

Department of Educational Leadership and Policy Studies

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Organization of the Department

The Department of Educational Leadership and Policy Studies consists of the following areas of emphasis:

- Educational Administration

- Higher Education Research and Evaluation

In addition, the ELPS Department oversees the Research Institute for Studies in Education (RISE).

Mission and Vision Statements of the Department

Mission:

The mission of the Department of Educational Leadership and Policy Studies is to advance the quality and effectiveness of educational institutions and individuals engaged in education. The department is guided by the missions of Iowa State University and the College of Human Sciences and embodies the concepts of the land-grant tradition of teaching, research, and service.

The department is dedicated to enhancing the intellectual, cultural, social, and ethical potential of students and faculty for the benefit of Iowa, the nation, and the world.

Specifically, the Department of Educational Leadership and Policy Studies:

- Provides graduate degrees and career preparation programs, coursework, and other learning opportunities for students and practitioners.
- Conducts and disseminates basic and applied research for the advancement of educational theory and practice.
- Provides professional service for institutions, individuals, and organizations at all levels of education.

Vision Statement:

Research

All Educational Leadership and Policy Studies faculty create and disseminate knowledge and promote educational inquiry that enhances educational practices at local, state, national, and international levels.

Teaching

All Educational Leadership and Policy Studies faculty engage in teaching that is consonant with the principles of adult learning and effective teaching, that helps students develop critical thinking and professionally relevant skills, and that provides a foundation for the application of knowledge to practice.

Service

All Educational Leadership and Policy Studies faculty, using their professional expertise, work with educators, educational institutions, and other constituent groups to solve problems.

Advising

All Educational Leadership and Policy Studies faculty foster students' professional and personal growth by guiding and inspiring them to formulate and complete relevant programs of study and to conduct high quality research.

Curricula/Programs

The Educational Leadership and Policy Studies faculty develop and implement futuristic curricula and programs to ensure that students learn to think critically and perform their professional roles in an exemplary fashion.

General Goals of the Department

The general goals of the department and hence of each of its program areas and affiliated programs are to:

1. conduct high quality graduate education programs, both on- and off-campus, for students seeking graduate degrees in a major in education and/or seeking professional licensure as school service personnel;
2. establish appropriate conditions, opportunities, and resources with which both faculty and graduate students may engage in scholarly activities;
3. assist the educational enterprise of Iowa in development by utilizing, when appropriate, the talents and expertise of the faculty and graduate student body in such activities as workshops, conferences, and consultation in small groups, both on- and off-campus.

Departmental Governance Procedures

The governance procedures of the department shall be consistent with the policies of the College of Human Sciences, the Graduate College, the University, and the Board of Regents. The prevailing policies are summarized in such documents as the Faculty Handbook, the Graduate Handbook for Faculty & Students, the Iowa State University Bulletin, the ISU Information Handbook, the Office Procedure Guide, and the College of Human Sciences Policies and Procedures Handbook.

If there is inconsistency between any of these policies and the specific governance procedures of the department here delineated, the policies of the university take precedence in all instances. Any change in the policies of the university made subsequent to the adoption of the departmental governance document automatically modifies or rescinds any portions of the latter that are in conflict.

Departmental Faculty

Membership

The faculty of the department is composed of full professors, associate professors, assistant professors, instructors, and professional and scientific personnel associated with any of the program areas, including individuals holding tenured, tenure-track, lecturer/clinician, and adjunct positions.

For the purpose of determining voting responsibilities there are two categories of faculty. They are:

1. all faculty
2. tenure and tenure-track faculty.

The voting responsibilities/rights/privileges of faculty for departmental decisions are as follows:

All Faculty

- all curricular and program decisions
- graduate faculty issues
- admissions
- mission and vision
- implementation plans (academic review)
- strategic plan implementation, etc. (college as relates to our department)

Tenure and Tenure-Track Faculty

- budget
- personnel
- faculty senate representative from the department
- promotion and tenure representative to college committee
- promotion and tenure decisions

A faculty member who is a member of more than one program area may participate in the affairs of all program areas involved but still has only one vote on departmental issues.

Faculty Appointments

When a vacancy in the faculty is to be filled, the guidelines to be followed are:

1. The duties and qualifications to be included in the description of the position will be based on consultations with the program coordinator and the faculty of the area in which the vacancy exists.
2. The "Notice of Vacancy" announcement must be approved by the Department Chair, the Dean of the College, the Recruitment and Employment/Equal Opportunity and Diversity Offices, and the Executive Vice President/Provost.
3. The search committee shall be composed of no fewer than three faculty members appointed by the Department Chair and shall include members from the area in which the vacancy exists. The chair of the committee will be appointed by the Department Chair.
4. The search committee, together with the faculty of the department, will play an active role in the evaluation of applicants and should share their views with the Department Chair. The faculty's and the Department Chair's recommendations are sent to the Dean.
5. Final negotiations associated with offers of employment are handled by the Department Chair and the Dean of the College of Human Science.

Departmental Nontenure-Track Faculty

The Educational Leadership and Policy Studies Department does not consider nontenure-track faculty appointments to be a "right" or in any sense "automatic" upon meeting some set of criteria. Decisions are made on an individual basis where it is considered mutually beneficial to both the department and the candidate. The following sections define these appointments and the procedures to be followed in making such appointments.

Type of Appointment:

Adjunct appointments can be made at any academic rank from lecturer through professor. Appointments can be made for one to three years. The purpose of adjunct appointments is to address special circumstances related to teaching, research, service or all three.

Persons considered for adjunct status should have:

1. Professional expertise and practical experience needed by the program areas.
2. An earned doctorate.
3. Eligibility to serve on the graduate faculty.

Adjuncts should demonstrate evidence of quality and productivity by:

1. Obtaining student evaluations for each class they teach.
2. Participating in the goals process with the Chair, to include a self-evaluation provided to the Chair, with copies of syllabi of any courses taught, a list of committees upon which the adjunct has served, and a reflective statement of the adjunct's contributions to the department.

Adjuncts should be eligible for promotion but should not be granted tenure.

d. If an adjunct volunteers to teach a night class, he or she will be compensated similarly to part-time lecturers.

e. In the rare instance where an adjunct is used to teach classes during the day, arrangements for payment will be made by the Department Chair with the sending agency.

Visiting appointments are normally intended to provide special input into the teaching or research program of the department. A visitor is usually a member of the faculty of another institution and is appointed at the rank held at that institution. A visitor may, however, also come from business, industry, or government, in which case the appointment is at a rank consistent with the individual's professional experience.

A visiting appointment is normally for one academic year but may be for a shorter period of time. The person is not considered to be tenured at Iowa State, nor does the visiting appointment count as a part of a probationary period leading to a promotion and tenure decision.

Lecturers and Clinicians are limited term, full- or part-time renewable appointments of one semester to three years.

Senior Lecturers and Senior Clinicians are limited term, full- or part-time renewable appointments not to exceed five years, requiring a notice of one year of intent not to renew. To be eligible for appointment as Senior Lecturer or Senior Clinician the individual shall have served as a Lecturer or Clinician or its equivalent for a minimum of six years or completed 12 semester FTEs of employment.

Affiliates are persons appointed to the faculty without financial obligation on the part of the university to carry out scholarly activities from which both the individual and the department will benefit. Affiliates are not employed on a regular basis outside the university. Ordinarily an affiliate appointment is initially made at the rank of assistant professor, although it may be made at other ranks if appropriate. It is typically made for at least one year but it may be made for up to three years. The conditions of the appointment, including the extent to which the department will provide support services for the individual, are stated in a written agreement signed by both parties at the time of the appointment. An affiliate is not tenured, and time spent in affiliate status is not considered to be service in a probationary period leading toward tenure.

Collaborators are persons appointed to the faculty with no financial commitment on the part of the university. Typically they are persons whose special expertise is deemed useful to the university in connection with a particular teaching or research program. A collaborator is not tenured, does not serve a probationary period leading toward tenure, and does not participate in the university's benefits program.

