Governance Document
Department of Statistics
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Policies and Procedures
for the
Department of Statistics
in the
College of Liberal Arts and Sciences
College of Agriculture and Life Sciences
and the
Statistical Laboratory

Iowa State University

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I. Organization of Department

A. Introduction

This document delineates the administrative organization and administrative procedures of the Department of Statistics and the Statistical Laboratory at Iowa State University. It was prepared and approved by the Statistics Faculty in 1989 and was amended on January 19, 2000. This document is designed to meet the requirements of and to be consistent with the university administrative structure.

The primary objective of the administrative organization of the Department is to improve the productivity and creativity of the faculty in their teaching, research, consulting and service activities. Included among the administrative activities are hiring and retention of high quality faculty; recruitment and placement of students; personnel actions, including promotion and dismissal; allocation of resources such as funds, classroom space and office space; assignment of duties and responsibilities to faculty and staff members; and maintenance of records of faculty and staff's performance consistent with university guidelines. In such activities there is interplay between advice and recommendations originating with the faculty and directions received from higher-level administrators.

B. Departmental Organization

1. The Department Chair is responsible for the overall administration of the Department of Statistics and the units within the Statistical Laboratory (hereafter collectively called the Department). The Chair takes primary administrative responsibility for the teaching, research, professional practice and service activities. Matters involving fund allocations, new positions, proposals for contracts and cooperative agreements, and other policy questions should be discussed directly with the Chair. The Chair will appoint committees and administrative officers to assist in departmental administration, as the Chair deems appropriate.

Under the Iowa State University organization, the Chair of the Department is responsible to the Dean of the College of Liberal Arts and Sciences (LAS), the Dean of the Collage of Agriculture and Life Sciences (CALS), and the Vice Provost for Research and Economic Development, for seeing that policies and allocations are carried out appropriately within the Department and for maintaining continuity and stability in the operations of the Department.

The Chair's responsibility to the faculty is that of contributing to enhancement of the professional stature of the Department, facilitating the professional development of the faculty, and trying to create and maintain physical conditions, services, and patterns of communication that will increase the productivity and strengthen the morale of the Department. In pursuit of these objectives, the Chair will discuss major policy issues with the faculty of the Department or with the relevant subset of the faculty. A monthly faculty meeting is held during the academic year for such discussion. The Chair is responsible
for communicating the recommendations and policy positions of the Statistics Faculty to the proper administrative officers.

A proposal affecting the work of the Department may be initiated by anyone interested in the Department's work. Proposals of major importance will be discussed by the Chair and members of the faculty. After discussion has been conducted, it may be necessary for the Chair to make a decision about resource use within the limits of existing authorizations. If there is substantial disagreement within the Department on the subject of such a recommendation, the Chair shall indicate to the college administrators the nature of the disagreement.

At least once a year the Chair shall meet with each non-tenured faculty member to review the individual's activities and progress. The Chair is also responsible for annual written evaluation of all faculty members. (See Section IV below.)

2. There are areas within the Department that involve activities of a magnitude requiring a person to take primary administrative responsibility for those activities. The administrative positions are:

- Director of Undergraduate Studies
- Undergraduate Advising Coordinator
- Director of Graduate Education
- Associate Chair.

The Director of Undergraduate Studies takes primary responsibility for the routine administration of the undergraduate teaching program. This individual assists the Chair and the Director(s) of Graduate Education with assignments of graduate student instructors, graders and laboratory assistants to their duties. Class scheduling, classroom assignment, evaluation of graduate teaching assistants, organization of multi-section courses and general policy matters related to undergraduate teaching are this individual's responsibility. Records required by the Department, the College of Liberal Arts and Sciences and the university concerning the undergraduate teaching program are maintained under the supervision of this individual.

The Director of Undergraduate Studies will also have administrative responsibility for the undergraduate program in Statistics. In view of this, this individual will ordinarily be appointed chair of the Undergraduate Committee of the Department. Records of students who have completed the B.S. degree in Statistics or who have left the university when they were Statistics majors will be kept under supervision of the Director of Undergraduate Studies. At least once each year the Director of Undergraduate Studies will report to the Statistics faculty on the status of the undergraduate program.

