

GOVERNANCE DOCUMENT
GREENLEE SCHOOL OF JOURNALISM AND COMMUNICATION
Iowa State University
Last reviewed: July 28, 2008

I. INTRODUCTION

A. The Greenlee School of Journalism and Communication is committed to a philosophy MISSION OF SCHOOL that draws its goals from the larger purposes of education in the liberal arts and sciences and from the guidelines of its accrediting organization, the Accrediting Council on Education in Journalism and Mass Communication (ACEJMC).

The primary responsibilities of the School are:

- To educate students for careers in journalism and communication.
- To promote an understanding and appreciation of the First Amendment and the role of journalism and communication in all societies.
- To foster research that contributes to the building of theory and helps to improve journalism and communication performance.
- To encourage its faculty to undertake high quality creative activity in journalism and communication and to engage in substantial service to the University, the profession and the public.

The School's service and professional outreach function focuses on:

- Post-secondary education through involvement with appropriate teaching organizations and professional associations such as, but not limited to the Iowa College Media Advisors, AEJMC, ICA, NCA, INA, IBA, PRSA, AAF and other similar professional organizations.
- Service to the profession on the state, national and international levels to foster freedom of expression and the role of journalism and communication in all societies (ADDED 04-24-04).

The activities of the School reflect the University's commitment to excellence in teaching, research, creativity, professional practice and extension, and the University's recognition of the importance of service (REV 09-26-03).

B. RELATIONSHIP TO COLLEGE, UNIVERSITY AND REGENTS POLICIES
School policies embodied in this document or other School documents are subordinate to those of the College of Liberal Arts and Sciences, Iowa State University of Science and Technology and the Iowa State Board of Regents. When conflicts arise between School policies and College, University or Regents policies, the College, University or Regents policies prevail.

C. OTHER SCHOOL DOCUMENTS AND POLICIES Other policies regarding the operation of the School policies are included in the School Policies and Procedures Manual. The policies and procedures in the School Policies and Procedures Manual are incorporated herein by reference.

D. RELATED UNIVERSITY DOCUMENTS Other information about University policies can be found in the *ISU General Catalog*, the *ISU Faculty Handbook*, the *ISU Information Handbook*, the *Graduate Faculty Handbook*, the *Records Management Manual* and the *ISU Office Procedures Guide*.

II. MEMBERSHIP IN SCHOOL

A. CRITERIA All tenured, tenure-track, adjunct faculty, lecturers/clinicians and senior lecturers/clinicians, with positions budgeted within the School are members of the faculty of the School. Unless specifically noted otherwise in this document, these definitions apply in any use of the term faculty member (REV 01-24-03).

B. VOTING ELIGIBILITY Lecturers and senior lecturers are not generally entitled to vote in faculty meetings. However, lecturers and senior lecturers who have displayed active involvement in the School may apply to the P&T committee for such voting rights. Voting rights will be granted after a positive recommendation from the P&T committee and approval by a majority vote of the faculty (REV 03-08-02; 01-24-03).

C. ABSENTEE AND PROXY VOTING Absentee ballots, to be honored, must be received by the Director before voting begins on the issue in question. Proxy votes are honored when authorized in writing by the absent faculty member, provided the faculty is notified of the proxy before the vote. A proxy holder may vote on any issue authorized by the absent faculty member.

III. GOVERNANCE STRUCTURE

A. THE FACULTY The faculty is the legislative body of the School and has ultimate responsibility for approving educational policies and procedures of the School, including curriculum and course revisions and grading procedures.

B. COMMITTEES Committees are responsible for advising the faculty regarding the development of educational policies and procedures of the School. Except where noted herein, faculty members are appointed to committees by the Director.

C. DIRECTOR The Director is the School's chief executive officer and is responsible for carrying out School, College and University policies.

VI. ADMINISTRATION

A. DIRECTOR

1. **APPOINTMENT** The School is administered by a Director, who is appointed by the Dean of the College of Liberal Arts and Sciences, subject to the approval of the Provost of the University, the President of the University, and the Iowa State Board of Regents.

2. **LENGTH OF TERM** The length of initial appointment of the Director varies from three to five years, depending on the School's administrative needs. The length of term is set by the Dean. Ordinarily, no faculty member serves longer than a total of eight consecutive years as Director.

3. **REAPPOINTMENT** When appropriate, the Dean initiates the reappointment process in the next to last year of the Director's term in office by seeking the opinion of the faculty regarding whether the incumbent Director should be reappointed. The Dean then decides whether to reappoint the incumbent Director.

4. **REPLACEMENT** If the Dean decides not to reappoint the incumbent Director, the Dean initiates the replacement process by seeking the opinion of the faculty regarding whether it favors an internal or external search. The Dean then decides whether there will be an internal or external search and appoints a search committee, which carries out the search according to University policies and practices. The search committee is responsible for recommending candidates to the Dean.

5. **VACANCY** If the incumbent Director takes a leave from office, resigns or is not able to complete the term in office, the Dean appoints an Acting Director after seeking the opinion of the faculty regarding the best candidates. The Acting Director serves in office until the Director returns from the leave or until a permanent Director is selected through the ordinary replacement process.

6. **REPLACEMENT FOR CAUSE** The Dean may remove the Director for cause at any time during the Director's term in office. Should the Director be removed for cause, the Dean appoints an Acting Director after seeking the opinion of the faculty regarding the best candidates. The Acting Director serves until a Director is selected through the ordinary replacement process.

7. **RESPONSIBILITIES** The Director's overall responsibilities include faculty development, program development and administration of the School. The Director is ultimately responsible for maintaining School records, public and confidential. In addition, the Director is expected to remain active as a scholar. In regard to matters over which the faculty has ultimate authority, the Director does not have veto power over decisions voted on by the faculty.

For specific responsibilities of the Director, see the School Policies and Procedures Manual.

8. **EVALUATION OF DIRECTOR** The Director of the School shall be evaluated annually during the spring semester. The Promotion and Tenure Committee shall consult with the Office of the Dean to ensure the evaluation is timely undertaken, and to accomplish other ministerial tasks as may be agreed upon. Evaluations shall include an overall rating, using Likert scales, in order to provide a year-to-year comparison, and open-ended questions asking faculty to comment on areas of positive performance, and areas where performance may be improved. Faculty shall return their signed evaluations to the Dean, who shall meet with the faculty no later than three-weeks prior to the end of the spring semester, to discuss the performance of the Director.

In the year prior to the renewal of the Director's contract, if the Director seeks renewal, the following evaluation procedure shall substitute for the procedure stated above. The evaluation shall be carried out by a committee, consisting of three faculty members elected by the faculty and an external chair appointed by the Dean. This committee, in consultation with the Dean, shall identify the relevant external constituencies to be contacted. The committee also shall meet personally with all faculty and staff to receive comments concerning the performance of the Director. Faculty and staff members may submit their comment in writing or may, if they choose, meet with the external chair rather than a School faculty member to provide comments. Once all faculty and staff interviews have been completed, the committee will create a summary report and then meet with the Dean to discuss the results. The Director of the School also shall file a self-evaluation report that will provide additional input to the committee. The Dean and the committee will meet to discuss the reports. The Dean will meet with the entire faculty to advise them of the conclusions based on the reports, and will provide the faculty with a written report of his decision and rationale (REV 3-8-02).

B. ASSOCIATE DIRECTOR

1. **APPOINTMENT** The Associate Director is a faculty member who is appointed by the Director after consulting with the Dean and the School's faculty. The Associate Director serves in at least a half-time capacity in the position.

2. **LENGTH OF TERM** The Associate Director is appointed to a two-year term, which is renewable. Ordinarily, no faculty member serves longer than a total of eight consecutive years as Associate Director.

3. **REAPPOINTMENT** When considering the reappointment of the Associate Director, the Director consults with the Dean and the School's faculty before making the reappointment decision.