Part-time Instructors should be limited. Use part-time personnel only for:

1. Special expertise, and
2. When purchasing time of faculty for grants and contracts.

Appointment Privileges:

All of the above appointments are subject to review by the department at any time. None of these appointments include the voting rights accorded to tenured and tenure-track appointments. Appointees are encouraged to attend faculty meetings.

Nomination and Approval Procedures:

Nomination for appointments can be made by any member of the faculty but usually would be put forward by several individual faculty or a program area in the department.

Nominations would include (a) a statement of the rationale for the appointment that includes the expected benefits for the appointee as well as the department, (b) suggested type of appointment, rank, and term, and (c) a resume or vita and any relevant support documents.

The Chair will then formulate a recommendation, notify faculty of any intent to recommend an appointment, and place appropriate materials (e.g., vita, area's statement of rationale) in the main office for faculty review at least one week before an initial faculty meeting discussion.

Administrative Arrangements:

Members of the faculty of the department are budgeted in one of four ways: 1. totally within the department; 2. partially within the department and partially within another university unit which is not an academic department; 3. partially within the department and partially within another academic department; 4. totally within another university unit which is not an academic department.

Courtesy Appointments:

Purpose:

Courtesy appointments are university appointments to faculty members who receive no portion of the departmental budget for salary but who are recognized as contributing to departmental programs and activities upon request and mutual agreement. Such appointments are controlled by the Provost's Office and are under the policies of the ISU Faculty Handbook, section 3.3.7 – Joint Appointments. Such appointments may be made either coincidental with, or subsequent to, the individual's original appointment.

Procedures:

To initiate the process, the applicant, in collaboration with the ELPS department chair, must submit a request and a current vita to the departmental Personnel Committee. The department chair will indicate in writing the role the faculty member will play in the department including their research, teaching, service, and/or outreach activities using the Professional Responsibility Statement and a Letter of Intent. After discussion by the Personnel Committee and a simple majority vote of the committee, the request and documentation is presented to the faculty for a vote. The courtesy appointment will be for a period of three to five years, at the discretion of the Personnel Committee and the department chair, and applications and any subsequent renewals requires a two-thirds majority acceptance of the voting eligible faculty for passage.

The Letter of Intent for a courtesy appointment must be signed by the chairs of the faculty member's "home" department and the chair of ELPS, the dean or deans of the college(s) involved, and the provost. The individual's primary department is the faculty member's home department for purposes of evaluation, review, and initiating personnel actions. A letter from the ELPS department chairman may be included as supplemental material in promotion and tenure dossiers submitted to the faculty member's primary department. The faculty member's tenure is assumed to reside in the primary department only. Committee and teaching assignments must be agreed upon by the faculty member, the department chair of ELPS, and the department chair of the department in which the faculty member has a primary appointment. Courtesy appointments are reconsidered every three to five years, as stipulated in the Letter of Intent, for reappointment or termination. The participation of faculty members with courtesy appointments in ELPS is reviewed annually by the department chair.

Expectations and Rights:

Faculty members with courtesy appointments are expected to participate in departmental activities, which may include some or all of the following: a) teach or team-teach one or more courses in the department (this may include courses in the faculty member's home department that are cross-listed with courses in ELPS); b) participate on a major grant or research activity that would be jointly beneficial to both the department and the faculty member to be associated administratively in the ELPS department; c) serve as major professor for graduate students in ELPS; d) serve on student POS committees; e) attend ELPS faculty meetings, program area meetings, and departmental retreats as time allows; f) serve on ELPS committees or take on other service assignments. Faculty who hold courtesy appointments will not have voting rights on issues for which a faculty vote is required.

Departmental Administration

Chair

The Chair is the chief executive officer of the Department. The Chair has general responsibility for mobilizing the personnel and resources of all program areas in the Department to meet the goals of the Department and is administratively responsible to the Dean of the College. He/she supervises and evaluates the work of faculty and support staff.

With the assistance of the program coordinators, the Departmental Committees, and all members of the department faculty, the Chair must strive to:

1. develop and strengthen the graduate curriculum and instruction;
2. facilitate and improve student and faculty research and scholarly activity;
3. enhance service to the educational enterprise, both on- and off-campus;
4. establish strong faculty and staff development programs;
5. recruit highly qualified students, faculty, and staff;
6. maintain faculty, student, and staff morale at a high level;
7. attain balanced workloads for all faculty and staff members;
8. cooperate with and, when necessary, assist other departments in matters affecting the welfare of the College and University.

Specific duties of the Chair include:

1. managing the academic and financial affairs of the Department in accordance with the policies of the Department, College, and the University;
2. leading the department in a manner consistent with the governance document;
3. preparing and/or assessing departmental reports required by the College and the University;
4. initiating recommendations for faculty and staff appointments, advancement in rank, tenure, contract renewals, dismissals, and salary increases;
5. preparing and administering the department budget and maintaining appropriate records for the department;
6. assigning the professorial workload for each staff member in the department;
7. transmitting information about department, college, and university activities and programs to the faculty and staff;
8. appointing members and chairs for the departmental committees as needed, including special review committees;
9. preparing composite evaluations of staff performance as required by the Department, College, or University;
10. informing the Office of the Dean of all pertinent developments in the Department;
11. representing the Department at the cabinet meetings of the College;
11. coordinating and monitoring all degree and licensure programs;
12. such other duties as assigned by the Dean of the College.

In the case of personnel actions involving faculty members jointly administered by the Department and one or more other academic departments or units, modifications of the foregoing duties may be needed in order to conform to the policies and procedures of the department(s) or unit(s) concerned.

Program and Licensure Coordinators

The program coordinator is the representative of the staff members included in his/her program area. He/she works in close cooperation with the Chair to achieve the goals of the program and is administratively responsible to the Chair.

Specific duties of the Program Coordinator include:

1. arranging and chairing the meetings of the program staff;
2. developing the program course schedules for the academic year and the summer session;
3. processing the evaluation of the applications of students wishing to be admitted to graduate study in the program area;
4. coordinating and monitoring the progress of graduate students in the program area;
5. coordinating the graduate assistants in the program area;
6. preparing all program reports required by the Department, including catalog copy;
7. informing the Chair of all program needs and current state and national professional issues.

Selection and Appointment of Administrative Officers

Chair

Term of Office

The initial term of office for the Chair is negotiable and often is between three and five years. Subsequent renewals are negotiated with the College Dean and generally are for a period of three years.

Selection of the Chair

Approximately nine months before the end of the term of office for the Chair, he/she will inform the Dean concerning his/her desire to be considered for another term. If the incumbent does not wish to continue as Chair, a replacement shall be found by following usual university procedures. Formal review of the Chair is initiated by the College Dean as part of the reappointment process. If asked by the College Dean, the Personnel Committee will provide input to the Dean on the administrative performance of the incumbent as well as an evaluation of the functioning of the entire department. Faculty and staff members will be invited to contribute to this process. On the basis of this advice and other information, the Dean may recommend through administrative channels that the incumbent be appointed for another term or deny the incumbent's request to continue and will initiate a search for a replacement.

Program Coordinators

Term of Office

The term of office for program coordinators is normally three years.

Selection of Program Coordinators

Not later than January 15 of the third year of the term of office of a program coordinator, he/she will inform the Chair concerning his/her desire to be considered for another term. The Chair shall share this information with members of faculty of the program area, the Dean, and, if necessary, other concerned administrative officers. On the basis of advice from these groups and other information, the Chair will either appoint a replacement or appoint the incumbent for another term.

Faculty Committees

The Department uses committees to assist in its efforts to achieve its objectives. The membership of the committees is to be as representative of the faculty as possible. At the beginning of each academic year, the Chair will appoint members of the budgeted and adjunct faculty (where appropriate) to serve on departmental committees for the year.