The Undergraduate Advising Coordinator, generally another faculty member, will assist in the administration of the undergraduate program. This individual is responsible for (1) the assignment of new majors to advisers, (2) the timely dissemination of changes in
university policies regarding advising to all undergraduate advisers, and (3) representation of the Department on the LAS Advising Council. The Director of Undergraduate Studies or the Advising Coordinator will be assigned such duties as (1) Liaison person for the Department with the Placement Office, (2) Resource individual for Statistics with the Student Counseling Service, and (3) Outcomes Assessment Representative in order to administer effectively the B.S. program in the Department. They will also have responsibility for creation and administration of learning communities and selection of the Undergraduate Statistics Club advisor.

The Director(s) of Graduate Education is responsible for the recruitment, admission, initial advising, and placement of graduate students. The Director(s) of Graduate Education and the Chair, aided by the Assistantship Evaluation Committee, determine which students should be admitted to the graduate program and which new students should be supported. The Director(s) of Graduate Education assists the Chair and the Director of Undergraduate Studies, assignments of graduate assistants to positions. The Director(s) of Graduate Education works closely with the Chair to maintain proper coordination among the teaching, research, professional practice, and service programs of the Department. The Director(s) of Graduate Education assists major professors in the placement of students by gathering and making available to students information on job openings. At least once a year, the Director(s) of Graduate Education will report to the Statistics Faculty on recruitment, assignment and placement of graduate students, and the status of the graduate program.

The Chair has authority to appoint an Associate Chair to assist the Chair in the administration of the Department and to assist and coordinate activities of the Director(s) of Graduate Education, the Director of Undergraduate Studies, and the Undergraduate Advising Coordinator.

3. The position of Administrative Specialist is professional, in the sense of requiring a college education and/or considerable specialized training and experience. The basic function of the Administrative Specialist is to relieve faculty members and academic administrators of detailed involvement in office management and accounting activities. Major office management decisions affecting the welfare of faculty members will be made by the Chair after consultation with individual faculty members and/or faculty committees.

The Administrative Specialist, with help from the Account Clerk, is responsible for checking payrolls, requisitions, absence requests and other documents for conformity to university regulations and for availability of funds; for informing project leaders and the Chair concerning cumulative expenditures and remaining balances in the various departmental accounts; for gathering information and preparing reports requested by the colleges and university administrative units; and for expediting other services to the Department at the direction of the Chair or other administrative officers. The position requires constant communication with fiscal officers, purchasing agents, (nonacademic) personnel officers, and others responsible at the college or university level for complex business management functions.
The Administrative Specialist will interview, hire, train and evaluate office support staff; organize, direct and control the activities of the office support staff; and recommend appropriate classification (reclassification) and termination changes. The Administrative Specialist will keep a master file for each faculty member including current curriculum vitae, the record of their academic honors and activities, and all periodic evaluations.

The Administrative Specialist is responsible for taking minutes at faculty meetings and distributing them in a timely fashion.

4. Additional delegations of coordinating responsibility in particular areas may be made by the Chair to individual faculty members or committees. The Chair also has authority to appoint ad hoc committees to handle particular short-term assignments.

5. Any faculty member, staff member, or student may communicate directly with the Chair and other departmental administrative officers. However, working on the basis of the above delegations of responsibility will facilitate orderly conduct of the Department's business. Questions of administrative policy that are within the over-all jurisdiction of the Chair may be referred by the Chair to the Statistics Faculty for discussion and recommendations.

C. Statistics Faculty

The Statistics Faculty consists of all Full Professors, Associate Professors, Assistant Professors, non-tenure eligible Research Professors, Senior Lecturers and Lecturers of Statistics on regular appointments and anyone else on a faculty appointment as defined in the Faculty Handbook. These include, for example, Adjunct appointments and Collaborators. The voting status of a person on a visiting appointment will be determined by the Chair at the time of appointment.

The Statistics Faculty is the basic consultative and advisory body to the Chair with respect to policies and programs of the Department, including the selection and promotion of faculty members at or to the rank of Assistant Professor or higher.

Regular meetings of the Statistics Faculty will typically be held each month of the academic year. Additional meetings can be called by the Chair. The Chair or a designated representative will chair these meetings. The Iowa Stat-ers representing the Statistics Graduate Students selects one graduate student majoring in Statistics as a nonvoting representative to regular faculty meetings. Emeritus faculty may attend faculty meetings as nonvoting members. The Administrative Specialist may attend these meetings to record the minutes and maintain awareness of Department activities.