4. **VACANCY** If the Associate Director is unable to complete the term in office, the normal replacement process is initiated.

5. REPLACEMENT FOR CAUSE The Director may remove the Associate Director for cause at any time during the Associate Director's term in office. Should the Associate Director be removed for cause, the Director initiates the regular appointment procedure for filling the vacancy.
6. RESPONSIBILITIES The Associate Director undertakes School duties assigned by the Director. In addition, the Associate Director serves as Director when the Director is temporarily absent. The Associate Director is expected to remain active as a scholar.
7. ANNUAL REVIEW The Associate Director is evaluated annually by the Director, who consults with the faculty.

C. ASSISTANT DIRECTOR

1. APPOINTMENT The Assistant Director is a faculty member who is appointed by the Director after consulting with the School's faculty. The Assistant Director is no more than a half time administrative appointment with appropriate release.
2. LENGTH OF TERM The Assistant Director is appointed to a two-year term, which is renewable. Ordinarily, no faculty member serves longer than a total of eight consecutive years as Assistant Director.
3. REAPPOINTMENT When considering the reappointment of the Assistant Director, the Director consults with the School's faculty before making the reappointment decision.
4. VACANCY If the Assistant Director is unable to complete the term in office, the normal replacement process is initiated.
5. REPLACEMENT FOR CAUSE The Director may remove the Assistant Director for cause at any time during the term in office. Should the Assistant Director be removed for cause, the Director initiates the regular appointment procedure for filling the vacancy.
6. RESPONSIBILITIES The Assistant Director is responsible for working with the Student Advisory Board (SAB), advisers of student organizations, Friends of the Greenlee School (FGS) and the Director to help coordinate activities, collaborate and work with the SAB and FGS leadership and constituents to enhance retention, recruitment and alumni relations. The Assistant Director works with the School administration on awards, events and other matters as assigned by the Director.
7. ANNUAL REVIEW The Assistant Director is evaluated annually by the Director, who consults with the faculty (ADDED 04-09-04; REV 02-16-07).

D. DIRECTOR OF GRADUATE EDUCATION

The Director of Graduate Education is appointed by the School Director after consulting with the faculty. He/She serves at the pleasure of the Director and is evaluated annually by the Director who consults with the graduate faculty.

The Director of Graduate Education chairs the Graduate Steering Committee and is responsible for carrying out School policy and making day-to-day administrative decisions concerning the graduate program. In addition, he/she is expected to remain active as a scholar.

The Director of Graduate Education's teaching and other School responsibilities are adjusted to accommodate these administrative duties (REV 9-24-03).

E. **DIRECTOR OF UNDERGRADUATE EDUCATION**

The Director of Undergraduate Education is appointed by the School Director after consulting with the faculty. He/She serves at the pleasure of the Director and is evaluated annually by the Director who consults with the faculty.

The Director of Undergraduate Education chairs the Undergraduate Committee and is responsible for carrying out School policy and making day-to-day administrative decisions concerning the undergraduate program. In addition, he/she is expected to remain active as a scholar.

The Director of Undergraduate Education's teaching and other School responsibilities are adjusted to accommodate these administrative duties.

F. **EMPHASIS LEADERS**

The Director appoints faculty members to serve two-year terms as Emphasis Leaders for each emphasis in the School.

Each Emphasis Leader is responsible for advising the Director on teaching assignments within the emphasis, coordinating curricular matters within the emphasis, and bringing relevant issues to the attention of appropriate committees or the faculty.

Ordinarily, no faculty member serves more than two consecutive terms as an Emphasis Leader without at least a one-year interruption in service, except in emphases with only one faculty member.

G. **OTHER APPOINTMENTS**

The Director may make other administrative appointments where appropriate after consulting with the faculty.

V. FACULTY RESPONSIBILITIES

A. The School's faculty members have the responsibility to develop full lives as scholars and teachers. This means they have an ongoing commitment to improving the quality of their teaching and scholarship. Faculty members are expected to participate actively in faculty governance. In addition, senior faculty members have an obligation to serve as academic counselors to junior faculty members.

B. Because the School also has a professional orientation, its faculty members have a special obligation to maintain strong ties to the journalism and communication professions.

VI. FACULTY MEETINGS

Meetings are open to all interested parties except when closed under the Iowa Open Meetings Act (Chapter 21 of the Iowa Code). The Director, or the Director's designee, chairs all faculty meetings.

A. **REGULAR FACULTY MEETINGS** Regular faculty meetings are called by the Director and ordinarily are held at least monthly during the fall and spring semesters. Faculty members wishing to discuss specific topics ordinarily will notify the Director at least 48 hours before the meeting so the topics can be on the agenda. The agenda ordinarily will be circulated by the Director to the faculty 24 hours before the meeting. Items on the agenda may be added, deleted or reordered if there is no objection from the faculty. If there is objection from the faculty, a simple majority vote of the faculty at the meeting decides the question.

B. **EMERGENCY FACULTY MEETINGS** Emergency faculty meetings may be called by the Director or by a petition signed by five or more faculty members provided at least two hours' notice is given and a reasonable effort has been made to notify faculty. Only business of an emergency nature may be conducted at an emergency faculty meeting.

C. **INFORMATIONAL FACULTY MEETINGS** Informational faculty meetings may be called by the Director or at the request of two or more faculty members. Any topic may be discussed at informational faculty meetings, but no binding votes may be taken.

D. **VOTING PROCEDURES** The usual method of voting is by voice. A roll-call or show-of-hands vote is conducted when requested by at least one faculty member. However, a secret ballot will be conducted when requested by at least two faculty members, and the request for a secret ballot takes precedence over the request for a roll-call or show-of-hands vote. The ballots will be counted by at least two faculty members and tallies will be announced to the faculty.

1. Unless otherwise noted, passage of motions requires a simple majority vote based on the votes of the faculty members present and the votes from any absentee or proxy ballots. The Director may vote on any matter before the faculty.

E. **QUORUMS** For regular and emergency faculty meetings, a quorum consists of a majority of the faculty members, excluding those on leave. A quorum is not required for an informational faculty meeting.

F. **MINUTES** The Director will ensure that minutes of all faculty meetings are taken and distributed to the faculty so the minutes can be considered and approved by the faculty at a subsequent faculty meeting.

VII. FACULTY COMMITTEES

One of the principal ways in which the faculty shares in the governance of the School is through participation in its committees. It is within committees that School policies and procedures are debated and developed before they are recommended to the faculty for approval.

A. The School standing committees are:

1. LONG-RANGE PLANNING (active only in years when long range plans are created and approved)
2. CURRICULUM
3. GRADUATE STEERING
4. TECHNOLOGY
5. UNDERGRADUATE
6. DIRECTOR'S ADVISORY
7. PROMOTION AND TENURE

Except where noted herein, the composition of the School standing committees, their responsibilities and procedures for appointment are found in the *School Policies and Procedures Manual*.

B. **AD HOC COMMITTEES** *Ad hoc* committees and sub-committees may be created by the Director, after approval by the faculty at a regular faculty meeting, to handle special assignments, such as the search for a new faculty member. In emergencies, *ad hoc* committees may be created by the Director without prior approval of the faculty, but faculty approval must be sought at the next regular faculty meeting. *Ad hoc* committees disband when their assignments are completed.

VIII. PROMOTION AND TENURE (REV 5-2-08)

A. **PROMOTION AND TENURE (P&T) COMMITTEE** Because of the vital importance of promotion and tenure in higher education, all eligible faculty members

are and shall be candidates for membership on the P&T Committee except: (a) those who are on leave (b) those who expect to seek promotion and tenure during the terms being filled and (c) lecturers and senior lecturers (REV 1-24-03).

