

Department of Biochemistry, Biophysics, and Molecular Biology Governance Document

College of Agriculture and Life Sciences, College of Liberal Arts and Sciences

Iowa State University

Approved by the BBMB faculty: October 15, 2019

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I. Preamble

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

document. A copy of the current BBMB governance document shall be publicly available through the departmental web site.

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

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

Teaching mission

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

Research mission

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

Outreach mission:

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

III. Faculty Membership and Voting Privileges

The “**department faculty**” or “**faculty**” includes all persons budgeted in BBMB who hold a faculty position described in the Faculty Handbook section 3.3. This includes Tenured, Tenure-Eligible appointments (Section 3.3.1) and Term Faculty Appointments (Section 3.3.2). Persons with appointments split between BBMB and one or more other departments are included in the faculty.

The "**voting faculty**" refers to the subset of faculty members that is entitled to vote in the departmental governance process on a particular issue, or to serve on a particular department committee. The composition of the voting faculty varies from issue to issue based on academic rank and/or the nature of the faculty appointment. If there are any voting restrictions on an issue they will be described in the appropriate section of this document. If no restrictions are specified for an issue it will be assumed that all tenured and tenure-eligible faculty members for whom 25% or more of the ISU appointment is budgeted in BBMB, and all term faculty are members of the voting faculty.

A tenured or tenure-eligible faculty member budgeted within BBMB but with less than 25% appointment in the department can be given full voting privileges by a two-thirds majority approval of the voting faculty.

Voting faculty for Personnel decisions

Tenure Eligible Faculty decisions

The voting faculty for hiring and for promotion and tenure decisions of tenure eligible or tenured faculty is restricted to tenured and tenure eligible faculty members of academic rank equal to or higher than that sought by the candidate.

Term Faculty decisions

The voting faculty for hiring, and for reappointment, and promotion decisions of term faculty is restricted to tenure eligible or tenured faculty members and term faculty members of academic rank equal to or higher than that sought by the candidate.

IV. Responsibilities of the Faculty

General responsibilities

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

Specific responsibilities

Each faculty member shall have in his/her personnel file a Position Responsibility Statement (PRS) that defines the expectations for that person in the areas of research, teaching, and engagement. All PRS shall be agreed upon in writing by signature of both the faculty member and the Department Chair. For new appointments the PRS will be based on the job advertisement. In instances of joint appointment, the PRS will specify a primary department and if relevant will describe any special considerations for promotion and tenure review or other personnel actions.

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

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

V. Responsibilities of the Chair

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

Department Representation

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

Personnel Recommendations

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

Teaching and Space Assignments

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

Appointment of an Associate Chair or Acting Chair

At his or her discretion, the Chair may appoint a consenting, tenured member of the voting faculty to serve as Associate Department Chair, for the purpose of assisting the Chair in fulfilling the responsibilities of the office. The Chair should explain to the faculty what functions will be performed by the Associate Department Chair. When the Chair will be absent from campus for an extended period, he or she should designate a consenting, tenured member of the voting faculty to serve as Acting Department Chair during that time. The Deans and the BBMB faculty should be notified in advance as to who will serve as Acting Department Chair. The Acting Department Chair will have the authority of the Chair during the designated time period.

Faculty Meeting President

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

Faculty Committee Oversight

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

Management of the Departmental Office

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

Management of the Departmental Budget

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

Maintenance of the Working Environment

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

Involvement in the Departmental Mission

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

VI. Committees

Departmental standing committees are responsible to the BBMB faculty. They are formulated for the purpose of expeditious execution of departmental affairs, balanced representation in department business, and equitable distribution of governance responsibility and workload. The procedure for committee deliberations follows Robert's Rules of Order. Such committees may be created or dissolved as needed by the normal governance process of the department. Committee reports at faculty meetings will be included as agenda items as needed. To facilitate the efficient transaction of business, committee meeting attendance normally is restricted to the committee membership, although the members may decide to waive this guideline if desired.

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

Executive Committee

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

Curriculum Committee

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

semester. Members of the CC also will represent the Department as members of the LAS and COA Curriculum Committees.

Facilities Committee

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

Teaching Review Committee

The Teaching Review Committee (TRC) will consist of three tenured or term teaching faculty members with the academic rank of Associate Professor or Professor. The TRC will annually review the teaching performance of all Assistant Professor members of the faculty. Classroom visits will be included as part of the reviews. The TRC also will review the classroom teaching of tenure eligible Associate Professors at least once during any year that they are being considered for promotion and/or tenure, and all tenured professors while they are undergoing a post-tenure review. The TRC will review the teaching of all term teaching faculty with multiple year appointments in the penultimate year of their appointment. When reviewing the teaching of tenured or tenure eligible faculty the TRC will consist of three tenured faculty with the academic rank of Associate Professor or Professor. When reviewing the teaching of term teaching faculty members, the TRC may include term teaching faculty with the rank of Associate Professor or Professor.

Graduate Student Selection Committee

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

Graduate Affairs Committee

The Graduate Affairs Committee (GAC) will consist of three members of the voting faculty who are members of the graduate faculty. This committee is responsible for developing programs for recruitment of graduate students, and for involving the BBMB faculty in these programs. The GAC also will review graduate program policies stated in the Graduate Student Handbook, and propose revisions of those policies as necessary to the department faculty. The Chair of the GAC

will serve as the Director of Graduate Studies (DOGE) and fulfill the responsibilities of that position according to University procedures.