Staff members not included in the Statistics Faculty may ask the Chair, or a member of the Statistics Faculty, for an opportunity to present suggestions to the Statistics Faculty at one of their regular meetings. Questions of particular concern to individual faculty members should be taken up directly with the Chair or other appropriate departmental administrators.
D. Graduate Assistants

Faculty supervising the work of Graduate Assistants are directly responsible for explaining and applying university and departmental policies to them --that is, those policies that relate to their responsibilities as employees of the university and the Department. They also bear primary responsibility for encouraging good working relations between them and other employees of the Department.

The Chair will take responsibility for seeing that every Graduate Assistant is appropriately informed of changes in Department policies and personnel and of other news relevant to their work and participation in the professional life of the Department.

As academic advisors, major professors have recognized responsibilities for the application of university academic policies to Graduate Students.

E. Emeritus Status

The Chair will nominate for emeritus status anyone meeting university guidelines. Departmental goals with respect to emeritus status are:

1. To provide, if desired, an opportunity for continuation of relationships with the Department, particularly in, but not limited to, the following areas: collaborative research, independent research, recruitment of faculty and students, seminar selection and arrangements, counseling of faculty and students in teaching, research and consulting matters, review of manuscripts, review of research proposals and teaching plans, and substitute teaching.

2. To maximize for the Department and for its active faculty and students the continuing contributions which emeritus faculty are willing and able to make.

3. To produce complementary relationships between the career development activities of active faculty members and the continuing activity of emeritus faculty.

The privileges of the emeritus faculty member compatible with departmental goals are:

1. To serve as a member on graduate student committees.

2. To serve, with the approval of the Chair, as a co-chair of a graduate student committee provided the other co-chair is a full-time regular faculty member and a member of the graduate faculty.

3. To participate in the business of the Statistics Faculty, including attendance at meetings, in an advisory capacity.
4. To be eligible for appointment as a member of departmental committees in either an advisory or voting capacity at the option of the Chair.

5. To have current expense and assistantship help on a research project that is requested by college level administrators, that is compatible with the skills and experience of the emeritus faculty member, and for which no qualified, active faculty member wishes to assume major responsibility.

6. To participate in teaching and department activities in a manner consistent with university policy.

7. To have limited office space, if available. To have secretarial and clerical help to the degree required for duties performed in the interest of the Department. The provision of office space and help will, in part, be contingent on the continuation of frequent interaction with some activities of the Department.

II. Department Committees

Standing committees will be appointed by the Chair in connection with a number of continuing or recurrent activities in which faculty consultation and cooperation are important. Standing committees shall present a report at a regular faculty meeting (or in writing) in the spring of each year.

Action in response to committee recommendations is, in general, the responsibility of the Chair or the representative designated by the Chair. Committee responsibility that would involve new policies or procedures of major concern to the faculty will be discussed with the Statistics Faculty.

III. Procedure for Recruitment of Tenured or Tenure Track Faculty

A. If a vacancy should arise, the Chair will obtain permission from appropriate college deans to fill the position and then appoint a search committee. The committee will meet to identify departmental needs and goals and to formulate a description of the job and type of person desired for the position. In general, the committee will consult with individuals in the Department who hold a special subject matter interest in the area in which the position is located.

B. The Search Committee will advertise the vacant position in the appropriate professional media, send letters to other departments, government agencies, and firms, and disseminate information about the vacancy through other potentially productive channels. In all matters concerning recruitment and hiring, the Department and the Search Committee will adhere to State and Federal Fair Employment regulations and follow procedures consistent with Iowa State University Policies.
C. A file typically consisting of curriculum vitae, letters of recommendation, grade transcripts (for junior candidates), and other evidence of professional merit will be compiled for each candidate.

D. Normally the committee will select three or more candidates from among the applicants to invite to the Department, whereupon, each candidate will typically meet interested faculty, administrators, and students and present a seminar. Prior to the visit of a candidate, all resident faculty will be given the opportunity to request a meeting with the candidate. The complete file for each candidate to be interviewed will be maintained by the Administrative Specialist and made available to the Statistics Faculty.

E. The Search Committee will consider all relevant information in formulating and submitting recommendations to the assembled Statistics Faculty. Those present will vote on the recommendations at this meeting. If it is anticipated that the appointment is to be made with tenure and/or at a rank higher than Assistant Professor, a separate secret ballot will be taken by the appropriate Departmental Promotion and Tenure Preliminary Screening Committee, as defined in Section V.2. The faculty's votes will be forwarded by the Chair to the college level.

Neither the committee nor the faculty will generally be involved in salary recommendations or negotiations.