The Chair will also appoint a chair for each committee. Graduate student members of committees are also appointed by the Chair for one-year terms which can be renewed.

Faculty Meetings

Department Faculty Meetings

Meetings of the faculty of the Department are called by the Chair who shall preside at these meetings. Special meetings may be called at the request of one-half or more program coordinators or one-fourth or more of the faculty of the Department. The agenda for special meetings is limited to those items designated in the request. Written notification of each meeting will be sent to all faculty members in advance of the meeting.

A quorum, defined as at least one-half of the tenure-track faculty of the Department, must be in attendance for business to be conducted. Written proxy votes on specific motions are allowed. Formal Rules of Order govern the deliberations of the department faculty.

Program Area

Faculty Meetings Meetings of the faculty of a program area are called by the program coordinator who shall preside at these meetings. Special meetings may be called at the request of one-fourth or more of the faculty of a program area or the Chair. The agenda for special meetings is limited to those items designated in the request. A quorum, defined as at least one-half of the total members of the program area, must be in attendance for business to be conducted. Written proxy votes on specific motions are allowed. Formal Rules of Order govern the deliberations of the program area faculty.

Records

The central office of the Department shall maintain records of all important activities of the Department, including staff evaluation personnel records, student admission and academic achievement records, budget information, significant correspondence, and minutes of faculty meetings. Each program area shall maintain similar records to the degree needed for efficient operation of the program area.

The requirements for confidentiality followed by the Department with respect to its records are those established by the University and by state and federal law. Also, departmental documents will be retained in accordance with the time schedules included in the records management guide for the University.

Amendments

Changes in this governance document may be made by an affirmative vote of the faculty equal to or exceeding a majority of the total faculty membership in the Department. Written proxy votes on proposed amendments are allowed.

Approved 5/10/96 1.1.13; Revisions approved 3/01/00, 1/08/03, 5/03/06, 10/10/07, 11/14/07, 10/08/08

Assessment Committee

Purpose:

The purpose of the Assessment Committee is to lead and coordinate outcomes assessment in the department.

Functions:

Monitor and implement the current assessment process in the ELPS doctoral program, including coordination with RISE.

Provide guidance to faculty in the program areas as they develop assessment initiatives in the Master's programs. Maintain the department assessment website. Disseminate assessment results in scholarly outlets when appropriate.

Membership:

The Assessment Committee is comprised of four faculty members and one student.

Approved 12/06/06 1.3.1

Awards Committee

Purpose:

The purpose of the Awards Committee is to assist the departmental faculty and administration to obtain an equitable opportunity for awards and honors available at the college, university, alumni sources, and outside sources.

Functions:

1. Monitor professional activities and accomplishments of departmental members in order to nominate eligible candidates for honors and awards.
2. Survey available and newly announced awards and honors for ELPS professors, P & S and merit employees, and students.
3. Promote new awards and recognition by donors; maintain existing awards by appropriate communication with and activities for donors.
4. Assist the College Awards and Honors Committee in identifying and nominating appropriate departmental personnel for all appropriate awards.
5. Work with the nominees to create appropriate support documents, recommendations, and exhibits for "consideration" folders.
6. Contact appropriate references for nomination and/or support letters.
7. Offer assistance to those candidates for awards who need special documentation of performance from the departmental administration and records.

8. Maintain an accurate record of all who have been nominated for and/or received awards and the original support packet.

Activities:

The committee is most active during the fall semester because of the timeline required for nominations and seeking support and reference letters. Recommendations and actions are shared with the Department Chair and made to the College Awards Committee. Because of the nature of the competition and requirements of various donor groups, most activities are confidential until the annual group of awardees are announced.

Membership:

The Awards Committee is composed of faculty members, a record analyst, and one student member appointed by the ELPS Department Chair. The Committee Chair will be appointed by the Department Chair. The Chair represents the department on the College Honors and Awards Committee.

Meetings:

The committee will meet regularly with meeting times and topics announced at departmental faculty meetings. Long and emergency meetings are sometimes required during preparation of nomination materials.

Approved 5/13/99; Revised 5/03/06; Revised 9/19/07 1.3.2

Budget Advisory Committee

Purpose:

The purpose of the committee is to be of assistance to the department chair regarding decisions related to financial management of the department.

Membership:

The Budget Advisory Committee in the Department of Educational Leadership and Policy Studies is composed of the program coordinator (or one of the co-coordinators) of each of the programs of the department and at-large faculty members appointed by the ELPS Department Chair. The ELPS Department Chair will serve as the chair of the Budget Advisory Committee. The ELPS Administrative Assistant will serve ex officio on the Budget Advisory Committee.

Procedures:

- The ELPS Department Chair is responsible for the budget provided by the College of Human Sciences for the department (704-10-50) and for office expenses (701-10-50), in addition to funds generated through Continuing Education and accounts managed by the Development Office.
- The Budget Advisory Committee shall advise the Department Chair regarding special requests for financial support and special expenditures not routinely budgeted.
- The Department Chair will make regular reports to the faculty regarding the status of the budget and recommendations of the Budget Advisory Committee.

Meetings of the Committee:

The committee will meet regularly each month. Additional committee meetings may be called by the Department Chair as needed to examine the budget and/or re-allocate funds. The Department Chair will notify the committee of any reversions, unexpected expenditures, major increases in funding, or emergency circumstances that would affect the budget and will arrange a meeting of the entire committee as soon as possible to address such issues. In such cases when the Department Chair would need to respond so quickly to legitimate administrative demands that discussion by the committee is preempted, the committee will be brought together as soon as possible thereafter, to be informed of the decisions. The committee will prepare ways to inform the faculty of the decision and its effect on the remainder of the budget.

Concerns:

Any concerns faculty have about budget related issues may be presented in writing to the Department Chair. The Department Chair will then assemble the Budget Advisory Committee to address the issues and concerns the faculty identified.

Approved 4/14/96; Reviewed 4/21/99; Revised 10/08/08 1.3.3

Computer Fee Committee

Purpose:

The purpose of the Computer Fee Committee is to allocate funds received under the Iowa State University registration fee for computer services paid by students within the department. Fees collected from students for computer services are provided to the Department of Educational Leadership and Policy Studies for use by the department to meet exclusively the computing needs of students. Computer fees must be allocated in accordance with the rules and regulations of Iowa State University.

Membership:

The Computer Fee Allocation Committee shall be comprised of faculty members and students selected from within the department by the ELPS Department Chair. The number of students on the committee should at least consist of one student greater than the number of faculty present on the committee to ensure that students comprise the majority of the committee. The Chair of the Department of Educational Leadership and Policy Studies shall appoint a faculty member to serve as Chair of the Computer Fee Committee.

Functions and Operations:

It shall be the responsibility of the committee to obtain information from the College of Human Sciences as to the Department of Educational Leadership and Policy Studies pro-rata portion of student computer fees received. The fees collected will be deposited in a fund designated by the Department Chair. The Chair of the Computer Fee Committee shall be responsible for submitting the required correspondence and/or information to obtain the funds provided by the College for the Department.

The Committee Chair shall convene the committee as needed in order to transact the business of the committee, including planning, organizing, implementing, and evaluating the use of the funds for procurement and maintenance of equipment, supplies, facilities, or other items of materiel nature for use by students. The Committee Chair shall be responsible for reporting the actions of the committee to the Department Chair and/or other officers of the University as required.

Meetings of the Committee:

Meetings of the committee shall be held on University premises and shall be open to the public, students, and members of faculty and staff of Iowa State University, in accordance with University guidelines. An evaluation of the committee's work shall be committed to writing in a report submitted to the Department Chair as required.

Approved 5/20/99; Revised 11/14/07

Development Committee

Purpose:

The purpose of the Development Committee is to assist the department faculty and administration in securing non-appropriated funds to support the activities of the department or individual programs.