Awards Committee

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

Comprehensive Examination Committee

The Comprehensive Examination Committee (CEC) will consist of three members of the voting faculty who are members of the graduate faculty. The CEC is responsible for monitoring the departmental comprehensive examination process for graduate students. This includes establishing the schedule, selecting the examiners, reviewing examinations in advance to ensure compliance with established departmental guidelines, communicating with examiners to ensure timely submission of grades and circulation of exams and answer sets. The CEC will also review the effectiveness of the comprehensive examination process and when appropriate make proposals to the faculty for modification of the system.

Promotion and Tenure Screening Committees

The Promotion and Tenure Screening Committees I and II (PSCI and PSCII) are the faculty committees responsible for making recommendations on promotion and/or tenure of tenure eligible or tenured faculty, and on the promotion and reappointment of term faculty. These consist of subsets of the voting faculty of the appropriate academic rank and/or tenure status.

PSCI. PSCI is the body that makes recommendations for promotion of tenure eligible Assistant Professors to the rank of Associate Professor with tenure. It also makes recommendations for reclassification of Lecturers to the rank of term Assistant Professor, reappointment of Lecturers and Term Assistant Professors, and for promotion of term Assistant Professors to the rank of term Associate Professor. When considering promotion and/or tenure decisions for tenure eligible faculty the PSCI will consist of all tenured faculty with academic rank of Associate Professor or Professor. When considering Lecturers or term Assistant Professors for reclassification, promotion or reappointment the PSCI will consist of all tenured and term faculty with the academic rank of Associate Professor or Professor. When a term faculty member is being considered for promotion or reappointment term faculty of the other classes (teaching, practice, research, or clinical) will not be included in the committee.

PSCII. The PSCII is the body that makes recommendations for promotion of Associate Professors to the academic rank of Professor, and reappointment of term Associate Professors and term Professors. When considering promotion decisions for tenured Associate Professors the PSCII will consist of all tenured Professors. When considering the reappointment of term

Associate Professors the PSCII will consist of all term and tenured Associate Professors and Professors. When considering term Professors for reappointment the PSCII will consist of all tenured and term Professors. When a term faculty member is being considered for promotion or reappointment only term faculty of the same class (teaching, practice, research, or clinical) will be included in the committee.

Adjunct faculty, affiliate faculty, and visiting faculty are also considered term faculty, but their privileges and responsibilities with regards to participation in faculty evaluation will be considered separately.

Outcomes Assessment Committee

The Outcomes Assessment Committee (OAC) will consist of two members of the voting faculty. This committee is responsible for developing and documenting the systematic process of defining desired outcomes for graduate and undergraduate curricula and courses, determining measures for assessing how well these outcomes have been achieved, and recommending changes to the faculty in response to these considerations. The OAC will work with College and University committees for outcomes assessment, and will report to those bodies as required.

Faculty Mediation Committee

The Faculty Mediation Committee will consist of three tenured members of the voting faculty with the academic rank equal or greater than the faculty member seeking mediation. This committee is responsible for impartially mediating disagreements between the chair and the faculty member over faculty action plans or the PRS.

Ad hoc Committees

In addition to the standing committees, the Department Chair may appoint ad hoc committees for special purposes and specific terms.

VII. Faculty Meetings and Voting Procedures

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

The Chair schedules the faculty meetings and notifies the faculty at least one week in advance of the time and place. At least one meeting shall be scheduled each month during the spring and fall semesters, although meetings may be cancelled for lack of agenda items. The Department Chair shall regularly solicit the faculty for agenda items, and set the agenda for each meeting with the advice of the Executive Committee. Any proposed agenda item pertinent to the business of the

Department that is requested by a written petition from five or more voting members must be brought up at the next regularly scheduled meeting, independent of the Chair's discretion. The Department Chair shall regularly confer with committee chairs to ensure that committee business needing to be brought to the full faculty is addressed expeditiously. The agenda for each faculty meeting should be published at least 24 hours in advance, although this rule can be waived for meetings that may need to be called on very short notice. A quorum is defined as greater than 50% of the voting faculty not currently on leave, including the Chair. A simple majority is defined as greater than 50% of the total number of yes or no votes cast. Except as noted elsewhere in this document, approval of a motion is determined by a simple majority favorable vote. All votes regarding the careers or employment of department faculty or staff must be cast by written ballot. Other votes can be taken by voice ballot, or any voting member present at the meeting may call for a hand count or in-meeting written ballot in lieu of a voice vote. The Chair votes only if there is a tie on a given ballot.

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

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

VIII. Search Procedures and Hiring of Faculty Members

As a major research department BBMB maintains high standards for the qualifications of individuals hired as faculty members (tenured, tenure-eligible, adjunct, or term). Candidates for faculty positions are expected to have outstanding qualifications in their fields of expertise. Normally these will include the highest / terminal academic degree in Biochemistry or a related discipline and a record of accomplishments that indicates their suitability to be a faculty member.

Minimum Qualifications

Tenured or tenure eligible faculty must have a terminal academic degree (normally a doctoral degree) in Biochemistry or a related field and must also have a record of accomplishments (as outlined in the ISU faculty handbook) appropriate for the rank of the position being offered.

