. Two members will rotate off the committee in alternating years. The department chair and the associate department chair are not eligible for membership on the committee. The committee shall always include at least one member from nutrition and one from food science. Committee members will be elected by a vote of faculty members eligible to vote. Faculty members cannot serve simultaneously on the FRC and the PTC. This committee will meet in September each year to select its chair for the upcoming academic year.

The functions of this committee will be:

- (i.) to evaluate faculty review documents of designated faculty members
- (ii.) to submit to the department chair a written report along with all documents provided by the faculty member. Letters of evaluation are not required.
- (iii.) the chair of the committee will serve as a member of the PRS Mediation Panel

8. FOOD SCIENCE AND TECHNOLOGY GRADUATE ADMISSION

This committee is responsible for the following functions:

- Establish the application deadlines and procedures for receiving, compiling and processing graduate applications. Revise and update application forms
- 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 preapplications and applications and recommend to the DOGE for denial or admittance
- Provide oversight for the recruitment of graduate students
- Recommend department assistantship offers from a list of formal admissions
- Inform faculty of the status of newly accepted students and assign temporary major professors to new students on department assistantships
- Coordinate applications for Biotechnology and HS college scholarships for new graduate students
- Participate in new graduate student orientation (beginning of fall and spring semesters)
- Survey faculty concerning graduate student needs for the next year (at the end of fall semester)
- Report to the Graduate Education Committee
- Correspond with most applicants and all accepted applicants
- Respond to inquiries from applicants during admissions process

Membership of the graduate admissions committee includes a chair, two faculty representatives, and the graduate education secretary. The FST DOGE serves as ex officio.

9. GRADUATE EDUCATION

This committee is responsible for carrying out the following functions to coordinate the application and admission process:

- Oversees all graduate programs

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- Nominating graduate students/applicants for scholarships, Excellence awards, University assistantships, etc.
- Submitting applications for graduate assistantship and fellowship opportunities

The committee also administers the program to provide students with a positive and successful graduate education experience through the following activities:

- Organizing new graduate student orientation
- Conducting annual graduate student evaluations
- Collecting information on TA needs and preferences from faculty and assist associate chair with TA assignments
- Collecting TA performance evaluations from instructors
- Monitoring rotations of departmental RAs and consulting with department chair on the assignment of RAs after rotation
- Soliciting, collecting, and evaluating Graduate College Research and Teaching Excellence Award nominations
- Monitoring interdepartmental graduate nutrition major and food science curriculum development
- Establishing and monitoring standards for graduate applicants and graduate students
- Responding to data requests and policy needs from the Graduate College
- Monitoring POS committee composition and POS course selection for food science and technology and interdepartmental graduate nutritional sciences majors mentored by FSHN faculty
- Reminding appropriate students about SPEAK/TEACH tests for TA assignments and English tests for native speakers required for graduation as well as receiving and distributing test results
- Maintaining graduate student statistics
- Conducting outcomes assessment for graduate program

The FST DOGE serves as Chair of the Graduate Education Committee. Members of the Graduate Education Committee include the DOGE for the interdepartmental graduate program in nutrition, faculty representatives of each curricula, and the graduate education secretary.

10. GRADUATE RECRUITMENT

The Graduate Recruitment Committee is responsible for defining, implementing, and assessing the graduate student recruitment plan for the department. The committee will develop recruitment activities, identify recruitment opportunities and enlist support from the faculty to participate in recruitment activities. The committee will oversee the development of recruitment materials, including the departmental webpage as related to student recruitment and will provide for departmental participation in graduate recruitment events.

The Graduate Recruitment committee will be comprised of 4 faculty members, one of which will also serve on the Graduate Admissions Committee, the Graduate Secretary and two Graduate Students.

11. 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 subscriptions or other library related activities.

One faculty member is appointed to this position by the Department Chair.