Functions:

1. Identify potential donors both corporate and individuals who may provide gifts.
2. Work with foundations to help them understand our program and ultimately fund faculty and department initiatives.
3. Seek funds and donors in cooperation with the CHS Officer for Development.
4. Create and maintain a list of potential donors.

Membership:

The membership of this committee will be determined by the Department Chair.

Meetings:

The committee will meet as needed but at least once per year.

Approved 12/06/06 1.3.11

Grievance Committee

Students who believe a faculty member (in his or her academic capacity) has behaved unfairly or unprofessionally may have their grievance reviewed through the procedure described below. A student may not initiate an appeal more than one year following completion of the course, and may not initiate the appeal of a course grade beyond midterm of the semester following completion of the course.

Grievances arising out of classroom or other academic situations should be resolved, if at all possible, with the student and the instructor involved. If resolution cannot be reached, or if the grievance involves sexual

or racial harassment and the student prefers not to deal directly with the instructor, the student should discuss the grievance with the instructor's department chair and submit it in writing to him or her. The department chair will investigate the grievance, including discussing it with the instructor involved and/or refer it to departmental grievance committee. The grievance committee should respond to the department chair in writing within five class days of receipt of the written notice of the grievance. The Departmental Grievance Committee will consist of the Program Coordinators in Educational Administration, Higher Education--Student Affairs, Higher Education--Community Colleges, and Research and Evaluation. The Director of Graduate Education (DOGE) will chair the committee and be a voting member.

In cases where a grievance is lodged against a member of the Departmental Grievance Committee, the department chair will appoint an alternate faculty member from the program area in question. If the grievance is lodged against the department chair, the dean of the graduate college will handle the grievance. If the student is not satisfied with the resolution of the grievance proposed by the committee and the department chair, the student may appeal in writing to the dean of the graduate college.

The dean will hear the explanations of the department chair and instructor, and should respond to the student in writing within ten class days of receipt of the written notice of the appeal. If the grievance cannot be resolved with the dean, the student may forward a written appeal to the provost, who will convene a Committee to Review Student Grievance to consider the appeal within ten class days of receipt of the written notice of the appeal.

Within five class days following the convening of the committee, the provost will make a decision with regard to the grievance and will transmit this decision in writing to the grievant, the dean, the department chair, and the instructor. An appeal of the provost's decision may be made to the president of the university. The time limit specified at each level may be extended by mutual agreement of all parties concerned.

Approved 11/14/07 1.3.12

Personnel Committee

Purpose:

The purpose of the Personnel Committee is to assist the departmental faculty and administration with matters relative to promotion and tenure, faculty load, and evaluation of teaching, service, and research.

Functions:

1. Make recommendations to the faculty concerning departmental personnel and procedures.
2. Monitor Promotion and Tenure Policies and Procedures information on the university and college levels for effects on the departmental Promotion and Tenure Procedures.
3. Ensure that information in the departmental policies and procedures manual is updated yearly.
4. At the request of the Dean of the College of Human Sciences, coordinate evaluation of the administrative performance of the Department Chair and of the functioning of the entire department at the beginning of the last year of the Department Chair's term if the incumbent wishes to be considered for another term and report results of the evaluation to the Dean of the College.

Activities:

The committee will make reports to the faculty of all meetings and actions. The committee chairperson will report at regular faculty meetings. Recommendations and actions of the committee are to be discussed and approved by the faculty.

Membership:

The Personnel Committee is composed of faculty members named by the Department Chair. The Committee Chair will also be named by the Department Chair.

Meetings:

The committee will meet regularly with meeting times and topics announced at departmental faculty meetings.

Approved 5/3/96; Reviewed 5/5/99; Revised 5/03/06; Revised 11/14/07 1.3.13

Promotion and Tenure Committee

The Promotion and Tenure Committee of the Department of Educational Leadership and Policy Studies is composed of the Department Chair and tenured faculty members.

The purpose of the Committee is to review the dossiers of faculty members being considered for promotion or tenure or both. The Committee meets early in the fall semester according to the schedule established by the College of Human Sciences when there is a faculty member being considered. For those candidates being considered for promotion to full professor, the currently active tenured full professors will comprise the Promotion and Tenure Committee. For those candidates being considered for tenure and/or promotion to associate professor, the current active tenured associate and full professors will comprise the Promotion and Tenure Committee. The committee will select a chair to facilitate discussion of the candidate's qualifications.

The Department Chair will convene the appropriate committee when a candidate is eligible and may listen to the discussion of the candidate's qualifications but does not vote. The Committee will prepare a letter to the Department Chair with their recommendations and rationale following the timeline desired by the college.

The committee chair will tally the vote and convey the outcome to the Department Chair, who will then inform the candidate of the vote of the committee.

Abstentions may be noted, but, as stated in the College Promotion and Tenure document, they will be counted as "no" votes.

For excused absences individuals may vote by letter to the committee chair.

ELPS members of the College of Human Sciences Promotion and Tenure Committee will vote at the department level. They are not eligible to vote at the college promotion and tenure meeting. The department will vote to elect a representative to the college committee every three years. A person cannot be reelected to consecutive three-year terms, but can serve again after a one-year absence.

Approved 5/11/99; Revised 2/05/07 1.3.14

Research Committee

Purpose:

The purpose of the committee is to assist the faculty and administration in creating and maintaining a department culture which supports research by faculty and graduate students.

The research committee has four functions:

1. making recommendations to the faculty concerning strategies to support a research culture,
2. coordinating implementation of proposed strategies endorsed by the faculty,
3. serving as a faculty liaison to RISE, and
4. awarding grants to students to support travel to professional conferences.

The committee chairperson will report at faculty meetings, transmitting committee recommendations. After faculty discussion, alternative proposals incorporating agreed upon suggestions and/or modifications will be developed subsequently. If the faculty wishes, alternative proposals will be presented to the faculty prior to implementation.

Membership:

The Research Committee in the Department of Educational Leadership and Policy Studies is comprised of faculty members appointed by the Chair, a student appointed by the Chair, and the Chair as an ex officio member. The Chair will appoint a chairperson for the committee.

Meetings of the Committee:

The committee will meet monthly (September through April). If necessary, additional meetings will be called to ensure that the business of the committee is completed. Regular reports of the activities of the committee will be provided to the faculty.

Approved 11/1/94 1.3.15; Reviewed 4/14/99; Revised 5/03/06

Safety Committee

Purpose:

The purpose of the safety committee is to lead and coordinate efforts to make the working and learning environment within the Department as safe as possible for all participants.

Functions:

1. Serve as liaison with the college of Human Sciences and central university administration with all safety issues, requests, plans, etc.
2. Provide guidance to faculty and students related to safety issues such as, but not limited to, class cancellations, emergency situations, and plans for pandemic influenza outbreaks.
3. Seek input from faculty and students related to any safety needs and/or concerns and propose resolutions to identified needs or concerns.
4. Seek approval from the Department Chair to fund resolution to safety needs.

Membership:

Members of the committee will be appointed by the ELPS Department Chair.

Approved 10/08/08 1.3.16

Annual Reviews

Faculty members are reviewed annually for performance appraisal and development on the basis of their Position Responsibility Statements. This review may serve as a basis for determining merit salary increases.

Annual faculty reviews are conducted by the department chairperson based on the previous calendar year's activity. Each faculty member will submit to the department chairperson a written statement of their work for the year of evaluation and any supporting documentation requested by the chairperson.

Following review of the faculty member's statement, the department chair will discuss the results with the faculty member, thus providing an opportunity for exchange of ideas that would be of benefit to the individual and the department. Following this discussion, the department chair will provide the faculty member with a written letter detailing the evaluation. Similarly, the college dean will evaluate the department chairperson annually.