Term teaching faculty (Lecturers, Assistant Teaching Professors, Associate Teaching Professors and Teaching Professors) must have a master's or a terminal academic degree in Biochemistry or a related field, and experience commensurate with the position being sought (as outlined in the ISU faculty handbook). Teaching faculty who will advise, mentor, or teach in departmental graduate programs must have a terminal academic degree (normally a Doctoral degree) in Biochemistry or a related field.

Adjunct faculty of all academic ranks must have a terminal academic degree (normally a doctoral degree) in Biochemistry or a related field and experience commensurate with the academic rank of the position being sought.

In special cases, a waiver of these minimum standards may be requested in accordance with university and college policies (FH3.1.3).

In addition to the minimum degree or professional experience requirements listed above,

for an initial hire of a term faculty member at the associate professor or professor rank, the following minimum requirements are defined for titles of term faculty:

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

A. Tenure Eligible Faculty Members

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

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

The Department Chair appoints a search committee for each approved position, usually consisting of five tenured or tenure eligible faculty members. The search committee develops a position description document and a position advertisement corresponding to the requirements of ISU Human Resources Services. These documents normally include the nature of the appointment, necessary qualifications of the applicant, research and teaching expectations, and application deadlines. These documents are proposed to the tenured and tenure eligible faculty

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

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

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

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

B. Department Chair

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

1. Preliminary considerations

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

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

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

2. External search for a Department Chair

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

The committee will follow standard University procedures for filling a Chair position. It is assumed that any viable external candidate will be offered a tenured position, so the search will be conducted as a search for a tenured faculty member. The position description will be developed by the search committee according to the requirements of Human Resources Services, approved by the faculty, and forwarded to the Deans for approval. The approved position advertisement will be placed in appropriate periodicals. The search committee will receive and review applications. Current BBMB faculty members or other ISU faculty members who are eligible may apply. Applications will be filed in the department office and will be available to the faculty and search committee for evaluation. After reviewing all applications, the committee will develop a short list of candidates considered to be best qualified and will discuss these candidates with the faculty. After review and discussion, the tenured and tenure eligible faculty will determine a list of candidates, usually three to five, that it judges to be best qualified for the position. This list of approved candidates for interview will be presented to the Deans for approval.

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

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

3. Internal search for a Department Chair

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

C. Term Faculty

1. Classes of term faculty

Term faculty at ISU include teaching faculty, practice faculty, research faculty, clinical faculty, and adjunct faculty. BBMB acknowledges the ISU Faculty Handbook, and the CALS and LAS Governance documents and asserts that the privileges, responsibilities, and review procedures for such faculty will parallel those outlined in these documents. Members of the teaching, practice, research, or clinical faculty shall not vote on hiring, promotion, or reappointment of members of other classes of faculty. Adjunct faculty, affiliate faculty, and visiting faculty are also considered term faculty, but their privileges and responsibilities will be considered separately.

Term faculty in the Department of BBMB will serve the department's mission in a defined capacity. The decision to create a term faculty position will be made by the voting faculty. When appropriate the Chair will propose at a faculty meeting that the Department hire a term faculty member, define the responsibilities of the position, and suggest a term length. For term faculty at a higher than beginning rank there is an expectation of significant prior service as a faculty member, or other experience appropriate to the position responsibilities. The maximum appointment term will be guided by the regulations in the faculty handbook and will be decided on a case-by case basis. The Chair will also identify the funding source in the departmental budget that will support the term faculty member. Careful consideration will be given to this matter, so that the effects of hiring a term faculty member on other aspects of the departmental

budget, including open tenure eligible faculty lines, are understood clearly. A two-thirds majority vote of the voting faculty will be required to approve the creation of a term faculty position.

The Chair will appoint a search committee consisting of three members of the voting faculty. The search committee will solicit applications and review them in accordance with standard university procedures. Applications will be made available for review by the faculty for at least one week. At a regularly scheduled faculty meeting the search committee will recommend the candidate to be offered the position to the voting faculty, which will approve or deny the selection by a simple majority vote. The Chair will be responsible for formally establishing the appointment within normal university procedures, including filing the Letter of Intent and working with the term faculty member to develop a PRS.

2. Affiliate Appointments

An affiliate faculty member is not an employee of the university. Affiliate appointments are unpaid, usually part-time appointments granted to persons typically employed elsewhere and who provide academic service to the university in furtherance of the research or graduate education mission of the university. In some instances the affiliate appointment formally recognizes services provided to the university as per a cooperative agreement with another governmental agency (e.g., USDA). Faculty rank will reflect scholarly qualifications equivalent to those of similar rank in the department. Recommendation for an affiliate appointment is initiated within the department and must be approved by the voting faculty, department chair, and dean. Appointments may be made for a term of up to five years, and renewal is possible. The conditions of the appointment, including the extent to which the department will provide support services for the individual, are stated in a written Affiliation Agreement signed by both parties at the time of the appointment (this is in lieu of a Position Responsibility Statement). An affiliate is not considered to be tenured, and time spent in affiliate status is not considered to be service in a probationary period leading toward tenure.

As a non-employee, an affiliate faculty member cannot be the instructor of record for a class.