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12. PROMOTION AND TENURE

This elected committee will be composed of four tenured FSHN professors. Committee members will serve three-year terms and are not eligible for re-election for two years after completing their terms; one member will be elected each year. 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 and for two years after release as department chair or associate department chair. The committee chair will be the person serving his/her third and final year on the committee. Committee members will be elected by a vote of all faculty members eligible to vote (see section V.B. for designation of faculty eligible to vote). The committee shall also include at least one member from each discipline (food science and nutrition). If necessary, a re-election will be held to ensure disciplinary representation. Alternate members should be elected to serve in instances where a committee member has a conflict of interest. The persons with the next highest votes and who maintain disciplinary and college representation will serve as alternates. In the case of a vacancy in an unexpired term (whether through resignation, retirement, Faculty Improvement Leave, etc.), an appropriate individual shall be elected to complete the unexpired term.

* For purposes of promotion and/or tenure considerations, the associate department chair functions in the capacity of a faculty member except he/she is ineligible to serve on the PTC. 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.

The functions of this committee will be:

- to meet by May 15 with the department chair and the candidates to clarify all steps, procedures and material formats involved in the P&T process for the following year;
- to advise in preparation of materials and to review for completeness and accuracy all materials for the purpose of promotion and/or tenure recommendation;
- to prepare a list of 4-6 recommended external (off-campus) reviewers from which the department chair shall solicit letters of review as described below under h.;
- to make available for review by appropriate departmental faculty the written credentials of each candidate reviewed for promotion and/or tenure;
- to call and conduct a meeting of appropriate departmental faculty* to review and discuss the credentials of each promotion and/or tenure candidate and to organize a secret, written vote on promotion and/or tenure recommendations for each candidate; and
- to summarize the faculty vote and submit a written recommendation concerning promotion and/or tenure which includes a summary of the faculty vote to the department chair. A copy of the report will be available for review by eligible voters.
- when a faculty member serves on a College or Campus P&T committee he/she may only provide one vote per faculty decision in the tenure process. Typically, faculty will vote at the lowest level (department) and abstain from voting at the higher levels.

13. SCHOLARSHIPS

FSHN department scholarships for undergraduates are announced during fall semester. The Scholarship Committee reviews guidelines for each scholarship, determines format

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for submissions and announces the scholarships by flyer and e-mail in November/December. Scholarship applications are due in department offices in early February. The undergraduate program secretary assists with applications, 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.

The committee membership includes four faculty members and the undergraduate program secretary.

Scholarship Committee Timetable

Date	Activity
Nov	Committee reviews applications (freshmen, undergrad, grad, & senior awards) from previous year and decides on changes.
Nov/Dec	Secretary distributes applications and posts notification (website and flyers). Academic advisor notifies students and faculty via email that applications are available and notifies faculty that senior awards are available.
Early Feb	Applications are due in 220 MacKay.
Late Feb	Secretary enters application information on spreadsheet for committee use. Secretary requests financial need information from the Student Financial Aid Office for students wanting to be considered for financial need and sorts student database according to scholarship requirements.
Late Feb	Administrative specialist provides list of funds available from ISU foundation accounts.
Early Mar	Committee reviews applications and meets to make scholarship and senior award decisions.
April-May	Secretary sends congratulations and decline letters to students signed by committee chair; sends letters to donors notifying them of the students who received their scholarships; and prepares list and sends to CHS.

14. SAFETY/FACILITIES

The FSHN Safety/ Facilities Committee is responsible for promoting a safe environment in FSHN laboratories. Early in September, the safety/space committee organizes a department seminar for all faculty, staff, and graduate students to inform them of laboratory safety concerns. Attendance at the safety seminar is mandatory for everyone involved in laboratory research. ISU Environmental Health and Safety (EHS) staff provide the latest information on laboratory safety rules and regulations, procedures, and related matters.

Each fall, the person responsible for safety from each FSHN laboratory completes a Safety Checklist and provides a copy to the chair of the FSHN Safety/ Facilities Committee. This list includes documentation that all lab personnel have reviewed the EHS *Chemical Hygiene Plan* on-line and that the lab has on file personnel safety training

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records, SOPs for methods used in each lab, a current Material Safety Data Sheet, prior approval of hazardous lab operations, a yearly updated chemical inventory that has been forwarded to EHS, a yearly completed Safety Survey Sheet, and a yearly completed Radiation Safety/Biosafety Lab Checklist (where applicable).