1. **RESPONSIBILITIES** The Promotion and Tenure Committee is responsible for collecting and presenting information relevant to the evaluation of tenure track candidates for promotion or tenure or both. For cases involving promotion and tenure to associate professor, members of the P&T committee will work with the candidate to assemble the required dossier and supporting documents. For promotion to full professor, a separate committee of all full professors will be created that will carry out all the steps described below. Either the P&T committee (in the case of promotion to associate professor) or the special committee of full professors (in the case of promotion to full professor) will also undertake the solicitation of external letters using the process explained later in this document. For promotion to associate professor, once all documentation has been collected, members of the P&T committee bring together all faculty in the School with a rank equal to or above the level of the promotion under consideration. That is, promotion and tenure cases for associate professor will involve a decision by all current full and associate professors in the School (except the Director, who provides his or her view in a separate process). Promotion to full professor will involve all faculty who are already full professors in the School. Tenure-only decisions will involve all current tenured faculty (except the Director). For cases of promotion and/or tenure, the P&T committee itself does not make a recommendation. It presents documentation (including the dossier, teaching materials, scholarship evidence, and external letters) to eligible faculty at a special meeting. All eligible faculty (except the Director) then vote on the promotion and/or tenure decision.

In addition to these duties, the P&T committee conducts seven-year reviews of tenured faculty for the purpose of enhancing performance, and advises the Director on any adjunct or temporary appointments at the assistant, associate or full professor level. All adjunct or temporary appointments at the assistant, associate or full professor level will be reviewed by the committee either annually or in the first and last years of a term contract.

For non-tenure eligible faculty, the P&T Committee conducts reviews of faculty with appointments of three years or more. The result of the review is a recommendation to the Director, who then provides an independent assessment. Both the committee's recommendation and the Director's recommendation are then sent to the dean of the college. Candidates reviewed are informed by the committee of the outcome of its review.

2. **MEMBERSHIP** The Promotion and Tenure Committee is a five-member committee elected by the faculty. It must comprise a minimum of two full professors and three other tenured faculty members. Ballots for vacant positions must contain the names of all eligible faculty (REV 12-6-2002). Faculty receiving the most votes will fill the vacant positions, with the full-

professor positions being filled by the full professor(s) receiving the most votes.

Faculty members, including the School Director, may vote for any eligible candidate(s). However, the School Director is not eligible to serve on the committee.

The Chair of the committee is elected by the committee to a two-year term and is a member who has had at least one year of service on the committee. The Chair is a voting member. Results of the election are announced to the faculty by the School Director in a timely manner.

3. LENGTH OF TERM Terms of service on the committee are for three years, with terms staggered so that no more than two members' terms expire in the same year.

The election is held on or about April 15. Terms of newly elected committee members begin on June 1.

No member of the committee may serve more than two consecutive full or partial terms (a maximum of six consecutive years) without a one-year interruption of service.

4. RESIGNATIONS Should a member of the committee seek promotion or tenure after being elected to the committee, that member will resign from the committee by the nomination deadline. Should a member of the committee go on extended leave for one or more semesters or otherwise become unable to fulfill committee responsibilities, that member must resign from the committee. (For the filling of vacancies, see Section VIII, A 7.)

5. QUORUMS A quorum for the P&T Committee is four members. All recommendations and decisions of the committee require at least three votes. Voting is by secret ballot if requested by at least one committee member.

6. CONFLICTS OF INTEREST In accordance with the University's Promotion and Tenure document, any member of the P&T Committee who has a conflict of interest with respect to a candidate being reviewed should not participate in the consideration of that candidate. Any faculty member who is concerned about a possible conflict of interest within the P&T Committee should discuss it with the School Director, who makes the School decision. If the School Director concludes there is a conflict of interest, the committee member steps aside while that candidate is under consideration.

7. VACANCIES Any vacancy on the P&T Committee will be filled by a special election.

B. STANDARDS

As stated in the University policy on promotion and tenure, “Evaluation of a faculty member for promotion and/or tenure is based primarily on evidence of scholarship in the faculty member’s teaching, research/creative activities, and/or extension/professional practice.”

Because the School combines professional education of undergraduate and graduate students with a strong tradition of research and scholarship, the School has a dual-track system for classifying faculty members: The Journalism and Communication Professional Practice Tenure Track and the Journalism and Communication Theory and Research Tenure Track. The dual-track acknowledges that there are different expectations for the two groups of faculty members, both of which are vital to the School and University’s mission of excellence in teaching, scholarship and service/extension. The School supports the examples and range of scholarship as detailed in the Boyer report, which the University has adopted (Weiser, C. J., 1996, *The value of a university—Rethinking scholarship*, Oregon State University, <http://www.adec.edu/clemson/papers/weiser.html>; Boyer, E. L., 1990, *Scholarship reconsidered—Priorities of the professoriate*, Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching; and *Iowa State University Faculty Handbook 2002*, 5.2.2.2. Scholarship, p. 32).

A faculty member might be strong in both areas, but for the purposes of classification and expectations for appointment, reappointment, promotion and tenure, each faculty member is in one track. All faculty will select one track at the time of initial appointment and that will be reflected in the Position Responsibility Statement (PRS).

Candidates for promotion from assistant to associate professor will meet with the P&T Committee a minimum of three times during the six-year probationary period. The candidate will meet with the committee in the first year of the appointment. In the third year, the candidate will meet with the School Director and the committee. In the sixth year, the candidate again will meet with the School Director and the committee. The Committee’s objective at these meetings is to provide advice to the candidates on what efforts are needed to enhance the candidates’ success in securing promotion and tenure.

Evaluation of a faculty member for promotion and/or tenure is based primarily on evidence of scholarship in the faculty member’s teaching, research/creative activities, and professional practice. Scholarship is creative, systematic, rational inquiry into a topic and the honest, forthright application or exposition of conclusions drawn from that inquiry. It builds on existing knowledge and employs critical analysis and judgment to enhance understanding. Scholarship is the umbrella under which research falls, but research is just one form of scholarship. Scholarship also encompasses creative activities, teaching, and professional practice.

1. **SCHOLARSHIP** Scholarship results in a product that is shared with others and is subject to the criticism of individuals qualified to judge the product. This product may take the form of a book, journal article, critical review, annotated bibliography, lecture, review of existing research on a topic, or speech synthesizing the thinking on a topic. Also falling under the umbrella

of scholarship are original materials designed for use with the computer; art exhibits by teacher-artists; musical concerts with original scores; novels, essays, short stories, poems; and scholarly articles published in non-research based periodicals, newspapers, television and radio programs, websites and other publications, etc. In short, scholarship includes materials that are generally called “intellectual property.” Scholarship generally implies that one has a solid foundation in the professional field addressed and is current with developments in that field. However, it must be noted that significant advances sometimes accrue when a scholar extends her or his scope of topics beyond those traditional to a particular discipline.

In some fields, refereed journals and monographs are the traditional media for documenting scholarship; in others, exhibitions and performances are the appropriate form. In still other fields, emerging technologies are creating (and will continue to create) entirely new media. Finally, scholarship may be validated and communicated through conference presentations and invited lectures.

Faculty also may submit evidence of scholarship that has not been documented by peers in the discipline, even though this evidence alone would not be sufficient to justify promotion and tenure. Evidence regarding both documented and undocumented scholarship provides a holistic portrayal of the candidate’s scholarly work. For example, course materials in and of themselves do not constitute scholarship.