3. Visiting Faculty Appointments

A visiting appointment can be paid or unpaid

Visiting unpaid faculty members are persons employed on a regular basis outside the university, but not employed by the university, who are appointed to the faculty with the understanding that they will receive no remuneration for services rendered to the university. Such appointments are at a rank that is appropriate to the individual's professional experience and remain in effect as long as it is mutually agreeable to both the department and the individual. Visiting faculty members are eligible for review for promotion in accordance with department, college, and university promotion policies.

A visiting paid faculty member is an employee of the university. If the visitor is employed as a member of the faculty of another institution then the rank offered at ISU should be similar to the rank held at the home institution. Recommendation for the appointment must be initiated within BBMB and must be approved by the voting faculty, department chair, and dean. An employment

background check is required for paid, visiting appointments. The initial term of a paid visiting appointment is one year or less, with renewal possible for a second and final year. No notification of intent to not renew is required. The visiting faculty is not considered to be tenured in BBMB, nor is the visiting appointment considered to be service in a probationary period leading to tenure.

4. Adjunct appointments

Adjunct faculty typically are not focused on one area of faculty responsibility such as teaching or clinical activities. Appointments under this category may be appropriate in facilitating the University's quest to hire and retain excellent faculty, including dual-career couples, as well as to carve out new areas of academic expertise, and to attract experts on extramural grants and contracts. Adjunct Faculty appointments may include appointments as Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor. Application for an Adjunct position is addressed to the Department Chair stipulating the desired rank and term of the appointment, the reasons for seeking the appointment, and the qualifications of the candidate. The benefits to and responsibilities of both the candidate and the Department should be stipulated in this letter and a resume and appropriate supporting documentation should be submitted. The Chair forwards the request to the executive committee, which will then make a timely recommendation. The faculty review and approval process is the same as that for tenure eligible faculty appointments. Recommendation for the appointment must be approved by the voting faculty, department chair, and dean.

The voting rights of Adjunct faculty will be decided by two-thirds majority approval of the voting faculty on a case-by-case basis.

D. Joint Academic Appointments

1. Budgeted appointments

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

The major criterion for evaluating an applicant's suitability for an affiliate, joint, or visiting appointment in BBMB is that the individual be both able and willing to make a significant contribution to departmental activities. This contribution will come from some combination of research, teaching, and/or service activities. Not every criterion listed here must be met, but a

combination of contributions equivalent to tenure-eligible or term faculty member duties as appropriate to the specific type of appointment is necessary.

Research

1. Individual should have a terminal degree or equivalent training in biochemistry, biophysics, molecular biology, or closely related field.
2. Individual should share common BBMB interests and show evidence of strong potential research interactions and collaborations with other BBMB faculty members, or of strong potential to add research expertise to BBMB. The latter could be in the form of providing an additional research area to BBMB, or of making a major contribution to a BBMB research facility.
3. Individual should be competent to direct graduate students in BBMB.
4. Individual should agree to fully participate in the BBMB seminar program as demonstrated by attendance, visiting with seminar speakers, etc.
5. Individual should have experience in obtaining extramural grant funds as a principal investigator, or show strong potential to do so.

Teaching

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

Service

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

Privileges and restrictions of faculty members with visiting or joint appointments

BBMB faculty members with visiting or joint appointments will enjoy the following privileges, and be subject to certain restrictions BBMB faculty members.

Privileges

a. Appointees will receive added visibility through inclusion as BBMB faculty members in ISU and departmental publicity documents, e.g., the ISU catalog, BBMB web site, etc. Appointees will also have use of the department's name in curriculum vitae, etc.

1. Appointees will be permitted to direct the research of graduate students in BBMB and serve as the major- or co-major professor of biochemistry and/or biophysics majors as appropriate to their expertise.
2. Appointees will be permitted to direct the research and scholarship of undergraduate students enrolled in BBMB 490, Independent Study, or BBMB 499, Undergraduate Research.
3. Appointees will be permitted to attend department faculty meetings and provide input into deliberations about departmental policies. This participation will be as a non- voting member of the faculty.

Restrictions

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

Procedures for making visiting or joint appointments

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

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

2. Nonbudgeted appointments

Faculty members whose entire budget appointment is in another department may request an appointment in BBMB. Such “courtesy” appointments are not members of the voting faculty. A

request for such an appointment is addressed to the Department Chair stipulating the type of appointment sought, the desired rank and term of the appointment, the reasons for seeking the appointment, and the qualifications of the candidate. Nominations of faculty to these ranks can be made by the Chair or any other voting faculty member. The benefits to and responsibilities of both the candidate and the Department should be stipulated in this letter and a resume and appropriate supporting documentation should be submitted. The Chair forwards the request to the executive committee, which will then make a timely recommendation, including proposed privileges, if any, to the voting faculty. For a tenure track or tenured faculty member the voting faculty will consist of the tenured and tenure track faculty. For a term faculty member the voting faculty will be the tenure eligible and tenured faculty and the term faculty. The executive committee or the faculty may request a seminar or additional documentation. A vote will be taken after allowing sufficient time for the faculty to consider the supporting material.

IX. Annual Reviews

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

A. Tenure Eligible Faculty Members

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

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

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

provide such a written record of the annual performance review to any member that should so request.