The Safety/ Facilities Committee is also responsible for encouraging FSHN faculty members to maintain their office and laboratory spaces in a professional manner and condition. The Safety/Facilities Committee is responsible for completing the university facilities space report (every 2 years). Committee members and faculty members are encouraged to report their space needs to the FSHN department chair.

Membership of this committee includes three faculty members and sufficient research support staff to ensure the conduct of safe laboratory operations (including representatives from each building/facility).

15. UNDERGRADUATE RECRUITMENT

The Recruitment Committee is responsible for defining, implementing, and assessing the undergraduate student recruitment plan for the department. The committee will develop recruitment activities, identify recruitment opportunities and enlist support from the faculty to participate in recruitment activities. The committee will oversee the development of recruitment materials, including the departmental webpage as related to student recruitment. Typical recruiting activities include visits to high schools and community colleges, hosting visiting students and groups, FSHN days, Hooked on Science and similar events hosted by the colleges or campus.

The Recruitment Committee membership includes a chair, faculty representatives from food science, nutrition and dietetics and the academic advisor. A graduate and undergraduate student will also serve on the committee.

16. OUTCOMES ASSESSMENT

The Outcomes Assessment Committee is responsible for the development and implementation of outcomes assessment plans for all FSHN curricula. The OA Committee works with the FSHN Curriculum Committee to document changes in learning and to facilitate modification of course and program content based on student learning outcomes. The OA 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 OA committee coordinates FSHN program assessment with college and university assessment plans. The committee directs and may provide educational opportunities about outcomes assessment strategies for the faculty and regularly evaluates the effectiveness of the curriculum. The committee is composed of faculty representatives from each discipline and the academic advisor. Members are appointed to represent FSHN on outcomes assessment committees in each college.

V. OTHER DEPARTMENTAL SERVICE APPOINTMENTS

1. Department Service Coordinators

Appointed by department chair or center directors as appropriate. Examples include:

- FSHN Club Advisors
- Human Metabolic Unit Manager
- Sensory Evaluation Facility Manager
- Pilot Plant manager
- Safety support

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2. **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 chair will work closely together to insure 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. Center directors with FSHN faculty appointments shall serve on department committees and fulfill their faculty responsibilities as agreed upon with the Department Chair.
3. **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. Typically, an annual meeting of the EAC shall be held in the fall.

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 VIIA.2, 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. Students 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.

Robert's Rules of Order shall apply to faculty meetings. A quorum of one person more than 50 percent of the faculty members eligible to vote and not currently on leave must be present for any deliberations to be binding.

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 but cannot be voted upon at the meeting. Only faculty members eligible to vote (defined in section VII.B pg 15) may vote.

Voting may be conducted by a voice vote or a show of hands. Any request for a secret, written ballot on any issue must be honored. A simple majority vote will decide an issue, including changes in the governance document. A majority is defined as more than 50 percent of the voting members plus proxies present or more than 50 percent of those voting in a secret, written ballot.

A faculty member may confer a proxy voting right upon another member. Absent faculty members must provide both the department chair and the proxy with a written verification of the proxy's authority.

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VII. VOTING PROCEDURES AND ELIGIBILITY

A. Procedures

Departmental votes are conducted in one of the following ways: during department faculty meetings, by paper ballot, or by electronic ballot.

1. PAPER BALLOTS

Voting on matters concerning promotion and tenure and faculty review are always conducted using paper ballots. Faculty members may request that paper ballots be used for any vote.

In a paper 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 paper ballot votes. Votes that are not cast are automatically considered abstentions.

2. ELECTRONIC BALLOTS

Votes on departmental issues may be distributed and cast electronically via e-mail. For confidential department issues votes are cast electronically through Access Plus.

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. Votes that are not cast are automatically considered abstentions.

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 written.
- The department administrative staff will ensure that written ballots are sent to all B-base faculty members and 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.

B. Eligibility

All regular, joint, adjunct/lecturer/clinician, courtesy faculty members with adjunct status, and P&S staff with administrative roles (e.g. Director of Dietetics, Academic Advisor), are eligible to vote except on matters concerning promotion and tenure. NTER appointments do not have voting rights. Only tenured and tenure-track faculty members may vote on P&T issues.