IV. Policies for Review of Tenured or Tenure Track Faculty

A. General Information

This document is consistent with the policies and procedures in the College of Liberal Arts and Sciences and the College of Agriculture and Life Sciences. Taking the college documents as a starting point, this section elaborates on how the college policies and procedures will be carried out in the Department.

The Department maintains a very broad program of teaching, research, service and professional practice. An appreciation of this is critical as a background for the review policies of the Department. An abbreviated listing of the activities is as follows:

1. Teaching and advising
   a. undergraduate teaching
      i) service courses
      ii) major courses
      iii) online education
   b. graduate teaching
      i) service courses
      ii) minor courses
      iii) major courses
      iv) serving on graduate P.O.S. committees
v) online education

c. advising statistics majors
   i) undergraduate
   ii) graduate (on and off campus)

d. mentoring graduate assistants

e. developing teaching materials
   i) textbooks and other teaching materials (including online and multimedia materials)
   ii) articles on teaching

f. grants for developing and disseminating new teaching tools for statistics

2. Research
   a. research in statistics theory, methods, and computing
   b. research in applications
   c. direction of graduate student research
   d. dissemination-publications (print and electronic)
      i) refereed papers
      ii) refereed conference proceedings
      iii) un-refereed papers and conference proceedings
      iv) books, book chapters, texts/monographs
      v) multimedia materials
      vi) software made available for public use
      iv) supporting materials for refereed works

e. dissemination-presentations
   i) invited lectures/papers/presentations/workshops
   ii) contributed papers/presentations
   iii) posters
   iv) websites

f. grants
   i) for research in theory and methods
   ii) for research in application of statistics

3. Professional Practice
   a. statistical consulting
   b. improvement of the statistics-computing interface
   c. survey operations
   d. conducting workshops/conferences
   e. teaching extension courses
   f. public science education
   g. authorship and co-authorship of papers with statistical content in other disciplines
   h. grants for collaborative research with subject matter specialists
   i. outreach to state and national government agencies and companies, especially those with an interest in Iowa

4. Service
   a. institutional
i) departmental committees  
ii) college committees  
iii) university committees  

b. professional societies  
   i) offices  
   ii) committees  

c. national review functions  
   i) advisory panels  
   ii) NSF and other grant agency reviewing  

d. editorial functions  
   i) editor/associate editor work  
   ii) refereeing papers/reviewing books  

Every faculty member has duties that include several of the above activities.  

B. Basis of Review  

Every faculty member is responsible for:  
1. maintaining a current curriculum vitae on the designated departmental storage device.  
2. conducting student course evaluations using the departmental form and procedures,  
3. providing the Chair an annual summary of his or her accomplishments and activities, and  
4. maintaining a current approved Position Responsibility Statement.  

The Position Responsibility Statement is agreed upon by the faculty member and Chair. Although it can be reviewed and revised more frequently, the term of the Position Responsibility Statement may not exceed five years. In rare cases where the Chair and faculty member cannot agree upon a Position Responsibility Statement, the following procedure will be used:  

1. The Chair and the faculty member will each choose a tenured faculty member in the Department to serve on a three member Position Responsibility Statement (PRS) Mediation Panel. The PRS Mediation Panel will be chaired by a Full Professor in the Department who will be elected by vote of the Statistics faculty at the beginning of each academic year.  

2. The review committee will meet with the Chair and faculty member to hear their views.  

3. The committee will draft a report and recommend its own version of a Position Responsibility Statement in light of the perceived well-being of the individual and of the Department. If the Chair and faculty member can agree upon the committee's recommendation, the matter is settled.
4. If an agreement cannot be reached within 10 working days on the committee's proposal, the matter (including the committee report) is referred to the LAS College for resolution. The default PRS for the College will be adopted during any time period when no other statement is in effect.

For joint faculty appointments with other departments, the PRS will be jointly negotiated and approved by the faculty member and the Chair of each department. In cases where the Chairs and the faculty member cannot agree upon a PRS, the procedure outlined above will be used if the tenure home of the faculty member is in the Department of Statistics. If the tenure home of the faculty member is in another department, then mediation will follow the procedures of the department and college corresponding to the tenure home of the faculty member.

C. Review by the Chair

Every faculty member is reviewed annually by the Chair. This evaluation is carried out in light of the faculty member's Position Responsibility Statement and the faculty member receives a written copy of the Chair's evaluation. The faculty member must acknowledge receiving the written report by returning a signed copy to the Chair. This acknowledgement only verifies that the faculty member has read the report; it does not imply that the faculty member agrees with all aspects of the report. The faculty member may write a response to the evaluation that becomes part of the record.