Approved 04/21/08 2.4.1

Personnel Procedures

Promotion and Tenure Policy

Preface:

In 2005 the College of Human Sciences formed a Tenure and Promotion Planning Committee that was commissioned to draft the promotion and tenure policy. In 2006, after consulting with Associate Provost Susan Carlson, Dean Cheryl Achterberg, and college faculty members, the final document was drafted and ratified by each department. As one of the requirements outlined in the new policy, each department in the college is responsible for drafting their own document, which details the policies and procedures at the department level. The purpose of this document is to meet that responsibility for the Department of Educational Leadership and Policy Studies (ELPS).

Guiding Values and Commitments:

The creation of this ELPS Promotion and Tenure document was guided by attention to a number of core values and commitments set forth by the College of Human Sciences Promotion and Tenure Document and ratified by the department dated April 2006. Attention to these commitments should underline the promotion and tenure processes in practice.

A commitment to fairness is evidenced by, among other things, prompt and open dissemination of promotion and tenure policy documents that provide clear and consistent information regarding criteria, expectations, and processes. Fairness is also evidenced by thorough, equitable review processes that involve careful and judicious interpretation and application of policies and criteria to individual promotion and/or tenure cases. Fairness is also assured in that each eligible faculty member is permitted only one vote during the full course of review of any case. Candidates who suspect lack of fairness at any level in the review process should have ready access to formal appeals channels.

A commitment to confidentiality, which should be ensured to the maximum extent allowable, is intended to foster frankness and candor in all aspects of the review process. Confidentiality should be accorded to the

candidate, the writers of external review letters, and all the individuals participating in discussions and meetings convened for promotion and tenure review purposes. Confidentiality should be protected by Deans, Department Chairs, individual faculty members and all other individuals involved in review processes.

A commitment to integrity is intended to yield not only fair processes but also predictable processes - although not necessarily predictable outcomes. Consistent with the ISU Faculty Handbook section 8.2.3 regarding conflict of interest, individuals should avoid being in a situation to influence a university decision that could result in personal gain. Individual faculty members should excuse themselves or otherwise refrain from participating in the review of any promotion and/or tenure case that presents a personal conflict of interest (see definition in VII.C).

A commitment to respect provides for civil and considerate treatment of promotion and/or tenure candidates and of faculty members participating in the review process. Respect within the promotion and/or tenure review processes includes, but is not limited to, ready availability of promotion and tenure informational documents and guidelines to review candidates by designated representatives (to the extent allowed by relevant policies) that apprise candidates of their status at each level of the review process.

Eligibility of Candidate:

Candidates are reviewed for promotion/tenure during two periods of service with the university. There are mandatory reviews of each faculty member with the rank of assistant professor during the third year and if reappointed, during the fifth year of service or as outlined in the letter of intent at the time of employment. If the candidate becomes eligible for early review for promotion/tenure, the review is completed during the fourth year of service. Likewise, after the fifth year of service, each candidate seeking promotion/tenure undergoes a mandated review during the sixth year of service or as outlined in the letter of intent at the time of employment.

Candidate's Preparation and Presentation of Documents:

Though each candidate is appointed an Advisory Panel to review his/her portfolio to enhance the potential for promotion and tenure, each candidate is solely responsible for compiling and composing complete and accurate records, documentation, and other supporting material when preparing for his or her promotion and tenure review. Once the candidate has compiled his/her file for departmental review, no addendums can be made or submitted without the candidate's written consent. In a non-mandatory case, the candidate can withdraw their submission from consideration at any time during the review process.

Each faculty member being reviewed for promotion and/or tenure shall:

1. Submit materials for consideration in the review according to guidelines and procedures outlined and posted on the Provost's Office website, The College of Human Sciences Promotion and Tenure document, and this document.
2. Inform the Promotion and Tenure Committee and the Department Chair of inaccurate or incomplete information in the nonconfidential material to be forwarded for college review of his/her promotion and/or tenure.

Guidelines for Preparation of Materials:

The candidate should submit documentation as identified in Section 5.3.1 of the ISU Faculty Handbook and in concert with the College of Human Sciences Promotion and Tenure Policies Procedure (April 2006) Appendix.

Candidate Information: This should include a position responsibility statement(s) since date of employment. Also reference Section 5.3.1.2 of the ISU Faculty Handbook.

Teaching Evaluations from each course taught at Iowa State University since the previous advancement in rank.

- Scholarship: A reflective narrative of maximum 25 pages single-spaced addressing the candidate accomplishments, which should include three representative publications and plans for the future. See Section 5.3.1.3 and 5.3.2.1 of the ISU Faculty Handbook for a list of suggested activities and accomplishments.
- Current Promotion and Tenure Vitae: The vitae should be inclusive of the faculty member's scholarship, activities, and accomplishments. The format of the vita is specified, but it should reflect the standards within the discipline and be organized to present the candidate in a positive perspective. See Section 5.3.1.1 of the ISU Faculty Handbook.

- Areas of Position Responsibilities and Activities: This should include a list of student committees on which the candidate has served and chaired. See Sections 5.3.1.4 and 5.3.2.2 of the ISU Faculty Handbook for a list of suggested activities in the four areas of faculty activity.
- Faculty Portfolio: See Section 5.3.2 of the ISU Faculty Handbook

Departmental Review:

Each candidate will be reviewed at the departmental level by two formal entities:

1. the appropriate department promotion and tenure committee and
2. the department chair. Any member with a conflict of interest with respect to a candidate shall not participate in reviewing that candidate. (See Section VII.C and ISU Faculty Handbook, Section 5.2.4.1.3).

Department Promotion and Tenure Review:

The Promotion and Tenure Committee is comprised of selected members of the tenured department faculty. The committee is dependent on the status or promotion available for each candidate. If the candidate is seeking a promotion/tenure from assistant professor to associate professor, the committee is comprised of both tenured associate professors and professors. If the candidate is seeking a promotion from associate professor to professor, then only faculty with the rank of professor are eligible to serve on the committee. Each member of the committee will review the candidate's portfolio. The committee will then meet to discuss the material. The chair of the committee, who is elected by the members of the Promotion and Tenure Committee, will present a letter to the Department Chair, which indicates the vote and documents the reasons for the vote.

Department Chair Review:

The Department Chair will conduct a separate review of the candidate's portfolio and prepare a separate letter with his/her recommendations documenting the reasons for this position.

Meeting with the Candidate:

The Promotion and Tenure Chair and the Department Chair will meet with the candidate to discuss the evaluation and recommendations of the committee and the reasons for this position.

The candidate's materials, the Promotion and Tenure Committee's written report and recorded votes are sent to the Dean. A copy of these documents will be retained in the Department Chair's office.

Review by the Department Chair:

The Department Chair shall:

1. Provide candidates with the names of members of any committee who participated in the departmental level review.
2. Prepare a Department Chair Promotion/Tenure Evaluation Report for each departmental faculty member under review who must be forwarded in mandatory promotion and tenure cases and in cases that are not mandatory where the faculty member elects to have their recommendation forwarded.
3. Inform the appropriate Promotion and Tenure Committee of the chair's recommendations regarding promotion and/or tenure.
4. Inform each candidate in writing (before recommendations are forwarded to the college) if he or she shall be recommended for promotion and/or tenure and clarify the substance of the recommendations.
5. Notify in writing any person not recommended by the Promotion and Tenure Committee, or the Department Chair, or both, of the reasons for the decision. The communication should be constructive in tone and content.
6. Provide each candidate for whom a recommendation is forwarded, the nonconfidential information that will be submitted to the College of Human Sciences Promotion and Tenure Committee (CHSPTC).
7. Submit Promotion and Tenure documents to the Dean's Office.

Tenure and Promotion:

Tenure and promotion are granted to candidates based on the criteria that are established by the Department, College, and University. Though tenure and promotions are sometimes denied and explained in the formal review, reasons for denial may range from poor or lack of scholarship and activities, poor teaching, a scant service record, gross misconduct, criminal charges, or activities unbecoming of university faculty members/violations specifically identified or outlined in the ISU Faculty Handbook.