2. **TEACHING** Teaching is a scholarly and dynamic endeavor and covers a broad range of activities. Some examples of teaching activities include the following:

- presenting resident credit courses, extension and international programs and courses, non-credit seminars and workshops, and continuing education and distance learning programs
- directing undergraduate and graduate projects, internships, theses, and dissertations
- serving on masters and doctoral committees
- advising and mentoring undergraduate students, graduate students, and post-doctoral associates

Examples of activities that provide evidence of a faculty member’s particular commitment to effective teaching include the following:

- contributions to curricular development, including collaborative courses and programs and service on curriculum committees

- pedagogical innovation, including the incorporation of new technologies and approaches to learning and assessment
- documented study of curricular and pedagogical issues, and incorporation of this information into the classrooms
- development of teaching materials
- pedagogically-oriented research
- involvement in student research projects
- contributions to professional societies and organizations that seek to improve teaching
- commitment to advising, which will include knowledge about curricular and
- extracurricular matters as well as an ability to aid students in using university resources

The scholarship resulting from teaching is documented through such means as peer-reviewed publications, textbooks, CDs, videos, software, workbooks, lab manuals, invited lectures and conference papers. Evaluation of scholarship in teaching considers its originality, significance and/or impact as evidenced by its influence, use, or adoption by peers.

3. RESEARCH/CREATIVE ACTIVITIES Faculty members who engage in research/creative activities are expected to make original contributions that are appropriate to their chosen area of specialization and that are respected by peers within and outside the University.

Some examples of research/creative activity include the following:

- conduct of experimental research
- creative performance or exhibition
- conceptualizing and theorizing in an original way
- synthesis, criticism, and clarification of extant knowledge and research
- innovative collection or analysis of empirical data
- seeking and obtaining competitive grants and contracts
- relating research to the solution of practical problems

- leadership in professional societies or organizations

Scholarship resulting from research/creative activities is documented through means appropriate to the specialty, such as peer-reviewed publications, lectures, performances, exhibits, invited lectures and conference papers. Evaluation of scholarship considers its impact as judged by its influence, use, or adoption by peers; its originality, richness, breadth and/or depth of expression (REV 1-31-2003).

4. INSTITUTIONAL SERVICE While service alone is not sufficient for promotion or tenure, service is nonetheless highly valued by the School and is expected of every faculty member. A record of substantial service (such as chairing committees, programs, etc.) is required for promotion to full professor.

Among the ways that a faculty member can meet the School's institutional service requirement is through:

- Making contributions to appropriate University scholarly or professional organizations as an officer, committee chair or committee member with administrative responsibilities
- Being actively involved in appropriate academic or professional organizations
- Advising student organizations and publications
- Serving the School, the College or the University by accepting and carrying out committee responsibilities
- Providing significant service to the community

A portfolio format may be used to document faculty institutional service activities beyond what is contained in the candidate's vita. Assessments of institutional service are determined by evidence of accomplishments in leadership positions on committees and in academic organizations; evidence of the successfulness of student organizations advised by the individual; and, exemplary assessments from knowledgeable internal and external academic and communication professionals.

IX. APPOINTMENT, REAPPOINTMENT, ADVANCEMENT AND PERFORMANCE EVALUATION OF NON-TENURE ELIGIBLE FACULTY

A. TITLES AND APPOINTMENT TERMS FOR NON-TENURE-ELIGIBLE FACULTY MEMBERS All non-tenure-eligible positions are term appointments that are eligible for renewal. All appointments, reappointments, and advancements of non-

tenure-track faculty are subject to approval by the College and University.¹ The Director of the School will forward all initial appointments and positive recommendations for renewal or advancement to the Dean.

The available titles and terms of appointment for non-tenure eligible positions are summarized below.

Lecturer or Clinician: The term of appointment for lecturers or clinicians is one semester, one year, or multiple years (up to three years per appointment) for a total of not more than six years. At the end of six years, a lecturer or clinician may petition for promotion to senior lecturer or clinician. Alternatively, the lecturer or clinician may simply request a renewal of contract at the current level. Part-time and full-time lecturer and clinician appointments are made to support the instructional needs and missions of departments. Lecturers and clinicians will have advanced or professional degrees in their field.

Senior Lecturer or Senior Clinician: The term of appointment for senior lecturers/clinicians may be up to five years, and these appointments are renewable through procedures outlined later in this section. Appointments to senior lecturer/clinician are considered only after the individual has served as a lecturer/clinician or its equivalent for six years, and advancements to senior lecturer/clinician appointments must follow the procedures outlined later in this section. Part-time or full-time senior lecturer/clinician appointments are made from the ranks of strong lecturers and clinicians to support the teaching needs and missions of the School. Senior lecturers/clinicians will have advanced or professional degrees in their field.

*Adjuncts*¹: Adjunct appointments are part-time or full-time term appointments made to support primarily the research and extension needs and missions of the School. Adjunct appointments may be for up to five-year terms, and these appointments are renewable through procedures defined later in this section. All adjuncts will have terminal degrees for their field, and adjunct appointments in the College of Liberal Arts and Sciences may be at Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor level depending on the person's credentials. Individuals with adjunct appointments may be advanced through these ranks using procedures that are detailed later in this section.

Adjunct appointments may be used with three groups of people. The first group includes experts who are employed outside the University, but who have research, extension, or professional practice responsibilities within the University. Individuals who are faculty members at another university should be appointed as Visiting Professors at a rank consistent with their appointments at their home university. The second group includes individuals not employed elsewhere but whose expertise is relevant to the research, extension, or professional practice missions of the School.

¹ Current continuing Adjunct Instructors/Assistant Professors/Associate Professors/Professors are construed to have "continuous appointment subject to termination only for cause" (see *Procedures Governing the Status of Long-Term Non-Tenure-Track Faculty, Iowa State University, Office of the Provost, 10-8-90*).

The third group includes individuals who are already employed by the University in non-tenure-track professional and scientific (P&S) positions and who are involved in the research, extension, and/or professional practice missions of the School. Individuals in any of these groups appointed primarily to meet the School's teaching missions should be appointed as lecturers/clinicians or senior lecturers/clinicians rather than as adjuncts.

B. POLICIES AND PROCEDURES FOR THE APPOINTMENT, EVALUATION, RENEWAL, AND ADVANCEMENT OF NON-TENURE-ELIGIBLE FACULTY
Tenure-track faculty shall be responsible for the selection, evaluation, renewal, and advancement of all non-tenure-eligible faculty members. In all cases, these processes will comply with the School's governance document and the policies of the College of Liberal Arts and Sciences and Iowa State University. The following principles and practices shall also apply.

Appointments: Established university search processes will be followed in making appointments of lecturers, clinicians, and adjuncts. Initial appointments may be for a semester, academic year, or multiple years (up to three years for lecturers/clinicians and up to five years for senior lecturers/clinicians and adjuncts). Individuals may be advanced in rank without a search process, but all new appointments require a search. All appointments require approval from the Dean and the Provost.

Evaluation: Lecturers/clinicians, senior lecturers/clinicians, and adjuncts who are hired for the academic year will be evaluated annually. Each non-tenure track faculty member completes a standardized School evaluation form and submits it, along with an updated vita, teaching evaluations and other supporting documents to the Director, who conducts the review and then meets with each non-tenure track faculty member to report the results of the review. Senior lecturers/clinicians and adjuncts with multiple year contracts must be reviewed by faculty at least every five years. These reviews will be conducted by the School's P&T Committee, which reports its results to the Director and the non-tenure track faculty member.

Reappointment: Non-tenure-eligible faculty will be considered for reappointment based upon written request, a positive outcome of the faculty evaluation process, and a review of the continuing need for the position to meet the School's missions. The Director will consult with the Director's Advisory Committee concerning the continuing need for the position.² If there is a continuing need, the P&T Committee conducts a performance evaluation based upon accomplishments related to the individual's position responsibility statement (PRS). The P&T Committee will review annual standardized reports, teaching evaluations, an updated vita, and other supporting documents relating to the performance of duties listed in the individual's PRS. The P&T Committee provides a written recommendation for or against reappointment to the Director. The Director reviews the recommendation, and if approved, forwards it for College and University approval.