D. Post Tenure Review

Each tenured member of the Statistics Faculty who has their tenure home in the Department of Statistics will be reviewed by their peers in accordance with the Faculty Handbook. The review shall address the quality of the faculty member’s performance in accordance with all position responsibility statements (PRSs) in effect during the period of the review in the areas of teaching, research/creative activities, extension/professional practice, and service. The review shall include an overall recommendation of the performance (superior, meeting expectations, or below expectations) and result in acknowledgement of contributions and suggestions for future development of the faculty member. A faculty member’s performance must be superior in all aspects of their PRS in order to receive an overall superior performance recommendation. A faculty member may receive an overall below expectations review if their performance in any aspect of their PRS is below expectations.

1. Post-tenure review timeline

Post-tenure review of each tenured faculty member on full-time or part-time appointment with tenure home in the Department of Statistics will occur under the following guidelines:

- At least every seven years.
- At the request of the faculty member (but at least five years from the previous review).
• During the year following two consecutive unsatisfactory annual reviews.

2. Post-tenure review outcomes

Based on the outcomes of the post-tenure review, the following actions will be taken:

• An overall “superior” post-tenure review recommendation is accompanied by a recommendation for a salary increase of a fixed amount for those at the rank of professor. The amount of the increase is determined annually by the central administration, and it is separate from and in addition to any merit increase in salary. Associate professors receiving a “superior” recommendation will be encouraged to prepare a promotion packet. Regardless of rank, a “superior” post-tenure review recommendation will include recommendations for future development.

• An overall “meeting expectations” post-tenure review recommendation will include recommendations for achieving a superior performance evaluation. If a “meeting expectations” post-tenure review recommendation includes a determination of “below expectations” performance in any PRS area, then the faculty member will work with the Department Chair and the Chair of the Department Post-Tenure Review Committee to develop a detailed action plan for performance improvement in those areas. The action plan shall be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation in section IV.B.

• An overall “below expectations” post-tenure review recommendation will include specific recommendations for achieving an acceptable performance evaluation. The faculty member will work with the Department Chair and the Chair of the Department Post-Tenure Review Committee to develop a detailed action plan for performance improvement in areas deemed “below expectations”. The action plan shall be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation in section IV.B.

• If an action plan is necessary, it must include a justification for the plan, a specific timetable for evaluation of acceptable progress, and a description of possible consequences of not meeting expectations in accordance with the timetable for evaluation. Failure to have the action plan in place by the time of the next academic year’s annual performance review may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy Section of the Faculty Handbook.
3. Post-tenure review procedures

- Committees involved in the Post-Tenure Review Process

For review of tenured full professors, the Department Post-Tenure Review Committee (PTRC) will consist of all resident tenured full professors, excluding the Department Chair and any full professor who will be reviewed during that academic year. For review of tenured associate professors, the Department Post-Tenure Review Committee (PTRC) will consist of all resident tenured full professors, excluding the Department Chair. The Chair of the Advisory Committee on Promotion and Tenure (ACPT), defined in section V.A.1, will be responsible for coordinating post-tenure review activities.

- Post-Tenure Review Process

Early in the fall semester, the Department Chair will identify the faculty member(s) to be reviewed, and the ACPT Chair will contact each faculty member designated for post-tenure review and request a current vita and a summary statement (up to 5 pages) of the faculty member’s effort and accomplishments during the review period. The Department Chair will provide copies of the faculty member’s Position Responsibility Statement(s) in effect during the review period, a summary of the student evaluations for courses taught during the review period, and copies of any peer reviews of teaching conducted during the review period. If the faculty member provides additional information to the PTRC, such as student comments on teaching and advising performance, annual reviews, responses to annual reviews, the PTRC may use these materials in their report. The PTRC must complete their review and submit their recommendations to each faculty member under review and the Department Chair at least six weeks prior to the college deadline for submitting post-tenure reviews. When the reviewed faculty member holds a joint appointment in another department, the ACPT Chair will coordinate the post-tenure review process with the other department.

The ACPT Chair shall be responsible for arranging Post-Tenure Review Committee meetings to complete the reviews and make recommendations. Two-thirds of the faculty eligible to serve on the PTRC will constitute a quorum.