The department chair does not vote on matters of departmental policy and administration unless there is a tie vote. The department chair may vote on academic matters. The associate department chair is considered a regular faculty member and is eligible to vote as such.

VIII. HIRING PROCEDURES

A. For Faculty Positions

1. REGULAR FACULTY POSITIONS

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. A clerical or P&S staff member shall be assigned to assist the

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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. 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 chair of the search 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, for example, Extension administrators or field staff or center directors.

The search committee shall submit evaluation 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 *Faculty Handbook*.

2. NTER APPOINTMENTS

NTER appointments will be approved at the department, college and provost levels. Qualifications, standards and procedures for ranks should be the same as for tenured and tenure-eligible faculty. Requests for NTER appointments in FSHN will be evaluated by a search committee, which is designated by the Department Chair, and comprised of tenured and/or tenure-eligible faculty. The search committee will provide the Chair with rank, term and departmental participation recommendations. The Chair will seek input from the general FSHN faculty on making the appointment, but will have final decision for carrying the request forward. Typically, the term of an NTER appointment will be defined by funding availability. Should the funding source end, become insufficient to maintain the position or be otherwise inadequate to complete the term of the appointment, the NTER position may be terminated by the Department Chair. As stated in the ISU policy, no state funding may be used to support NTER appointees, hence loss of funding is sufficient grounds for termination.

Research space, including laboratories and office, will be assigned to the NTER appointee by the Department Chair. There will be no obligation by the Department Chair to use departmental resources to cover expenses of remodeling, telecommunications, furniture or other costs associated with the NTER appointee. The Department Chair may negotiate with a tenured or tenure-eligible faculty member to share their research areas, however this must be a mutual agreement.

NTER may not be appointed by Centers or Institutes. Furthermore, the grant(s) providing funding for the NTER must be managed by the FSHN department before the NTER may be approved, and sufficient funding to provide salary for the NTER and adequate research expenses must remain within the department throughout the term of the NTER.

3. ADJUNCT/LECTURER/CLINICIAN FACULTY POSITIONS

The department of Food Science and Human Nutrition expects to hire Adjunct Faculty, Lecturers and/or Clinicians to support its academic mission. Adjunct faculty may be

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appointed as non-tenure track faculty members to support our research, teaching, and/or outreach programming.

The Lecturer and Clinician non-tenure-track faculty may engage in traditional classroom and laboratory teaching, supervision of students in the Dietetic Internship and other internship programs, undergraduate advising, development and delivery of web-based and other distance education courses, coordination and supervision of academic support services, and coordination of the Dietetic Internship. It is expected that persons working with the dietetics programs will be certified Registered Dietitians.

The decision to hire a nontenure-track faculty member, as well as the minimum qualifications needed for the position, rests with the department chair and requires approval of the appropriate Dean and the Provost's office. Appropriate departmental faculty committees or the full department faculty should be consulted in this decision. If the hire is to be made for an external candidate, a search committee composed of FSHN faculty and academic staff members should conduct the search according to procedures defined by ISU Human Resources. If the hire is to be made for an internal candidate, the Department Chair convenes an appropriate faculty committee to discuss the position and candidate. The decision regarding the level at which to hire an individual (Adjunct instructor, Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor; Lecturer or Senior Lecturer; Clinician or Senior Clinician) should be made by the department chair in consultation with the search committee. The decision should be based on the qualifications and prior experience of the candidate, and should be in accordance with the stated qualifications for these positions in University policies. The appointed non-tenure track faculty member will develop a position responsibility statement that will succinctly describe their duties and will be signed by the faculty member, their direct supervisor, (if other than the chair), and the department chair.

4. VISITING, TEMPORARY, COLLABORATOR, AFFILIATE, AND JOINT APPOINTMENTS

The department chair shall follow university procedures for faculty appointments as outlined in the *Faculty Handbook*.

5. COURTESY 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 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.

6. 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.

In the first case, 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 evaluation, and make a recommendation to the department chair.

In the second case, the department chair shall consult with the Department Advisory

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Committee before granting faculty appointments in the department.