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

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

B. Department Chair

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

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

C. Term Faculty Members

The chair will review the performance of each term faculty member annually. In addition, the PSCI will review the performance of Lectures and term Assistant Professors annually. Either in the Spring or early in the fall semester the Chair will meet with each term faculty member and discuss his or her performance indicators over the preceding year. The appropriate indicators may vary by individual, although for positions with teaching emphasis these should minimally

include lists of courses taught, the number of students in each course, the ratings of the courses and instructor by students on standardized course evaluations, course syllabi, descriptions of curricular development activities, and a summary of advising activities. The Chair will present a performance report to the reviewing committee at a regularly scheduled fall meeting. The reviewing committee will discuss the annual performance, and the Chair will subsequently transmit the results of that evaluation to the term faculty member. This communication should be in writing if there are negative aspects of the review by the reviewing committee. Such written documentation should specify clearly the shortcomings detected and any remedies the reviewing committee suggests to correct them.

Visiting, Affiliate, and Joint Faculty Members

The process for annual review of budgeted, nonbudgeted, and joint faculty members is the same as for reviews of term faculty members, described in the previous section of this document. The performance indicators to be reviewed will vary depending on the nature of the member's appointment and his or her PRS.

X. Mandatory Reviews

A. Tenure Eligible Faculty Members

Tenure eligible faculty receive mandatory reviews in the third year of employment (as part of the consideration for reappointment), as part of their evaluation for promotion to Associate Professor with tenure, and as part of their evaluation for promotion to Professor. Tenured faculty also receive a mandatory review every seven years as part of the post-tenure review process.

1. Promotion and Tenure Screening Committees (PSCI and PSCII)

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

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

Members of the faculty who have a conflict of interest regarding a specific candidate under consideration by the PSCI or II are responsible for informing the Department Chair of their

views. If the Department Chair is aware of a potential conflict of interest, then he or she should discuss the issue privately with those involved before the PSCI or II consideration of any individual. Any member with a conflict of interest should not participate in consideration of the candidate. The purpose of this action is not to silence just criticism or dissent, but rather to minimize the influence of personal prejudice on the process. If there is disagreement between the Department Chair and an individual faculty member over a potential conflict of interest, then the Dean of the College shall resolve the issue.

2. PSC Actions

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

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

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

If the PSC votes for further consideration of promotion and/or the awarding of tenure, an ad hoc subcommittee consisting of three members of the PSC shall be appointed by the Department

Chair, with the advice and consent of both the PSC and the candidate, to consider the individual's credentials in further detail. The subcommittee shall meet with the candidate and review the case for promotion and/or tenure, taking into consideration the departmental criteria (specified in a following section) and the relevant guidelines of the university published in the Faculty Handbook. A candidate may elect at this point not to be considered for promotion and/or tenure by notifying the Department Chair in writing of such intent.

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

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

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

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

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

3. Role of the Department Chair

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

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

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

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

Research

Are the quality and the quantity of research publications satisfactory?

Does the research have an impact on the scientific community? Does the research complement or contribute to other programs within the Department or University?

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

Teaching and Advising

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

Teaching performance will be evaluated by student evaluation and peer review. BBMB recognizes the weaknesses and limitation of student evaluation. Yet, we feel that it is important

to receive these evaluations and consider them very carefully. Mechanisms for evaluating teaching performance will be regularly reviewed.

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

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

Service

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

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

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

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

Other criteria or indicators of professional development and stature

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

Invited speaker at a colloquium or symposium
Member of the editorial board of a journal
Referee for journal papers
Officer of society

Award recipient

Travel grant recipient
Mention in citation index
Member of review panel
Outside consultant

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

the appointment. Tenure will not be granted to assistant professors except under exceptional circumstances.

5. Appeal Procedures

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

B. Comprehensive Post-Tenure Review (*approved by the faculty, October 18, 2011*)

1. Eligibility, timing and scheduling

The performance of tenured faculty members is comprehensively reviewed by the department no less than every seven years, beginning with the date of awarding tenure, or their last promotion. Associate Professors may be exempted from post-tenure review if they are formally considered for promotion to Professor during the same year. Faculty members are exempt from post-tenure review if they are within one year of retirement, or are on phased retirement, or are serving as Department Chair or as an executive officer in the college, Provost's, or President's office. More frequent post-tenure review can be requested by a faculty member if at least five years have passed since her/his previous review. Post-tenure review is mandatory for a faculty member who has received annual evaluations of unsatisfactory in both of the two preceding academic years, regardless of the time since tenure or a previous review. Members with joint appointments in BBMB whose primary appointment is in another department will undergo post-tenure review according to the governance policies of that home department.

A minimum of one-seventh of the tenured faculty members will undergo post-tenure review each year. The schedule of post-tenure reviews over a seven year cycle will be posted to the faculty at the beginning of each fall semester. Reviews will take place during the fall term and submitted to the Department Chair in time to be forwarded to the college by the date set by the Dean. The review period will be the time since awarding of tenure, promotion to Professor, or the previous post-tenure review.