² That review and consultation should occur in such manner as to give the senior lecturer/clinician at least one year's notice that employment will not continue beyond the present contract, pursuant to 3.3.2.1 of the *Faculty Handbook*.

Positive recommendations for reappointment as a lecturer/clinician, adjunct assistant professor, or adjunct associate professor are based on continuing School need and a strong performance by the candidate, with potential for excellence. The criteria for reappointment as a senior lecturer/clinician or adjunct professor are demonstrated excellence and continuing School need.

Persons with senior lecturer/clinician appointments or multiple year adjunct appointments must be given one year's notice of the intent to not renew. Because lecturer/clinician appointments are for a finite period, no special notice of intent to not renew is required.

Advancement: Advancement of lecturers/clinicians and adjuncts does *not* occur through the promotion and tenure process used for tenure-eligible faculty. Rather, it occurs through separate processes of faculty review at the School, College, and University levels.

The rank of senior lecturer/senior clinician is achieved through advancement from the rank of lecturer/clinician after completion of a minimum of six years of service (full or part-time) and a formal review. The School does not normally hire faculty at the senior lecturer/senior clinician level.

After six years of accumulated service, lecturers/clinicians are eligible for advancement to the rank of senior lecturer/senior clinician. Normally this review will take place during the fifth year. Recommendations for advancement to senior lecturer/senior clinician are based not only upon performance but also upon staffing needs of the School in curricular areas of specialization. Advancement to senior lecturer/clinician requires demonstrated excellence in teaching and continuing need in the School.

Advancement in rank for persons with adjunct appointments is also based on demonstrated excellence, but in research, extension, and professional practice rather than teaching.

For any advancement evaluation, the Director will first consult with the Director's Advisory Committee concerning the continuing need for the position to meet the School's staffing needs. If a continuing need is demonstrated, the P&T Committee will conduct a review of the candidate's annual standardized reports, teaching evaluations, an updated vita, and other supporting documents relevant to the duties specified in the candidate's PRS. The P&T Committee provides a written recommendation for or against advancement to the Director. The Director reviews the recommendation, and if approved, forwards it for College and University approval (ADDED 10-04-05).

C. APPOINTMENT, REAPPOINTMENT, ADVANCEMENT AND PERFORMANCE EVALUATION OF TENURE ELIGIBLE FACULTY

1. QUALIFICATIONS FOR PROMOTION

a. Assistant professor: Promotion to this rank requires that the faculty member:

- Hold a doctoral or juris doctor degree and professional experience relevant to the individual's appointment responsibilities; or
- Hold a master's degree and typically have a minimum of five years of significant full-time professional experience related to the subject areas in which the faculty member is expected to teach.

The assistant professor rank is recognition that the faculty member has exhibited the potential to grow in an academic career. Appointment at or promotion to this rank should be based on evidence that the faculty member can be expected to become qualified for promotion to associate professor in due course.

b. Associate professor: Promotion to this rank requires that the faculty member:

- Hold a doctoral or juris doctor degree and professional experience relevant to the individual's appointment responsibilities; or
- Hold a master's degree and typically have a minimum of five years of significant full-time professional experience related to the subject areas in which the faculty member is expected to teach.

An associate professor should have a solid academic reputation and show promise of further development and productivity in his/her academic career. The candidate must demonstrate the following:

- excellence in scholarship that establishes the individual as a significant contributor to the field or profession, with the potential for national distinction
- effectiveness in areas of position responsibilities
- satisfactory institutional service.

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

c. Professor: Promotion to this rank requires that the faculty member:

- Hold a doctoral or juris doctor degree and professional experience relevant to the individual's appointment responsibilities or,

- Hold a master's degree and typically have a minimum of five years of significant full-time professional experience related to the subject areas in which the faculty member is expected to teach.

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

- national distinction in scholarship, as evident in the candidate's wide recognition and outstanding contributions to the field or profession
- effectiveness in areas of position responsibilities
- significant institutional service

Furthermore, a recommendation for promotion to professor must be based upon an assessment, since the last promotion, that the candidate has made contributions of appropriate magnitude and quality and has demonstrated the ability to sustain contributions to the field or profession and to the University.

2. **TIME IN RANK** Tenure is conferred on an individual after seven consecutive years of continuous service in a regular appointment at Iowa State University. A faculty member, therefore, is ordinarily reviewed for tenure in the sixth year. Recommendations for earlier awarding of tenure require documentation of truly exceptional accomplishments.

3. **TENURE** The level of performance sufficient to justify tenure generally corresponds to that expected for promotion to the rank of associate professor, and the granting of tenure ordinarily accompanies promotion to that rank. But in all cases, the P&T Committee, as well as the Director, makes a tenure recommendation separate from a promotion recommendation.

4. PROCEDURES FOR PROMOTION AND TENURE

a. *Mentoring.* New faculty members seeking tenure will be assigned a senior faculty member as a mentor. The mentor is to serve as a resource person and coach to assist the new faculty member in finding needed resources, understanding University policies and procedures, and obtaining advice and assistance with respect to teaching and the advancement of his or her scholarly agenda.

During the tenure review process, the individual's mentor will continue to be of assistance, as will be the members of the School's P&T Committee and the School's Director.

b. *Nomination.* Any faculty member may nominate himself or herself for consideration for promotion and/or tenure. In addition, faculty members

facing mandatory decisions automatically are nominated. This includes faculty members in their next to last year of appointment at, or recognized by, Iowa State University.

c. *Withdrawal.* Any faculty member may withdraw from consideration at any point in the process. The consequences of withdrawal from a mandatory tenure review are to be made clear to the faculty member by the Director.

d. *Postponement.* Any faculty member working toward tenure may request a postponement of his or her time for the mandatory tenure review. Such a request must be supported by evidence of extenuating circumstances, such as a serious illness, and be approved by the School's P&T Committee and Director, as well as the Offices of the Dean of the College of Liberal Arts and Sciences and the Provost.

e. *Appeal.* At any point during the promotion and tenure process, the candidate may appeal any decision by the P&T Committee or the Director through the School or University grievance procedures. (For explanation, see Section X, A.)

f. *Timetable.* At the beginning of each spring semester, the Chair of the P&T Committee shall, by written memorandum, inform all faculty of the promotion and tenure timetable for the upcoming promotion and tenure cycle. Whenever any date in the promotion and tenure timetable falls on a weekend or University holiday, the deadline is automatically extended to the next University business day.

- By April 8, the School Director prepares a list of all faculty members for the P&T Committee. The list includes the rank, date of original appointment, date of last promotion, and tenure status of each faculty member. Faculty members facing mandatory tenure review will be identified.
- By April 15, all faculty members who must undergo tenure review are notified by the School Director.
- Also by April 15, all other faculty members who want to be considered for promotion or tenure or both must notify the P&T Committee Chair in writing of their intention.

The specific calendar will be set by the P&T Committee to take into account its case load, and in consultation with the candidate. However, candidates for promotion and tenure can expect to meet the following deadlines:

- By May 15, the P&T Committee meets with each candidate to describe the documentation to be included in the candidate's application for promotion or tenure or both. Submission of these materials must

follow the University outline. Documentation at the School level must include, but is not limited to:

- - A complete curriculum vitae
 - A completed College of Liberal Arts and Sciences Outline and Documentation, Promotion and Tenure Document Sections I–V. Sections VI–IX are completed by the School’s P&T Committee
 - A copy of all position responsibility statements utilized during the promotion period
 - A teaching portfolio as specified above that includes all course and instructor evaluations covering at least the most recent six semesters and including all student comments, and, when appropriate, evaluations over the same time period by members of student publication staffs for whom the faculty member has direct responsibility. The portfolio will also contain course syllabi, examinations, reading lists and other course materials.
 - A research portfolio as specified above
 - An extension/professional practice portfolio as specified above
 - Evidence of institutional service
 - Any other evaluations submitted by the candidate, the Director, colleagues or others.
 - Peer reviews (See below, Sept. 1, Oct. 10.) Peer reviews are solicited and handled by the School’s P&T Committee.