- B. For P&S and Merit Positions
Appointments shall follow personnel policies as outlined in the ISU Office Procedures Guide.

IX. PERFORMANCE EVALUATION

- A. Introduction
The purpose of this section is to set forth the departmental policies and procedures to be employed in the following types of performance evaluations:

- Faculty reviews, including annual performance, post-tenure, and promotion and tenure
- Department chair reviews
- Associate department chair reviews
- P&S employee reviews
- Merit employee reviews

The document is based on the colleges and university documents on 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 preference of the faculty member.

- B. Faculty

1. ANNUAL PERFORMANCE REVIEW. The department chair will conduct an annual conference with each faculty member.

- a. Position Responsibility Statement

A position responsibility statement (job description) for each faculty member shall be written by the department chair and faculty member during his/her first year and updated as needed in subsequent years. Typically, the PRS shall not be modified in the pre-tenure period. A change in the PRS may be initiated at any time by the department chair or faculty member. The department chair has final decision regarding approval of the PRS. This statement or its revisions should guide all subsequent reviews (annual, promotion, tenure, post tenure, etc.)

- b. Annual review of faculty

All tenure & nontenure-track faculty will be reviewed annually, following standard department practices for faculty reviews.

The faculty member being reviewed will complete an annual activity report, using as a template the activity report form used by tenure-track faculty, 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.

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), written evaluations prepared by faculty who work with the nontenure-track faculty member being reviewed or who sat in on classes, and

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examples of materials (syllabi, course packets, lab manuals, exams, etc.) used in class.

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 director of the dietetics program or a tenure-track faculty member who works with or directly supervises the nontenure-track faculty member may also participate in the meeting.

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

i. *Review for Non-Tenure Track Appointment*

An Adjunct faculty member, Lecturer or Clinician may be appointed for up to a 3-year term. The decision to extend the term for up to an additional 3 years rests with the department chair, will be based on the individual's annual reviews, and will be made in consultation with any faculty members who directly supervise the person under review. Recommendations of the departmental chair will be forwarded through the appropriate college dean and to the Provost's office for approval.

At the time of consideration of promotion to Adjunct Associate, Adjunct Professor, Senior Lecturer or Senior Clinician, the department chair will appoint a 3-member faculty committee to conduct this review. One member of this committee should be someone in FSHN who has not participated in the annual reviews of the individual, and one member should be from outside the department. While it is not required that a review from someone in a similar professional area outside the university be obtained, this can be helpful in many circumstances and should be encouraged. The review committee will function in a manner similar to that of the departmental Faculty Review Committee, and will make a recommendation on promotion to the department chair, who makes the final decision on promotion. Promotion to Adjunct Assistant, Adjunct Associate or Adjunct Professor will be based on criteria similar to the parallel non-adjunct roles but based on accomplishments related to the PRS of the adjunct faculty member. Promotion to Senior Lecturer/Senior Clinician will be based on excellence of performance in the role of Lecturer or Clinician over a period of 6 years.

Materials that should be provided to the review committee include the annual activity reports of the individual and annual written evaluations, a narrative written by the individual summarizing and analyzing his/her activities over the time period in question, and any supporting materials the individual wishes to include (syllabi, course packets, manuals, web pages, published papers, summaries of instructor evaluations, etc.)

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Adjunct Associate or Full Professor Faculty, Senior Lecturers and Senior Clinicians may be appointed for terms of up to 5 years, plus a 1-year notification period if the appointment will not be renewed. They will be reviewed annually as outlined above, and will be reviewed for reappointment by a 3-member faculty committee at least once every 5 years, in a manner comparable to that used in the department for post-tenure review of tenure-track faculty. The decision on reappointment, including a summary of the review committee's findings, will be given to the individual in writing by the department chair and will be forwarded to the appropriate college dean and the provost's office for approval.

NTER appointments will be reviewed annually by the Department Chair, using the same evaluation tools required of tenured and tenure-eligible faculty. Should the Department Chair determine that performance is inadequate, disruptive or inappropriate for the department, he/she may terminate the NTER appointment. Considerations for advancement in rank will be presented to the Promotion and Tenure Committee for review upon request of the appointee or the Department Chair. The P&T committee shall request appropriate documentation from the appointee in order to suitably evaluate performance. These documents will be made available to all FSHN faculty members and an open forum to discuss the appointee will be held under the direction of the P&T committee. The P&T committee shall make a formal report of their recommendation to the Department Chair who shall have final decision responsibility for carrying the request forward.