Appeals:

Mandatory promotion and tenure decisions involve review for tenure in the penultimate year of the faculty appointment. Mandatory promotion and tenure decisions are appealed directly to the University President, according to Section 5.2.3.4.5 of the ISU Faculty Handbook. Only non-mandatory promotion and tenure decisions may be appealed at the department and college levels, according to Section 5.2.3.4.5 of the ISU Faculty Handbook. A candidate's appeal of a promotion and tenure decision should follow the general procedures in Section 9 of the ISU Faculty Handbook (Faculty Grievance Procedures) and be based on the criteria specified in Section 9.1 of the ISU Faculty Handbook.

Special Circumstances Concerning Early Tenure:

A promotion and/or tenure review may be requested by individual candidates who believe they have attained the criteria for promotion and/or tenure described in the departmental, college or university guidelines in less than the specified probationary period. The decision to seek early promotion and/or tenure should be made only after careful consideration by the candidate, Department Chair, and after consultation with the Dean. It is recommended that this decision occur no later than the spring of the year preceding the submission of materials.

Post Tenure Review:

The Department of Educational Leadership and Policy Studies will submit post tenure review policies and schedules to the Dean of the College of Human Sciences. In addition, ELPS will also complete a post tenure review for each tenured faculty member at least once every 7 years.

Third Year Review

Purpose:

The third year review establishes the framework for the promotion and tenure process. Its purpose is threefold:

1. it serves as a review for continuation of the candidate's contract through review for tenure,
2. it provides the candidate with an opportunity to begin to demonstrate synergy among his or her research, teaching, and service endeavors, and
3. it provides the candidate with feedback on his or her progress to date, and, if the contract of the candidate is renewed, suggestions for enhancing his or her record prior to tenure review.

Participants:*Candidates for Review*

Tenure-track faculty ordinarily are reviewed during the second semester of their third full academic year of service as described in the candidate's letter of intent (or in a timeframe consistent with university approved probationary period extensions). The Advisory Panel. An Advisory Panel will be named for each review candidate. The panel's role will be to review the portfolio and make a recommendation to the Department Chair as to whether the candidate should be retained and, if so, to provide suggestions to enhance the candidate's potential for promotion and tenure. The Advisory Panel shall consist of three tenured faculty members appointed by the Department Chair. One member of the panel shall be appointed from outside the department, but within the college. The chair of the panel shall be a member of the department.

Procedures:*Preparation of the Candidate's Portfolio*

The review candidate will prepare a portfolio that includes the following materials:

- Position responsibility statement(s) since hired
- An up-to-date curriculum vitae
- A reflective narrative of 5-10 single-spaced pages including teaching philosophy and synergy among scholarship, teaching, and professional practice. The candidate will also provide a description of his or her research, research focus and themes, and planned future research activity.
- Level and kind of teaching activity before coming to ISU, if any • Level and kind of teaching activity after starting at ISU; including average course evaluation data and commentary on the numbers relative to others in the department
- Level and accomplishment of graduate teaching
- A list of current and completed student committees chaired and served on Number and kind of publications before coming to ISU

- Number and kind of publications since coming to ISU
- Three representative publications
- Circulation and acceptance rates for all journals in which the candidate has published
- Number and kind of research funding/support before coming to ISU
- Number and kind of research funding/support after coming to ISU
- Amount and kind of engagement before coming to ISU, if any
- Amount and kind of engagement after coming to ISU (this can include department and college service, as well as participation in national committees, extension, etc)

Advisory Panel Review:

Each member of the Advisory Panel will review the candidate's portfolio. The panel will then meet to discuss the materials. The chair of the panel will prepare a letter outlining the strengths and weaknesses noted in the portfolio, the panel's recommendation for continuance of the candidate's contract, and suggestions for future activity if the candidate is continued. The Advisory Panel will submit a report of the panel's recommendations to the Promotion and Tenure Committee as well as to the Department Chair and the candidate.

Promotion and Tenure Committee:

The Promotion and Tenure Committee will meet to hear the recommendations of the Advisory Panel. The Promotion and Tenure Committee may submit additional comments in writing to the Department Chair regarding the candidate if they so choose.

Department Chair Review:

The Department Chair will conduct a separate review of the candidate's portfolio and prepare a separate letter to the Dean outlining the strengths and weaknesses noted in the portfolio, the recommendation regarding continuance, and suggestions for future activity. This letter will be shared with the candidate.

Meeting with the Candidate:

The Advisory Panel Chair and the Department Chair will meet jointly with the candidate to discuss the evaluation and recommendations of the committee and the Department Chair for future activity and to solicit the candidate's input regarding the recommendations. At this time potential external reviewers who could be contacted when the candidate is up for tenure and promotion may be discussed.

Approved 9/14/07 2.1.6; Approved 9/12/07 2.1.7

Post Tenure Review

Post Tenure Review Policy and Procedures

Philosophy

Post tenure review in Educational Leadership and Policy Studies is a self-directed, developmental activity that is responsive simultaneously to the needs of faculty members and the needs of the department. During post tenure review, individual tenured faculty members develop plans for their professional growth and in the process seek the advice of peers. Cooperation, collegiality, and protection of academic freedom characterize post tenure review.

The ELPS post tenure review policy and procedures have been developed within a continuous-improvement-of-practice model rather than a supervisor-inspection model. Post tenure review is a mechanism to support each faculty member's professional growth; it is not a process of enumerating deficits.

The ELPS faculty believes that faculty members should be productive and effective in their roles throughout their careers. In order for this to occur, professional development must take place continuously from the time of initial appointment until the time of departure from ISU. The department must also maintain a supportive, nurturing environment in which individual faculty members can flourish.

The ELPS policy has been developed in accordance with the provisions of the ISU Post Tenure Review Policy. Consistent with the ISU policy, post tenure review is separate from any university dismissal or disciplinary procedures and does not change the circumstances under which tenured faculty can be dismissed from the university.

The Review Process

Participants The Review Candidate.

A faculty member reviewed under post tenure review procedures is referred to as a review candidate. A faculty member shall be reviewed no more than once every seven years, unless a faculty member submits a written request for an earlier review. No faculty member who has been reviewed for promotion and/or tenure will be reviewed during the seven-year period following the granting of promotion or tenure.

A faculty member who holds a joint appointment with one or more ISU departments will engage in only one post tenure review in a given cycle. The appropriate department for the review candidate's post tenure review will be jointly determined by the Department Chairs in consultation with the review candidate. Possible options include the following: a collaborative departmental review with representatives from each department, a review conducted by the department that holds the majority of the review candidate's appointment, and a procedure by which the review alternates between departments from one post tenure review cycle to another.

Identification of Review Candidates. In the spring of each academic year, the chair will identify those faculty members who will be reviewed during the following academic year.

The Advisory Panel. An Advisory Panel will be named for each review candidate. The panel's role will be to review the portfolio and make recommendations to enhance the candidate's professional growth. The advisory panel shall consist of three members who are tenured and whose ranks are the same as or higher than the review candidate's. At least one member of the panel shall be appointed from outside the program area, and one member may be appointed from outside the department. The chair of the panel must be a full professor. With the written approval of the review candidate, other individuals may sit with the panel for the purposes of observation. Appointment of the Advisory Panel. By May 1, the chair and the review candidate will jointly identify members of the advisory panel. The chair will secure the participation of panel members by May 15.

Procedures and Timelines

By September 15, the review candidate will prepare a portfolio¹ that includes the following materials:

- A three-page overview of professional achievements and professional development experiences since the last review, as well as future directions
- Position responsibility statements since the last review
- The review candidate's plan from the last review
- An up-to-date curriculum vita
- Representative materials in the following areas:
 - Teaching (e.g., a summary of student evaluations, representative syllabi, list of current and former graduate students advised by the review candidate)
 - Research/Creative Activities (e.g., representative publications and presentations)
 - Extension/Professional Practice (e.g., sample workshop materials or reports)
 - Institutional Service (e.g., summary of service activities)
- A draft of the review candidate's professional development plan

¹ When preparing for post tenure review, the review candidate is encouraged to informally consult the members of the advisory panel, the chair, and other departmental colleagues to obtain any recommendations or suggestions that will assist him/her with preparing his/her portfolio.