The Chair of the P&T Committee reports to the faculty the names of faculty members who are seeking promotion or tenure or both.

- By Sept. 1, all candidates for promotion or tenure or both must provide the P&T Committee with appropriate documentation (See above). A candidate’s dossier may be supplemented as additional information is gathered by the candidate, the Chair or the committee. These documents will be evaluated as follows:
 - *Letters of evaluation from professionals in the field, outside the Institution (six maximum).* Letters should be solicited from appropriate professionals in the field chosen for their ability to evaluate the candidate’s activities and accomplishments impartially. They should generally be tenured professors at a level similar to or higher than that to which the candidate is applying. Evaluators should be located at peer institutions or be individuals

of equivalent stature outside of academe who are widely recognized in the field. Letters should primarily focus on the aspects of the candidate's work that qualify as scholarship. While in some cases this might mean a focus on one area such as teaching or research, in others it might entail a focus on a mixture of scholarship in teaching, research/creative activities and/or extension/professional practice. At least five letters should be submitted with the promotion and/or tenure recommendation, including at least two suggested by the candidate and at least two proposed by the P&T Committee. In cases where a candidate suggests a reviewer who is also on the School's list of reviewers, that reviewer will be seen as having been suggested by the candidate. The School should then select another reviewer who was not suggested by the candidate. Evaluators should not be colleagues with whom the candidate has frequently collaborated or major professors.

- Before evaluations are requested by the P&T Committee, each candidate is to be given the opportunity to review the list of evaluators. All evaluations received are to be included in the candidate's dossier.
- Each evaluator for each candidate at each rank will be asked to be specific and to comment on the candidate's scholarly activities and their impact on the field, as well as, where possible, to compare the candidate with others in the field at the same stage of their careers. A copy of the candidate's vitae and other relevant materials will be sent to the evaluators. All evaluations will be returned to the P&T Committee. University policy requires that the reports of the peer reviewers be confidential and may not be made available to the candidates.
- By Oct. 10, all documentation from the candidate must be provided to the P&T Committee. All assessments from outside evaluators are expected to be available to the P&T Committee, although they may be received later. All documentation and other relevant information gathered by the P&T Committee is made available to the Director.
- By Nov. 1, the P&T Committee schedules a meeting of all faculty eligible to vote on the promotion and/or tenure decision. At the meeting, members of the P&T committee present the material to the faculty, including the external letters. A single copy of these external letters will be available in the meeting room. No other copies of these letters may be made by faculty attending this meeting, and the external letters may not be taken out of the room except by the Chair of the P&T committee. After discussion, the eligible members of the faculty vote on the promotion and/or tenure decision. The P&T Committee then prepares a summary of the discussion and vote, and forwards the

results to the Director. This summary is shared with all eligible faculty.

- By Nov. 15, the Director meets with the eligible faculty to discuss the Committee's summary and report of voting and to report the Director's own evaluation and recommendation of the candidate(s).
- By Dec. 1, the Director and the P&T Committee Chair notify the candidate(s) of the recommendations. Each person for whom a recommendation is being forwarded to the College will be given an opportunity to review the dossier, except for the peer reviews. The candidate may challenge information in the dossier orally or in writing. Any written responses by the candidate become part of the dossier.

The dossier, when complete, is made up of two parts:

- Factual information regarding the nominee, including the curriculum vitae, assignments and other pertinent activities, responsibilities and achievements.
- The summary and voting concerning the nominee's performance by the eligible faculty and the Director's recommendation as it relates to the promotion and tenure standards of the University, the College and the School. The recommendation also must include the basis for the recommendation and the prospects for the nominee's continued development.

The name and dossier of each candidate who receives a majority vote from the eligible faculty or a positive recommendation from the Director is forwarded to the College. The Chair of the P&T Committee and the Director of the School shall include with the documentation a statement justifying the granting of tenure in light of the School's programmatic needs. The Chair of P&T Committee shall also forward the number of votes for and against promotion and/or tenure for each nominee, the number abstaining from voting, and the number of eligible voters not voting because they were not present. Minority opinions of eligible faculty will be represented in the report to the College.

When more than one candidate seeks promotion or tenure, the eligible faculty do not rank the candidates against each other, but decide only whether to recommend each for promotion or tenure.

The name of a candidate who receives neither a majority vote from the eligible faculty nor a positive recommendation from the Director is not forwarded to the College, except when the candidate faces a mandatory tenure decision.

- By Dec. 10, the Director submits the School's recommendations for promotion and tenure to the College. The vote and report of the School's eligible faculty and the Director's recommendations are included.

In accordance with the University's promotion and tenure document, the Director may recommend candidates for promotion or tenure irrespective of the recommendations of the School's P&T Committee.

The Director reports first to the eligible faculty, then to the entire faculty, the names of all candidates being forwarded to the College.

IX. QUALIFICATIONS FOR APPOINTMENT

Qualifications for appointment to any rank are the same as for promotion to that rank.

X. GRIEVANCE PROCEDURES

A. **FACULTY GRIEVANCES** Faculty members who believe they have been treated unfairly in matters related to their employment may appeal their cases through administrative channels or the University Faculty Appeals Committee. For either remedy, the steps to be taken are described in the *ISU Faculty Handbook*. For appeals through School channels, the Director must, in accordance with the *ISU Faculty Handbook*, respond within 15 working days of the date the grievance was received. Grievants desiring a written response from the Director should present their grievances in writing to the Director. In investigating a grievance, the Director may consult with members of the School as appropriate. In addition, the Director may name an *ad hoc* committee to aid in the investigation. If the grievance is not resolved on the School level to the satisfaction of the faculty member, the faculty member may appeal through the University's administrative hierarchy to the Provost, who may refer the matter to the University Faculty Appeals Committee.

B. **STUDENT GRIEVANCES** Students who believe they have been treated unfairly in matters related to their participation in the School program may appeal through the College and University hierarchy. For an explanation of the appeal process, see the current *ISU Student Information Handbook* or the current *ISU General Catalog*.

XI. AMENDING AND INTERPRETING THE GOVERNANCE DOCUMENT

A. **AMENDING** Changes may be made in this document by a two-thirds vote of the faculty, provided the proposed amendment is not voted on at the same meeting at which it is proposed. (For casting an absentee ballot or ballot by proxy, see Section II, C.)

B. INTERPRETATION When different interpretations of the Governance Document arise, the Director decides the matter and reports that interpretation to the faculty. Any faculty member who disagrees with the Director's interpretation may take the matter to the faculty for resolution. The Director's interpretation may be overridden by a two-thirds vote of the faculty.

POLICIES AND PROCEDURES
Addendum to the Governance Document

Greenlee School of Journalism and Communication
Iowa State University

I. INTRODUCTION

Policies and procedures contained in this document are subordinate to those of the Greenlee School's Governance Document, the College of Liberal Arts and Sciences, Iowa State University of Science and Technology and the Iowa State Board of Regents. When conflicts arise between these policies and procedures and the School Governance Document and College, University or Regents policies, the School Governance Document and College, University or Regents policies prevail.

II. LECTURERS AND SENIOR LECTURERS

School policy is that lecturers and senior lecturers shall be hired in accordance with University policy reflected in the *ISU Faculty Handbook* as well as the policy set forth in the Greenlee School's Governance Document.