2. POST-TENURE REVIEW. All tenured faculty members will be evaluated every seven years. An individual faculty member may request this type of review at any time, but may not decline to be reviewed at least every seven years. The review may be initiated by either the individual faculty member or the department chair. The Faculty Review Committee (FRC) will carry out post-tenure reviews.
 - a. Post-Tenure Review Documents
 - (i.) *Prepared by Faculty Member.* A summary of activity since the last review following the format of the appropriate college will be submitted for review by the committee.
 - (ii.) *Prepared by Committee.* The FRC will submit to the department chair a written report along with all documents provided by the faculty member. The department chair may share this written report with the faculty member during the annual performance review.
 - b. Role of the Department Chair in Post-Tenure Reviews
The department chair shall initiate the election of the faculty to the FRC as described above.

Either the department chair or the individual faculty member may initiate a post-tenure review. Each spring semester, the department chair shall prepare a list of faculty members to be reviewed and shall notify these faculty members of their review status.

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The department chair shall request review information from the faculty members being reviewed. At the time of the request, the department chair will provide faculty members with appropriate formatting information. The department chair will transmit that information to the review committee.

The department chair shall meet with each reviewed faculty member to discuss the FRC report, usually during the annual review.

3. PROMOTION AND TENURE. Faculty members who so request or require it will be reviewed for promotion/tenure recommendations.

- a. Promotion and Tenure Committee (PTC)

Candidates for professor will be evaluated by a meeting of professors. Candidates for associate professor will be evaluated by a meeting of professors and associate professors. Only tenured faculty are to be present during the discussions of tenure decisions and to vote on tenure. Other individuals, including adjunct professors and the department chair, are not to be present at the meeting. PTC members will vote as part of the faculty and will not conduct a separate committee vote. The PTC will summarize the discussion of the faculty in a letter which is submitted to the Department Chair. This letter shall include the outcome of the faculty vote.

Any faculty member having a conflict of interest (as described in the university *Faculty Handbook*) concerning a faculty member under review will, after consultation with the department chair, excuse himself/herself from all discussions and votes concerning the faculty member. A conflict of interest may take various forms but arises when a faculty 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 he/she is closely associated.

The faculty member under review will not be present at either committee meetings or ad hoc faculty meetings that review him/her.

The faculty vote on promotion and/or tenure recommendations will be by written ballot due one week from the date of the meeting. The numbers of yeas, nays, abstentions, and faculty failing to vote will be reported as specified in the university *Faculty Handbook*. In addition, the department shall record the names of all faculty who vote (separate from their specific vote). Following the vote the PTC shall notify all eligible faculty of the outcome of the vote.

- b. Promotion and Tenure Review Documents

- (i.) *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 appropriate college. The faculty member should provide a list of individuals at other institutions from whom letters of review might be solicited. The candidate should also indicate in writing to the department chair any possible conflicts of interest regarding potential outside peer reviewers.

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This list shall be submitted to the PTC before consideration by the PTC of the possible external reviewers.

- (ii.) *Prepared by the Committee.* The PTC shall submit to the department chair and the candidate a written summary of the faculty evaluation of the candidate. 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 PTC (the Promotion and Tenure Review prepared by FSHN PTC) when it is submitted to the department chair. This will be made available in the main office or at a secure website, such as WebCT.

- c. Candidate's 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 in the file (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.

- d. Appeals of Departmental Promotion and Tenure Reviews

If an individual is dissatisfied with the departmental review received, he/she may, within one week of receiving the report of the PTC, appeal in writing to the department chair for reconsideration, describing in detail the justification for such reconsideration. The department chair may, after consultation with the individual and the PTC, refuse such reconsideration or may submit additional documents to the committee for further consideration. The decision by the department chair after a reconsideration by the PTC shall be the final recommendation for the department. Any further appeals outside the department shall follow procedures outlined in the current university Faculty Handbook.