2. Substance of the review

For each post-tenure review an Advisory Panel containing at least three tenured BBMB faculty members will be appointed by the Department Executive committee in consultation with the Department Chair. Faculty members from other departments are eligible to serve on such panels for reviews within BBMB. Advisory Panel members should have knowledge and experience in the general field of the faculty member undergoing review, and should be demonstrably capable of fair and impartial judgment in all aspects of the review process. The faculty member

undergoing review shall be consulted regarding the composition of the Advisory Panel and their recommendations will be taken under advisement.

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

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

The Advisory Panel will prepare a written report of the faculty member's evaluation and submit that to the member and the Chair. For each area of position responsibilities the report shall acknowledge the contributions of the person being reviewed, make suggestions for future development, and recommend a performance evaluation of meets expectations, or below expectations. The report will provide justification for each recommendation based on the facts provided in the dossier as compared to the norms of the department and the discipline. An overall performance recommendation again using the levels of meets expectations, or below expectations will be included in the Advisory Panel report. The Chair will consider the Advisory Panel evaluation and then meet in person with the faculty member to discuss all aspects of the report. If a recommendation of below expectations in any area or responsibility is to be forwarded from the Chair to the college, then the Chair will work with the faculty member and the Advisory Panel to develop a written action plan that will improve performance in the deficient areas. Such action plans will be added to the review documentation. The Chair will then add her/his written recommendation to the review document that accepts or modifies the Advisory Panel's performance evaluation recommendations, with justification based upon the facts presented in the dossier. The Chair's written recommendation will be provided to the member undergoing review and to the members of the Advisory Panel.

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

3. General considerations

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

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

The result of the policy of post-tenure review does not change the circumstances under which tenured faculty can be dismissed from the university, as defined in the Faculty Handbook. The Advisory Panel shall not recommend any dismissal, demotion, revocation of tenure, reduction in salary, reduction or removal of perquisites, withholding or denial of leave or privileges, withholding or denial of promotion, any loss of research and/or office space, or other adverse personnel action without the written consent of the faculty member being reviewed. Recommendations for new directions or other improvements in teaching, research, professional practice, or institutional service shall be accompanied by a specific identification of the resources needed to accomplish the recommendation. Recommendations not supported within a reasonable amount of time by the identified resources shall be null and void for purposes of any future post-tenure review or other evaluation.

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

C. Term Faculty Members

Term faculty receive mandatory reviews in the penultimate year of their term, as part of their evaluation for promotion and/or reappointment.

1. Review for advancement or reappointment

Term faculty will be proposed for reappointment or advancement to the next academic rank according to the schedule in the faculty handbook (Section 3.3.2.3) and schedules established by CALS and LAS. This process will begin with a review by the appropriate PSC (PSCI or PSCII). The PSCI will evaluate term faculty for reappointment or a transition from lecturer to term Assistant Professor or for the advancement of a term Assistant Professor to term Associate Professor. When making such a review the composition of the PSC will consist of the appropriate subset of the voting faculty, as described elsewhere in this document. The review for reappointment of a term faculty member will be done before the review of the continuation of the term position.

2. Continuation of the term position

Term faculty, by definition, are appointed for a fixed term with no guarantee of employment continuing beyond the end of the specified term. In the penultimate year of a multiyear term faculty appointment the chair will raise the issue of continuing the term faculty position with the voting faculty (minus the faculty member whose position is being considered) at a regularly scheduled faculty meeting. The faculty will consider the position, including funding sources and priorities, continued relevance to the departmental mission, and the length of the proposed reappointment term. A majority vote of the voting faculty will be required to continue the position for an additional term.

3. PSC Actions

For those term faculty members in the third year or penultimate year of the appointment specified in her or his Letter of Intent, the PSC is required to do a formal, comprehensive review of performance which will be separate from the annual reviews, but which will include the evaluation of the results of the annual reviews. After this review the PSC may recommend that the candidate be granted an additional appointment of three to five years, or the committee may recommend that the member be nominated for advancement, or the committee may recommend that the member not be hired to an additional appointment.

A term faculty member who has completed the appropriate time in rank may request to be considered for advancement to the next academic rank. Such a consideration will include a comprehensive review by the appropriate PSC, which will make a formal recommendation either for advancement or not.

The candidate will be responsible for preparing a dossier that comprehensively describes her or his activities and accomplishments during the review period. This dossier should include material that is relevant to the candidate's Position Responsibility Statement, and should follow the template given in the Appendix.

4. Review of Dossier

A three member subcommittee of the PSC appointed by the Chair reviews the dossier, the results of the annual reviews, and any other appropriate material and makes a recommendation for

reappointment, or advancement, or termination to the PSC. The PSC then reviews the recommendation of the subcommittee, the dossier, the results of the annual reviews, and any other appropriate material, and votes on the recommendation. A majority vote of the PSC is required for a positive recommendation for reappointment or advancement.

Upon a positive vote, the Chair will file a new Letter of Intent. Written notification that the appointment of a term faculty member will not be renewed must be provided following the guidelines established in the faculty handbook (3.3.2.3)

The candidate will be notified in writing by the Chair of the recommendation of the PSC with regard to advancement. When the recommendation is positive, the Chair will file a new Letter of Intent according to standard university procedure.