III. ADMINISTRATION

A. DIRECTOR Among the Director's administrative responsibilities are:

1. Reviewing annually, with the Promotion and Tenure Committee, all probationary faculty members so those faculty members understand whether they are making satisfactory progress toward promotion or tenure or both. In addition, the Director reviews all tenured faculty members at least every three years so they understand whether they are making satisfactory contributions to the School, the University and their disciplines.
2. Keeping the faculty abreast of developments affecting the School. The Director provides budget statements and explanations to the faculty at least once per semester regarding all School finances. The Director also addresses the faculty each fall, outlining the condition and direction of the School, working closely with School committees so that progress is made in meeting School goals.
3. Balancing faculty members' teaching, research and service responsibilities to ensure equity among all faculty members, insofar as possible. Appointing School directors, emphasis leaders and, where appropriate, committee chairs and members.

B. ASSOCIATE DIRECTOR Among the Associate Director's administrative responsibilities are:

1. Working collaboratively with the Director on budgets and/or teaching duties, and other matters assigned by the Director.
 2. Serves as Director of the School when the Director is temporarily absent. May be asked to oversee student internships as teacher of record for JI MC 499 through summer for one month's compensation. Summer hours include regular Associate Director responsibilities.
 3. The Associate Director is expected to remain active as a scholar.
- C. ASSISTANT DIRECTOR Among the Assistant Director's administrative responsibilities are:
1. Working with the Student Advisory Board (SAB), advisers of student organizations, Friends of the Greenlee School (FGS) and the Director to help coordinate activities, collaborate and work with the SAB and FGS leadership and constituents to enhance retention, recruitment and alumni relations. Also works with the School administration on awards, events and other matters assigned by the Director (REV 2-26-2007).
 2. Serves as Director of the School when the Director and Associate Director are temporarily absent.
 3. The Assistant Director is expected to remain active as a scholar.
- D. DIRECTOR OF GRADUATE EDUCATION
1. The Director of the Graduate Education is responsible for calling meetings of the Graduate Committee at least three times each semester.
- E. DIRECTOR OF THE UNDERGRADUATE PROGRAM
1. The Director of Undergraduate Education is responsible for calling meetings of the Undergraduate Committee at least monthly during the fall and spring semesters.

IV. FACULTY COMMITTEES

Faculty members are appointed to committees for two-year terms, except for the Directors of Graduate and Undergraduate Education and the members of the P&T Committee and the Graduate Steering Committee.

All tenured, tenure-track, adjunct faculty, lecturers and senior lecturers, with positions budgeted within the School are members of the faculty of the School. Unless specifically noted otherwise in this document, these definitions apply in any use of the term faculty member.

Terms of committee members begin on June 1.

Committee vacancies occurring during the normal terms are filled by the Director, or, when indicated herein, by faculty election. Faculty members appointed to fill unexpired terms serve for the remainder of those terms and may be reappointed. The Director may remove any committee appointee whom the Director has named.

No member of any committee serves more than two consecutive full terms on that committee, except for the Director of Graduate Education, the Director of Undergraduate Education and the members of the Graduate Steering Committee.

- By the first week in May of every even-numbered year, the Director polls faculty members as to their committee preferences.
- By the last week in May of every even-numbered year, the Director names the Directors of Graduate and Undergraduate Education, chairs and members to standing committees except for the members of the P&T Committee and the Graduate Steering Committee.

Ad hoc committees and subcommittees may be created by the Director, after approval by the faculty at a regular faculty meeting, to handle special assignments, such as the search for a new faculty member. In emergencies, *ad hoc* committees may be created by the Director without prior approval of the faculty, but faculty approval must be sought at the next regular faculty meeting. *Ad hoc* committees disband when their assignments are completed.

Ordinarily, no untenured faculty member is assigned to serve as Chair of any standing or *ad hoc* committee or subcommittee, and no tenured faculty member is assigned to serve as Chair of more than one standing or *ad hoc* committee or subcommittee. Ordinarily, no untenured faculty member is assigned to serve on more than two standing or *ad hoc* committees or subcommittees, and no tenured faculty member is assigned to serve on more than three standing or *ad hoc* committees or subcommittees. Membership on the Graduate Steering Committee is not counted as a committee assignment.

Directors are encouraged to appoint students to renewable one-year terms as non-voting members of appropriate committees. No student should be expected to serve on more than one committee.

Every committee is expected to have a diverse membership representing the various interests of the School. Temporary faculty and School staff may be appointed as non-voting members of committees where appropriate.

Committee Chairs are responsible for ensuring that minutes of committee meetings are taken and distributed to the faculty and the Director. They are also responsible for preparing end-of-year reports regarding committee accomplishments and goals and for distributing those reports to the faculty and the Director.

The School's standing committees are:

- A. **LONG-RANGE PLANNING** The Long-Range Planning (LRP) Committee develops the School's long-range plan and provides continuing advice to the School regarding changes in the plan. The long-range plan outlines the direction of the School for at least the next three years in regard to curriculum, faculty hiring, funding, computer usage and equipment, and building and space needs. All committees provide the LRP Committee with their respective long-range plans for incorporation in the School's plan. The School's long-range plan, once approved by the tenured and tenure-track faculty, is reviewed by the faculty once each year, with any change requiring approval by the tenured and tenure-track faculty. The LRP Committee is assembled by the Director according to committee assignment procedures only in years when a long-range plan is required for faculty approval (REV 2-17-07).
- B. **CURRICULUM** The Curriculum Committee monitors the curriculum and makes recommendations regarding all curricular changes on both the undergraduate and graduate level. It also prepares a long-range plan regarding the School's curriculum, which is provided to the School's LRP Committee. The Curriculum Committee monitors the operation of the School's Reading Room and makes appropriate recommendations.
- C. **GRADUATE** The Director of Graduate Education heads the graduate program and reports to the School's graduate faculty members. He/She monitors all aspects of the graduate program, including admissions, assistantships and scholarships, student progress, curriculum, academic standards and teaching assignments. He/She is responsible for encouraging and guiding research and creative activities in the graduate program.

The Director of Graduate Education chairs the Graduate Steering Committee. The Graduate Steering Committee advises the graduate faculty regarding all graduate program matters. The committee includes three members of the graduate faculty—the Director of Graduate Education, and two members elected by the graduate faculty. The two elected members of the Graduate Steering Committee serve two-year terms. The policy recommendations of the Graduate Steering Committee are presented to the graduate faculty for approval, except for curriculum recommendations, which are presented to the Curriculum Committee before being considered by the full faculty (REV 9-24-04).

- D. **UNDERGRADUATE** The Director of Undergraduate Education heads the undergraduate program and reports to the School's faculty members. He/She chairs the Undergraduate Committee that coordinates the operation of the School's undergraduate program, with particular emphasis on advising, the English Usage Test, academic standards and academic appeals, internships and placement and teaching assignments. The Committee also administers the School's scholarships, awards (Schwartz, Jackson, etc.) and contests, and the programs or ceremonies where recipients of scholarships and awards are announced (Homecoming, Honors' reception, etc.). The Undergraduate Committee comprises five tenured, tenure-track, lecturer or clinician with voting rights. They are appointed by the Director (REV 10-04-05). One member, designated the internships and placement coordinator by the

Director, coordinates the School's internships and placement programs. Another member, designated the scholarship and homecoming and other special events coordinator by the Director, manages the School's scholarships, Homecoming program and other special events. Another member, designated the core curriculum and English Usage Test coordinator by the Director, coordinates the core curriculum and the School's English Usage Test. Another member, designated the advising coordinator by the Director, oversees the School's advising program.

- E. **DIRECTOR'S ADVISORY** The Director's Advisory Committee advises the Director regarding a broad range of School matters, such as finances, fund-raising, affirmative action, faculty performance and course scheduling.

V. **FACULTY ANNUAL REVIEWS**

The Greenlee School's policy and procedure for annual reviews for faculty members was approved by the faculty on January 14, 2000.