- e. 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.

- f. Postponing P&T Reviews

Very unusual circumstances may warrant a postponement of a mandatory review. In such cases, the candidate shall submit a request in writing as soon as possible (prior to April 1) to the department chair before the review is scheduled. The department chair will consider the request and make a decision as to forwarding the postponement request to the appropriate dean.

- g. Role of the Department Chair in Promotion and Tenure Reviews

The department chair shall initiate the election of the faculty to the PTC as described above. The department chair shall identify the PTC members in writing to all candidates for promotion and/or tenure.

By May 15th, the department chair and the PTC should meet with all

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candidates for promotion and/or tenure to clarify all steps, procedures and file formats involved in promotion/tenure review.

The department chair shall request review information from the faculty members being reviewed and transmit that information to the review committees.

The department chair shall solicit four to six off-campus letters of review. The department chair may select other reviewers, in lieu of or in addition to those recommended by the PTC, provided that at least three reviewers solicited are from the committee list, and at least one is from the candidate's list. (See section i below for guidelines on letters of evaluation.)

The department chair shall review the promotion and tenure recommendations from the faculty. The department chair prepares a Recommendation for Promotion and Tenure form for each person who is recommended for or requires college review. The form includes the department chair's evaluation of the candidate, votes and reports of all departmental reviews, and the department chair's recommendation. The department chair then forwards the candidate's promotion/tenure file along with the department chair and faculty recommendations to the appropriate dean for college review. Before forwarding a candidate's file for college review, the department chair will meet with the candidate to inform him/her if his/her promotion and/or tenure file shall proceed from the department to the college, except in those cases where a tenure file must go forward. The candidate may choose to have his/her file forwarded to the appropriate dean regardless of the faculty and department chair recommendations.

The department chair shall meet with every faculty member receiving promotion and/or tenure review to discuss the PTC report.

The department chair shall receive, review and make a recommendation on all appeals made at the department level concerning promotion and tenure reviews.

h. 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. They should generally be tenured professors at peer institutions or individuals of equivalent stature outside of academe who are widely recognized in the field. Letters should focus primarily on the aspects of the candidate's work that qualify 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.

- (i.) *Letters from Co-authors, Co-Principal Investigators, et cetera*
In general, reviewers should not be colleagues with whom the

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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.

- (ii.) *Letters from ISU Department, College, and University Colleagues*
Although not required, letters from department, college, and university colleagues may be important for activities related to interdisciplinary research and teaching programs, joint projects, and services provided to other colleagues or in cases where a fuller understanding of specific activities is warranted.

- i. Criteria and Qualifications for Promotion and Tenure

- (i.) *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.

- 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. Promotion to the rank of full professor will require evidence that such promise has come to fruition through sustained excellent performance. Criteria for granting tenure to those in tenure-track appointments are usually the same as those for promotion to the rank of associate professor. In the case of an unusual appointment, such as that of an associate or full professor appointed without tenure, additional criteria for tenure may be specified as part of the term of the appointment. Tenure will not be granted to instructors or assistant 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 Statement of Professional Ethics found in "Professional Policies and Procedures".

- In addition to university and college criteria, specific items or areas pertinent to our department are:

- (a.) Each researcher 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 his/her research compliments and contributes to other programs within the department, colleges, and university; efforts to

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obtain research funding; and successful mentoring of undergraduate and graduate students. Mentoring postdoctoral research associates will also be considered.

- (b.) Each teacher 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. 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.
- (c.) An Extension faculty member is 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 complement university and national extension goals. These qualities also must be evident in state and regional extension publications, publication of journal articles, other scholarly works, and scholarly presentations and activities. Moreover, the individual in Extension is expected to demonstrate leadership in anticipating problems related to food science and human nutrition in Iowa and participate in the solution of these problems.
- (d.) Each faculty member is 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 promoted and/or tenured, a faculty member is expected to have been involved in institutional service. In addition, a faculty member may make service contributions to technical, professional, and scholarly societies appropriate to his/her academic discipline. All faculty members are expected to participate in and make significant contributions to appropriate technical, professional, or 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 promotion and/or tenure.