By October 15, the advisory panel will review the material and meet with the review candidate to discuss the portfolio contents. The intent of this discussion will be to gain additional information regarding the review candidate's plans for professional development and to provide feedback to the candidate regarding the panel members' observations about how these plans may relate the needs of the department.

By December 15, the advisory panel will have developed its commentary and met with the review candidate to discuss its observations prior to the development of the final document.

The commentary will be in the form of a three-part report as follows:

1. overview,
2. review of progress, and
3. summary. The review candidate will have an opportunity to discuss all of the advisory panel's commentary.

By January 15, the advisory panel's commentary will be sent to the chair. The review candidate is invited to submit concurrently any statement he/she desires to be attached to the panel's report. The review candidate may meet with the chair to add any verbal information or to seek the chair's opinion and reaction to this report. By March 1, the review candidate will submit his/her completed professional development plan to the chair, which will be entered into his/her personnel file along with the panel's commentary. The advisory panel's commentary and review candidate's professional development plan shall be the final products that emerge from the process of post tenure review.

Dissemination of Findings

In order to ensure the supportive and developmental nature of post tenure review, the review candidate's plan and the recommendations of the Advisory Panel shall not be circulated to anyone besides the chair without the advanced written permission of the review candidate. The chair shall inform the Dean of the College of Human Sciences when the post tenure review process has been concluded for the review candidate.

Approved 4/05/00; Revised 1/30/07 2.2.3

Policies Regarding Non-Tenure-Track Faculty Members

Definitions. From ISU Faculty Handbook: 3.3.2.1. Appointment Policies for Lecturer, Senior Lecturer, Clinician, Senior Clinician, and Adjunct appointments:

- Lecturer and Clinician: a limited term, full- or part-time renewable appointment of from one semester to three years.
- Senior Lecturer and Senior Clinician: a limited term, full or part time renewable appointment not to exceed five years, requiring a notice of one year of intent not to renew. To be eligible for appointment as Senior Lecturer or Senior Clinician, the individual shall have served as a Lecturer or Clinician or its equivalent for a minimum of six years or completed 12 semester FTEs of employment.

Definitional Clarifications (text for ELPS Handbook): The policies outlined in subsequent sections regarding review, renewal, and advancement for non-tenure-track faculty members will apply to those Lecturers or Clinicians holding a 50-100% continuing term appointment of up to three years (ordinarily B-base), and to Senior Lecturers or Senior Clinicians holding a 50-100% continuing term appointment of up to five years (ordinarily B-base). Individuals who are hired on a course-by-course, as needed basis and who teach no more than six credit hours per academic year may also hold the title of Lecturer or Clinician, but the review procedures differ for these individuals as described in the sections below. Additionally, these Lecturers and Clinicians are eligible for reappointment to teach courses on an as-needed basis rather than renewal, which applies only to a term appointment of three years or five years at 50-100% time. Lecturers and Clinicians in this category may request advancement to Senior Lecturer or Senior Clinician after serving as Lecturer or Clinician or its equivalent for six years or completed 12 semester FTEs of employment, at which point they can request initiation of the advancement process described below. (The review, renewal, reappointment, and advancement policies below do not apply to adjuncts and collaborators who are currently affiliated with the ELPS department.)

Hiring of Non-Tenure-Track Faculty Members:

The hiring of Lecturers and Clinicians for a 50-100% term contract of at least three years will be conducted in accordance with provisions in the ELPS Handbook, "B. Faculty Appointment," (numbers 1-5), p. 1.1.4. The department chair and dean will evaluate and determine prior experiences or credit that may affect the terms of the appointment during the negotiation phase. A Position Responsibility Statement (PRS), based initially on the posted job description, will be completed shortly after the individual assumes his or her responsibilities. The PRS may be subsequently amended during the individual's term appointment as mutually determined by the individual and the department chair.

To identify Lecturer or Clinician candidates who will teach no more than six credit hours per year in the department, the Iowa State University provisions for recruiting a pool of Lecturer or Clinician candidates will be followed. The department chair, in conjunction with program area faculty, will determine need and review prospective candidates.

The department chair will determine availability of resources and make offers to prospective candidates. These Lecturers and Clinicians complete abridged Position Responsibility Statements limiting the scope of their appointment to teaching the designated course(s). One copy of all Position Responsibility Statements will be forwarded to the Dean's Office.

Annual Reviews:

The ELPS department chair will conduct annual reviews of all Lecturers and Clinicians (and Senior Lecturers and Senior Clinicians) holding 50-100% term appointments of at least three years in accordance with the Annual Review procedures in the ISU Faculty Handbook (5.4.1.2). Evaluations will be based on

the individual's Position Responsibility Statement. The ELPS department chair will, after the end of each semester, review the effectiveness (e.g., a summary of student evaluations of teaching) of Lecturers and Clinicians who teach no more than six credit hours per year to gauge their suitability for potential future teaching assignments. Lecturers and Clinicians may submit any supporting materials in writing to the department chair or may request an appointment to discuss their performance with the department chair.

Renewal Reviews for 50-100% term appointment Lecturers and Clinicians: Information regarding the review processes and time frames must be communicated in writing to the individual during the first six months of employment.

Criteria for Renewal and/or Advancement: Criteria for renewal as well as advancement of Lecturers and Clinicians are:

- evidence of effectiveness and productivity in current role, and
- evidence of departmental and program area needs and availability of resources. These Lecturers or Clinicians are eligible for advancement consideration (i.e., to Senior Lecturer or Senior Clinician) and may request advancement upon serving a minimum of six years or 12 semester FTEs of employment as a Lecturer or Clinician.

Review Time Frame: The performance of Lecturers, Clinicians, Senior Lecturers, and Senior Clinicians shall occur at least every six semesters of employment for anyone being considered for future re-appointment. The decision regarding renewal and/or advancement must be finalized no later than 6 months prior to the end of the Lecturer's or Clinician's current term contract, and no later than 12 months prior to the end of the Senior Lecturer's or Senior Clinician's current term contract. At the discretion of the individual and the department chair, the renewal review may substitute for the annual review in an individual's renewal review year.

Possible outcomes of review: Review of Lecturers and Clinicians for possible advancement to Senior Lecturers and Senior Clinicians will have three possible outcomes: recommendation for advancement to Senior Lecturer or Senior Clinician; continuation of appointment as Lecturer or Clinician; or non-renewal of contract. Individuals not recommended for advancement are eligible to reapply in subsequent years.

Review Personnel Involved:

The **department chair** will:

- be responsible for tracking the number of semesters each non-tenure-eligible faculty member is employed by the department, so that the department will know when the six semesters of employment review should occur and when consideration for advancement is possible.
- send a written reminder concerning the upcoming review to the Lecturer or Clinician at least 12 months prior (for the Senior Lecturer or Senior Clinician, at least 18 months prior) to the end of the term contract,
- appoint members to the review committee,
- designate the committee chair,
- recommend to the Dean a decision regarding renewal and/or advancement, and • meet with the individual to inform him or her of the decision. A committee of no fewer than three departmental faculty members (predominantly but not solely representing the individual's program area) will:
- review the individual's documentation,
- meet with the individual for a conference about the individual's accomplishments and goals and the department's current and anticipated needs, and
- provide input to be included in a summary report which is submitted to the department chair. (If an individual's appointment is shared with another department, the two department chairs will confer and determine appropriate renewal review processes.) The renewal review committee chair will: • receive the individual's review materials,
- make these available to committee members,
- schedule a review meeting to be held not later than 9 months prior to the end of a Lecturer's or Clinician's contract (not later than 15 months prior to the end of a Senior Lecturer's or Senior Clinician's contract) , and
- serve as principal author of the summary report to be submitted to the department chair not later than 8 months prior to the end of a Lecturer's or Clinician's contract (not later than 14 months prior to the end of a Senior Lecturer's or Senior Clinician's contract).