A. *WRITTEN DOCUMENTATION*

1. Position description or position responsibility statement (based on original letter of intent and any changes agreed to by faculty member in consultation with the Director and the P&T Committee).
2. One page statement (more or less as desired by faculty member) of key accomplishments in previous calendar year. It would be helpful if the report could indicate a sense of priority given each item by the faculty member. This report can be placed in the context of the two previous calendar years) organized by teaching, scholarship, and service to external audiences and to ISU. Page concludes with a brief overall assessment by faculty member concerning attainment of personal goals during the year.
3. One page statement (more or less as desired by faculty member) of priorities for the coming year and needed resources.
4. Any attachments the faculty member may wish to provide.

B. *PROCESS*

1. Submit a completed annual review form to the Director by February 15.
2. Hold annual review meeting with the Director by April 1.
3. By April 15, the Director provides faculty member with a written record of the outcomes of the review meeting and the agreements reached in the review meeting. This response is to summarize an assessment agreed upon during the annual review and to make constructive recommendations looking to the future.

VI. **POST-TENURE REVIEW**

The Greenlee School's policies and procedures for post-tenure review were approved by the faculty on April 21, 2000 and modified to accord with the Fall 2000 starting date required by the University and the University appeals policy.

- A. **PARTICIPANTS** All tenured faculty will be reviewed on a regular basis by the School's P&T Committee.
- B. **REVIEW PROCEDURES AND TIMELINE** This review procedure will begin in the Fall semester of 2000.

Once every seven years, each tenured faculty member will provide the P&T Committee with a report covering accomplishments during the period.

The review materials will be provided to the P&T Committee by February 1 of the academic year of the review. The committee will report its evaluation to the faculty member and to the Director by April 1 of that year.

The reviews in each academic year will involve persons who were tenured seven years previously (or multiples thereof). Accordingly, the first year of this procedure will include persons who were granted tenure in the academic years that ended in 1994, 1987, 1980, and 1973. Reviews in subsequent years will follow the same calculation procedure with seven-year intervals.

Per the Governance Document of the School, tenure-track faculty members will continue to meet annually with the P&T Committee, and tenured faculty may request additional reviews and advice at any time.

- C. **MATERIALS TO BE REVIEWED** All faculty members in the School provide annual reports on their teaching, scholarship, outreach, and service. The post-tenure review materials will consist of (1) the faculty member's position responsibility statement (PRS), (2) a summary of the annual reports covering the interval to be reviewed, (3) a complete and detailed resume or vita, and (4) a statement of goals and plans for the next review interval.
- D. **DISTRIBUTION AND USE OF RESULTS** The report prepared by the P&T Committee will consist of a written evaluation concerning the faculty member's accomplishments as they relate to the faculty member's PRS. The evaluation section will conclude with a categorical evaluation of above satisfactory, satisfactory, or unsatisfactory. A second section will consist of recommendations relating to the faculty member's plan for the next seven-year period.

The P&T Committee's report will be provided to the faculty member, and the Committee will meet with the faculty member to discuss the report. The report will also be provided to the Director for inclusion in the regular annual review meeting that year.

The Director's copy of the report will be retained with the School's personnel files in a file section called Post Tenure Review Reports. There will be no further distribution of the report.

- E. **MECHANISMS FOR THE FACULTY MEMBER TO RESPOND** In response to the report, the faculty member may: (1) accept the report as written by the committee, (2) ask the committee to consider additional information, or (3) ask for a second review.

Upon such a request, the Director will conduct a special election to form a special five-person review committee from among all the tenured faculty of the School. This committee will review the materials supplied by the faculty member and prepare a report following the specifications described above (Item 4). Faculty members may respond to the second report by following the faculty grievance procedures specified in the *ISU Faculty Handbook*.

FACULTY IMPROVEMENT GRANT APPLICATION PROTOCOL (This entire section was a John Eighmey initiative; has been moribund for quite some time. Should seek clarification on whether this is still in place.)

The following procedure for faculty improvement grants was approved by the Greenlee School faculty on January 12, 2001.

- A. **GOAL** The goal of the Greenlee School Faculty Improvement Grant Program is to support faculty in scholarly or creative activity that will be shared with national or international audiences via refereed or juried venues.
- B. **ELIGIBILITY** All tenured and tenure-track faculty are eligible to apply for faculty improvement grants. Temporary instructors and staff are not eligible to apply, but may be included as a member of a research or creative team led by a tenured or tenure-track faculty member.

Faculty who have received a grant under this protocol shall not be eligible for another grant until the results of the first grant have been submitted to the refereed or juried venue agreed upon.

- C. **AWARD AMOUNTS** Faculty may seek grants up to \$10,000.
- D. **PROPOSAL FORMAT** Proposals will contain the following information: (1) a specific description of the scholarly activity and its relationship to the scholarly agenda for the faculty member, (2) a budget that provides an itemized explanation of how the funding requested will be spent, (3) a specific statement describing how results of the project will be disseminated, and (4) a timetable for completion of the project.

As a guideline, proposals will comprise 5 to 6 pages and should be no longer than 9 pages.

- E. SUBMISSION AND CONSIDERATION - Proposals will be considered by a Committee comprising the faculty-elected P&T Committee and the Director. The Director shall be a voting member of the committee considering proposals and shall not serve *ex officio*.

Proposals shall be submitted to the Director who shall be responsible for providing copies to other members of the Committee and who shall be responsible for making a copy available in the School's main office for examination by all faculty.

Faculty are eligible to apply at any time during the calendar year. The Committee shall meet to consider such applications four times during the academic year. The Committee will not meet during the summer term.

Proposals received on or before August 31 will be considered at a meeting of the Committee to be held during the month of September; proposals received on or before October 15 will be considered at a meeting of the Committee to be held in November; proposals received on or before January 15 will be considered at a meeting of the Committee to be held during the month of February; and proposals received on or before April 1 will be considered at a meeting of the Committee to be held prior to the end of the Spring term. Proposals received after April 1 will be considered at the Committee's first meeting the following Fall term.

- F. REPORTING The Director shall make a written report to the faculty of all funds awarded under this program. Reports of individual grants shall be made at the faculty meeting immediately following, and an annual summary of all grants shall be made in writing at the first faculty meeting of each academic year.

All faculty awarded grants under this protocol shall submit a written progress report to the Committee each semester until the project is completed. Projects shall not be considered completed until the results have been submitted to the agreed upon refereed or juried venue.

- G. STANDARD OF REVIEW Applications will be judged primarily on whether the project makes a meaningful contribution to the scholarship of teaching or the scholarship of the faculty member's area of expertise or creative activity, and whether the project will produce results that can be submitted within a reasonable amount of time to a refereed or juried venue.

For example, the results of a teaching project funded by this grant might be submitted for consideration to *Journalism and Mass Communication Educator* or *Communication Education*. The results might also be presented to the Instructional and Developmental Communication Division of the International Communication Association or the Graduate Education Division of the Association for Education in Journalism and Mass Communication at their annual conventions.

Funds might also be used as "seed money" to complete a project that is likely to lead to additional outside grant funds being awarded.

Examples of proposals which would *not* be likely to be funded include: funding a research assistant to complete a literature review; funding of classroom equipment, unless that equipment would be used in an innovative project that would produce a scholarly outcome suitable for refereed or juried venues; or a “buyout” of teaching responsibilities.

AMENDING AND INTERPRETING SCHOOL POLICIES AND PROCEDURES

- A. **AMENDING** Changes may be made in School Policies and Procedures by a two-thirds vote of the faculty, provided the proposed amendment is not voted on at the same meeting at which it is proposed. (For casting an absentee ballot or ballot by proxy, see School Governance Document.)
- B. **INTERPRETATION** When different interpretations of School Policies and Procedures arise, the Director decides the matter and reports that interpretation to the faculty. Any faculty member who disagrees with the Director’s interpretation may take the matter to the faculty for resolution. The Director’s interpretation may be overridden by a two-thirds vote of the faculty.