5. Criteria for advancement

The ISU Faculty Handbook, and the published promotion procedures for the College of LAS and the College of Agriculture and Life Sciences provide general guidelines for promotion of term faculty. In general, the department feels that the cited guidelines are very appropriate and follows these guidelines. All candidates for advancement must meet the standards for appointment at the proposed rank as defined in Faculty Handbook Section 3.3.3.2. Candidates for advancement to the associate rank must document a record of successfully contributing to the mission of the university as defined by the PRS, a record of contributions in the professional field, and promise of further academic and professional 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 demonstrated substantial contributions to their professional field. In order for research faculty to be eligible for advancement, they must demonstrate research and scholarly productivity commensurate with tenure-eligible faculty of the same rank, and must demonstrate independence as appropriate for their rank 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.

Professor of Practice faculty must devote at least 75% of their time to teaching in their area of expertise. Therefore, their Summary of Candidate Accomplishments will primarily address their performance in teaching and learning in addition to other elements of their PRS.

C. Visiting, Affiliate, and Joint Faculty Members

Visiting faculty appointments are for one year and such faculty will not be reviewed for promotion. Non-budgeted Joint faculty members in BBMB are evaluated for promotion in their home departments, i.e., the department in which they are budgeted. The rank of the non-budgeted joint appointment in BBMB automatically follows the rank of the home department. During the promotion review in the home department, the appropriate PSC in BBMB may be consulted for a recommendation at the request of the Chair of the home department. In such instances a subcommittee of the PSC may be appointed by the Chair of BBMB with the advice and consent of the PSC and the candidate will review the credentials supplied by the candidate and formulate a written recommendation to the full PSC for amendment and an approval vote.

Affiliate faculty members will be evaluated for promotion following the same procedures as term faculty members.

XI. Grievance Procedures

If a faculty member, staff member, graduate student, or undergraduate student in BBMB feels that he or she has justification for a professional or personal grievance, then a grievance process can be initiated, following established university procedures. Administrative appeals in the department should begin with the complainant providing a written memorandum to the Department Chair explaining the issues of the grievance. If the Department Chair is involved in the complaint, then the memorandum should be provided to the Chair of the Executive Committee, who will replace the Department Chair as the administrator in charge of the process. The Chair will consider the issues and speak privately with the complainant and any other parties involved in the complaint or who may have insight into the issue. The chair will decide as to how to redress the complaint, or will forward the complaint to the appropriate higher administrative level. If any party involved in such a complaint is dissatisfied with the decisions of the review committee or the Chair, then the matter will be referred to the appropriate College and University grievance processes.

Faculty Action Plan Mediation

If a faculty member receives an unsatisfactory annual evaluation or a below expectations post-tenure review it is expected that the department chair and the faculty member will work toward resolution of any disagreement with a proposed written action plan and will resolve disagreements within 10 working days from the date the faculty member received the proposed written action plan. However, in anticipation of the possibility that all disagreements may not be resolved within this time period, the formation of an action plan mediation committee must be initiated when the proposed written action plan is presented to the faculty member, so that the committee is formed and ready to start the mediation process at the end of the 10 working day period. The selection of the departmental action plan mediation committee is defined by the college governance document. Accordingly, the members of the BBMB action plan mediation committee will be selected from the departmental faculty, at rank or above, of the faculty member who received the action plan as follows:

1. The department chair will appoint one faculty member to the committee.
2. The faculty member involved will appoint one faculty member to the committee. If the faculty member does not appoint a member within 5 working days, this appointment will default to the department faculty, who will select a second member.
3. During the fall semester, the department faculty will elect representatives to a one year term from among the eligible tenured professors. The professor receiving the most votes will serve as the department representative, and chair of the committee as needed. The professor receiving the second most votes will serve as needed, etc.

College and university grievance processes

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

XII. Amendment of the Governance Document

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

APPENDIX:

Term Faculty Advancement Template

All Term faculty seeking advancement will prepare a dossier summarizing their accomplishments . The dossier consists of:

- Cover Sheet (completed by the department)
- All Position Responsibility Statements in effect during period of review
- Updated Curriculum Vita
- *Summary of Candidate Accomplishments*
- Note: External letters are not part of the advancement review process except for research Faculty)

The *Summary of Candidate Accomplishments* presents your accomplishments during the period of review and places them in context. It provides evidence of both the importance and impact of your accomplishments. It is through this narrative that you demonstrate your performance in your position responsibilities.

Professor of Practice faculty must devote at least 75% of their time to teaching in their area of expertise. Therefore, their *Summary of Candidate Accomplishments* will primarily address their performance in teaching and learning in addition to other elements of their PRS.

Please use the major headings (those in bold) from the following template to present your *Summary of Candidate Accomplishments* (except where the heading is not relevant to your position responsibilities in which case it can be omitted). Repetition of information contained in the CV is unnecessary. Maximum length = 10 pages. Please include page numbers.