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(ii.) *Qualifications for Academic Ranks*

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.

(a.) Assistant Professor

An 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.

(b.) Associate Professor

An 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 establishes the individual as a significant contributor to the field or profession, with potential for national distinction;
- effectiveness in the areas of position responsibilities; and
- 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.

(c.) Professor

A 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 out-standing 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

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field or profession and to the university.

- (d.) Non-tenured or non-tenure-track faculty
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 PTC.

- 4. REVIEW OF PROBATIONARY PERIOD. (Third year review) All tenure-track faculty will undergo a comprehensive review by the PTC after completing two years of service. This review is required of all tenure-track faculty and shall formally evaluate the faculty members' progress toward promotion and tenure. The outcomes of the third year review are to recommend reappointment the faculty for three more years leading to the tenure evaluation, or discontinuation of the appointment. Should the latter be the outcome, the faculty member will be terminated at the end of the following fiscal year.

In May of the second year, the department chair shall notify the faculty member and the chair of the PTC of the need for the third year review. By September 15, the PTC meets with the faculty member to discuss dossier format, time lines and other procedural issues. 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 during this process, and the mentors are encouraged to attend the PTC meeting with their mentee. The faculty member will submit their third year review dossier to the PTC by January 30 – this will replace the annual performance review with the exception of any forms required by the department. The PTC will provide a written evaluation of the dossier to the department chair by March 1. The department chair will meet with the faculty member to discuss the review, usually during the annual performance review. The department chair will provide a written summary of the third year review to the faculty member that will include the recommendation for continuing or discontinuing the appointment. The department chair will share this recommendation with the respective dean.

C. Department Chair

At the end of the first year and again midway through 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 written ballot to waive the department chair evaluation. The dean(s) of the College of Agriculture and Life Sciences and/or the College of Human Sciences can 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:

- 1. A Department Chair Administration Review Committee (see section III.E.3) will be elected by the faculty. The department chair will prepare a two-page self evaluation and submit it to the review committee.

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2. 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.
 3. 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.
 4. The committee shall forward copies of the summary documents to the deans of Agriculture and Human Sciences along with any comments or responses from the department chair that he/she wishes to include.
- D. Associate Department Chair
The department chair will conduct annual evaluation 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.
- E. P&S and Merit Employees
It is required that all Merit 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 at 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 the Department of Human Resource Services. Performance appraisal documentation will be maintained by the department. (for current information regarding P&S and merit evaluations see: http://www.public.iastate.edu/~hrs_info/classcomp/prfdoc96.html.)

1. P&S with Adjunct Faculty Status - See IX B1bi
- F. Timetable for Review Processes (based on calendar year)
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| April | FRC and PTC for the upcoming academic year should be in place. The department chair will notify committee members and remind FRC to meet to select its committee chair. |
| May | The department chair should have developed a list of faculty for third year review, promotion and/or tenure review or post-tenure review during the upcoming academic year. FRC should have met and selected a committee chair for the upcoming academic year. Each faculty member who will be reviewed in the coming year should have been so informed. The PTC and department chair should have met with all candidates seeking or requiring promotion and/or tenure review to clarify all steps, procedures, and file format involved in promotion/tenure review. Internal deadlines established by the PTC for receipt of materials should also be addressed. Request for external letters should be delivered. |

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October	The chair of the FRC committee will put out a request for review materials to faculty members scheduled for post-tenure review.
December	The department chair will put out a reminder to faculty members to begin preparing annual review materials. Faculty members scheduled for post-tenure review will submit materials to FRC chair.
February	Faculty members should have turned in annual review materials and scheduled a review appointment. If review materials are not submitted by the announced deadline, the faculty member will forfeit review for that year. In the case of mandatory review, the faculty member will be reviewed on the basis of material, if any, submitted to the committee by the deadline. After the deadline, the committee may request additional information from the candidate as appropriate, and the candidate may voluntarily submit additional information as it becomes available.
April	Faculty review materials due to COA and CHS Deans offices

X. POSTLUDE

This document neither is intended to be nor shall be in conflict with governance documents of the College of Agriculture and Life Sciences, the College of Human Sciences, and Iowa State University. 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 ballots.