- The **Dean** and **Provost** must approve renewal of Senior Lecturers and Senior Clinicians. Request for approval should include a summary of the review results and a statement regarding the continuing need of the unit.

Review Materials: Following closely the provisions of the PRS (amended if changes were made during the term contract), the **individual faculty member** will submit the following documents to the review committee chair no later than 10 months prior to the end of a current Lecturer's or Clinician's contract (no later than 16 months prior to the end of a Senior Lecturer's or Senior Clinician's contract):

- PRS(s),
- Three-page overview of achievements and goals that includes a statement of the requested action (either Renewal or Renewal with Advancement), and
- Artifacts and evidence of effectiveness. Examples of relevant artifacts include, as applicable:
- Teaching (e.g., summaries of student evaluations, representative course syllabi, lists of current and former students taught or advised).
- Research/Creative Activities (e.g., publications or conference presentations, technical reports).
- Extension/Professional Practice (e.g., workshop materials, training modules, consulting reports or products).
- Service (e.g., summary of institutional or professional service involvements).

Additionally, the individual is strongly encouraged to request informational and support letters from external collaborators, clients, or other relevant persons to accompany his or her review materials. The above materials written or assembled by the individual will be available to the individual, the committee members, the committee chair, and the department chair.

Review Process:

- Members of the renewal review committee will review the documentation in advance of a scheduled renewal review meeting.
- This meeting will be held at a mutually agreed upon time that is not later than 9 months prior to the end of a Lecturer's or Clinician's contract and not later than 15 months prior to the end of a Senior Lecturer or Senior Clinician's contract.
- Committee members will meet with the faculty member to discuss the faculty member's accomplishments and goals and the department's current and anticipated needs.
- The renewal review committee members provide feedback to the faculty member and input to the committee chair.
- The committee chair is responsible for writing and submitting the summary report to the department chair.
- A copy of the summary report is given to the individual faculty member.
- Prior to the individual's subsequent meeting with the department chair, the individual may submit to the department chair a written response to the committee's summary report.

Within the review context, all parties to the renewal review are expected to disclose information relevant to potential conflicts of interest as outlined in the ISU Faculty Handbook section 8.2.3. The provisions outlined in the ISU Faculty Handbook will also guide departmental review of any disclosures and inform subsequent actions.

Reappointment of Lecturers and Clinicians teaching less than 6 credit hours per year within the ELPS Department:

The department chair makes reappointment decisions (i.e., extends offers to teach a specified course or courses in a future term) for these Lecturers and Clinicians. The department chair makes these decisions upon considering evidence of teaching effectiveness (i.e., a summary of student evaluations of teaching), departmental and program area needs, and available resources.

Non-Tenure-Track faculty members' participation in Department:

Governance Involvement. Two additional categories of faculty members, "Clinicians and Lecturers 50-100% term appointments" and "Clinicians and Lecturers, non-continuing appointments" will be added to ELPS Handbook 1.1.3.

Clinicians and Lecturers with 50-100% term appointments will enjoy all voting rights listed in the "All Faculty" section, and Clinicians and Lecturers may also vote on similar matters applicable to their program area. These non-tenure-track faculty members are eligible to serve on all ELPS governance committees except the Promotion and Tenure Committee, and may not serve as program area coordinator or department chair.

Clinicians and Lecturers who teach six or fewer credit hours per academic year for the department do not participate in departmental level faculty governance. These individuals may be involved in program area discussions but do not participate in program area voting.

Professional Development Support. The ELPS Budget Committee determines levels of support for all categories of faculty. Support for Clinicians and Lecturers with 50-100% term appointments should be roughly equivalent to the support provided to tenure-track, non-tenured faculty members. Professional development support may be provided for Clinicians and Lecturers who teach six or fewer credit hours per academic year for the department at the discretion of the department chair.

Curricular Development and Review. Participation of non-tenure-track faculty members in curriculum development and review processes occurs primarily through their involvement in program area and departmental deliberations regarding curriculum. Based on ELPS Handbook provision 1.1.3, Clinicians and Lecturers with 50-100% term appointments are also eligible to vote on departmental motions regarding curriculum. Clinicians and Lecturers who teach six or fewer credit hours for the department per year may participate in program area deliberations but do not vote at the program area or department levels.

Policies Regarding Non-Tenure-Track Faculty Members Comparative Renewal Review Processes*

I. Clinicians, Lecturers, Senior Clinicians, and Senior Lecturers appointed to teach six or fewer hours in the ELPS department per academic year)

Appointment --> Completion of Limited PRS --> Completion of semester responsibilities --> Department Chair review of the summary of student evaluation of teaching and decision regarding appointment for teaching assignments.

II. Clinicians and Lecturers (with 50-100% term appointments)

Appointment (up to three year term) --> Completion of PRS --> Department Chair initiation of the review process [no later than 12 months prior to the term's end] --> Individual submits review (and/or advancement) materials to Review Committee Chair [no later than 10 months prior to the term's end] --> Review meeting held [no later than 9 months prior to the term's end] --> Summary report submitted to Department Chair [no later than 8 months prior to the term's end] --> Department Chair's recommended renewal (and/or advancement) decision [no later than 7 months prior to the term's end].

III. Senior Clinicians and Senior Lecturers (with 50-100% term appointments) Appointment (up to five year term) --> Completion of PRS --> Department Chair initiation of the review process [no later than 18 months prior to the term's end] --> Individual submits review materials to Review Committee Chair [no later than 16 months prior to the term's end] --> Review meeting held [no later than 15 months prior to the term's end] --> Summary report submitted to Department Chair [no later than 14 months prior to the term's end] --> Department Chair's recommended renewal decision [no later than 13 months prior to the term's end].

*in the case of Clinicians and Lecturers appointed to teach six or fewer hours in the ELPS department per academic year, the decision made is not renewal or non-renewal but instead a determination of potential for appointment to teach in future semester(s).

ELPS Employee Separation Check List Employee

Name: _____

Position: _____

Date of Separation: _____

Faculty Responsibilities

Complete N/A

1. Submit a letter of resignation with your separation date, forwarding address, and phone number.
2. Return all ISU equipment to the department (computers, printers, software, PDAs, cell phones, keys, P-cards, charge cards, etc.)

3. If you seek to transfer or sell equipment purchased and owned by ISU, complete the procedure outlined in [EQUIPMENT TRANSFERS](#), available from the Office of Sponsored Programs. Return all library materials and pay any outstanding fines or fees.
4. Remove all information you wish to keep from computers and network servers.
5. Provide department chair with passwords to voicemail and any departmental files.
6. Update your voicemail to inform callers of your separation and include a phone number for further assistance.
7. Add an auto response message to your email to let people know of your separation and provide contact information for further assistance.
8. Remove all personal items and clean your office. Contact Benefits Office (294-7680).

Department Responsibilities

Complete N/A

1. Complete the Notice of Termination form. Verify employee return of all ISU equipment.
2. Collect P-card. Destroy card and contact Purchasing (294-4860) to cancel the card.
3. Collect and destroy departmental charge cards. Contact the Controller's Department (294-2555) to cancel accounts.
4. Collect and return keys to Facilities Planning and Management (294-4211). Review status of employee's externally funded projects.
5. Contact College IT officer to remove computer access/access to University systems where appropriate (e.g., Outlook, ADIN, etc).
6. Contact the Registrar's Office (294-0761) for removal of Access Plus departmental, advisor, or instructor access.
7. Initiate Electronic Personnel Action to update payroll and personnel records. Verify employee's forwarding address. Perform exit interview.

Approved 10/08/08 2.6.1 ; 2.6.2