Summary of Candidate Accomplishments

Instructions: Address each area that is part of your PRS (omit those that are not)

1. Performance in Teaching and Learning (required if part of your PRS, otherwise optional)

The following topics are required in this section:

- Teaching philosophy statement
- Teaching responsibilities (including percent effort from PRS) during the period of review. This is a tabular list of courses taught using the following format, beginning with the most recent semester

Semester & Year	Course #	Course Title	Enrollment	Percent of course for which responsible
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- Assessment of teaching effectiveness (during period of review)
 - Summarize results of student evaluations of teaching in tabular form using 5 point rising scale and including comparison to departmental norms. Please present information on each course taught during the period of review using the following format:

Semester & Year	Course #	Total Enrollment	Percent of students responding	Instructor: Overall Rating	Dept. Mean for Comparable Courses	Course: Overall Rating	Dept. Mean for Comparable Courses
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- Documentation of continuous improvement, such as review of curricular materials by departmental or external experts and subsequent changes made.
 - Summarize the process of used in and the results from peer evaluation of teaching and subsequent changes made in support of continuous improvement.
 - Other evidence of teaching performance and impact (teaching/advising awards, innovative teaching techniques, curriculum development, professional development related to teaching, mentoring of high school students, plans for teaching improvement, etc.)
- Undergraduate Student Advising
 - Describe the general departmental practice in undergraduate advising and your role.
 - Average number of advisees per year during period of review.
- Graduate Student Advising (if applicable)

(May be covered under “Research” if that is the practice in your department).

 - Describe the general departmental practice in graduate student advising and your role.
 - MS Program of Study Committees (since appointment or last promotion)
 - In progress:
 - Chair/major professor (list names of students)
 - Member of committee (list names of students)
 - Completed:
 - Chair/major professor (list names of students, date completed, placement/employment)
 - Member of committee (list names of students, date completed, placement/employment)
 - PhD Program of Study Committees (during period of review)
 - In progress:
 - Chair/major professor (list names of students)

- Member of committee (list names of students)
Completed:
- Chair/major professor (list names of students, date completed, placement/employment)
- Member of committee (list names of students, date completed, placement/employment)
- All faculty with teaching as part of the PRS are expected to be scholarly teachers. In cases where the PRS specifies that Scholarship of Teaching and Learning (SOTL) is expected, faculty will show evidence of SOTL. Refer to the Faculty Handbook 5.2.2.3.2 for a description of SOTL.
 - Self-assessment of refereed journal articles, books, book chapters, and other products that have been peer reviewed
 - Self-assessment of other means used to share your scholarship (such as invited presentations)
 - Self-assessment of sponsored funding
 - Plans for future SOTL
- Describe your future goals for teaching and learning

2. For Research Faculty: Performance in Research and Discovery

Your accomplishments in scholarship related to research and discovery belong here. (Outreach activities may be listed here or under *Institutional, Professional and Outreach/Service*). The following topics are required in this section:

- The context for your scholarship
- Scholarship philosophy and goals
- Completed and current programs and projects
- Self-assessment of accomplishments and impacts including applied use of research
- Self-assessment of refereed journal articles, books, book chapters, and other products that have been peer reviewed
- Self-assessment of other means used to share your scholarship (such as invited presentations if applicable)
- Self-assessment of sponsored funding
- Self-assessment of disclosures, licenses, patents, and inventions (if applicable)
- Honors and awards received
- Plans for future scholarship

3. Extension (only include if you have a formal budgeted appointment in Extension)

The following topics are addressed in this section:

- Statement of extension philosophy
- Extension responsibilities and/or extension focus areas (including percent effort from PRS)
- Summary of Extension program(s) using tabular and/or narrative format
- Self-assessment of program impact (individual and/or team)
 - Summarize procedures for and results of program impact
 - Leadership and contributions to team program and program impact
 - Success stories that have resulted from programming efforts (if appropriate)
 - Needs assessment efforts (if appropriate)
- Assessment of Extension presentation effectiveness

- Summarize results of participant evaluations of presentations - tabular form
- Summarize procedures for and results of peer evaluation of presentations (if appropriate)
- Evidence of learning gains (if appropriate)
- Self-assessment of outputs that comprise your program(s), i.e., curriculum and training materials; factsheets, newsletters and other written materials; software, apps and decision aids development for Extension and presentations
- Evidence of critical review of your work and evidence of impact
- Summarize Extension stakeholder advising of agencies or organizations with which you engage
- Multi-state Extension committees with which you engage (if appropriate)
- Extension improvement and future plans
- Scholarship of Extension: if this is part of your PRS address the following (otherwise optional)
 - significance of your scholarship, comment on the quality and impact of your work, and clarify your role in work that was done collaboratively with others.
 - your efforts and success in obtaining external support for your scholarship.
 - scholarship in progress, how it relates to past scholarship, and your plans for future scholarship.

4. Institutional and Professional Service/Outreach (expected of all faculty)

The following topics are addressed in this section (include those that apply):

- Service responsibilities (including percent effort if specified in your PRS)
- Self-assessment of departmental, college, and university service
- List committee memberships and/or leadership roles and comment on quality of contributions to these groups
- Self-assessment of service to college priorities such as diversity, global engagement, etc.
- Self-assessment of professional committees and professional service
- List committee memberships and/or leadership roles and comment on quality of contributions to these groups
- Other professional service: journals and grant proposal review for funding agencies
- Honors and awards received for service related to teaching, research, extension and administration

5. Administration (only include if this is an element of your PRS). If your administrative responsibilities fall under one of the sections above, they may be addressed under the most appropriate heading.

- a description of administrative and budgetary responsibilities
- a summary of accomplishments relative to the program/unit's mission and vision
- an evaluation of the program/unit's impact
- honors and awards for administration
- goals for the future of the program/unit

6. Other/Final Reflections