- For each faculty member under review, the PTRC will elect one of its members to serve as the PTRC Chair for that particular review. Different reviews in the same academic year may have different PTRC Chairs.
• For each component of the PRS, research, teaching/advising, service, and possibly professional practice, the Post-Tenure Review Committee will vote as to whether the faculty member’s performance is “superior”, “meeting expectations”, or “below expectations”. Each “superior” vote will be scored as three points, each “meeting expectations” vote will be scored as two points, and each “below expectations” vote will be scored as one point. If the average score is below 1.5, performance will be reported as “below expectations”. If the average score is above 2.5, performance will be reported as “superior”. Otherwise, performance will be reported as “meeting expectations. For each component of the PRS, only the “superior”, “meeting expectations, or “below expectations” evaluation will be included in the PTRC report; the numerical results of each vote will not be reported.

• For each component of the PRS, the PTRC will make recommendations for improving the performance of the faculty member, even when a “superior” evaluation is reported.

• Using the same scoring procedure, the PTRC will conduct a separate vote on the overall evaluation of the faculty member’s performance during the review period and record the result as “superior”, “meeting expectations”, or “below expectations”.

• The PTRC Chair shall be responsible for submitting the PTRC report to the faculty member under review and the Department Chair.

• If the review concludes that performance has been “below expectations” in any PRS area, an action plan shall be developed jointly by the faculty member, the Department Chair, and the PTRC Chair.

• If agreement on an action plan cannot be reached within two weeks of receipt of the PTRC report, the action plan will be negotiated following the procedures outlined for PRS mediation in section IV.B of this document. The Chair of the Department Mediation Committee must submit a written report of the Department Mediation Committee recommendations for an action plan to the faculty member under review, the PTRC Chair and the Department Chair at least two weeks before the college deadline for submitting the report.

• The faculty member under review may respond in writing to the report and the proposed action plan (if any). This response must be submitted to the PTRC Chair and the Department Chair at least one week before the college deadline for submitting the report.
The report from the Post-Tenure Review Committee, the faculty member’s written response (if any), and the action plan (if any) constitute the final report of the post-tenure review process. The Department Chair shall forward these materials to the appropriate college. If the faculty member receives an overall “superior” recommendation, the Department Chair shall also provide a separate recommendation to the college regarding the recommended salary increase.

E. Peer Review of Assistant and Associate Professors

Peer review of Assistant and Associate Professors is done annually as part of the Department's regular Promotion and Tenure review process, according to the guidelines laid out in section V below. (Specifically, the ACPT (defined below) reviews the CV and Academic Record File (defined below) for each Assistant and Associate Professor and discusses his or her progress with the Chair.) Associate Professors who have been in rank more than seven years are subject to the post-tenure review process previously described in section IV.D.

V. Policies for Tenure Review and Promotion of Tenured or Tenure Track Faculty

A. Committees involved in the Departmental Promotion and Tenure Review Process
   1. The Advisory Committee on Promotion and Tenure (ACPT). This committee is composed of at least four Full Professors on staggered terms, with the most senior in length of committee service acting as chairperson, and the most junior appointed each year by the Chair. The committee chairperson and two committee members form a quorum for this committee.

   2. The Preliminary Screening Committee (PSC). The Chair serves as (nonvoting) chairperson of this committee. For the review of Assistant Professors, the membership of the PSC consists of all resident tenured Associate and Full Professors. For the review of Associate Professors, the membership of the PSC consists of all resident tenured Full Professors. The Chair and two-thirds of the committee membership form a quorum for this committee.

   3. If a member of the ACPT or PSC has a conflict of interest in evaluating a candidate (due to family or business relationships), the member will be excused from all discussions, recommendations, and ballots involving this candidate and other candidates at the same rank.

   4. Neither the ACPT nor the PSC shall recommend dismissal, demotion, revocation of tenure, reduction of salary, or withholding of leave for Associate Professors.
B. Outline of Promotion and Tenure Policy

Most initial appointments are made at the Assistant Professor level to fill demonstrated needs in one or more of departmental activities noted above; i.e., teaching, research, and professional practice. Every faculty member is expected to be involved in institutional service (at minimum, through effective annual service on Department committees). The Department does not currently have, nor expect to have in the foreseeable future, staff below the level of Assistant Professor on tenure track.

Recommendations for promotion and/or tenure are based almost totally on two criteria:

(a) effectiveness of contribution to the overall departmental program,
(b) personal growth in the areas of the faculty member's responsibility.

LAS College and University promotion and tenure documents dictate that success in meeting Department promotion criteria be defined in terms of the individual's Position Responsibility Statement. The remainder of this section consists of an expansion and interpretation of criteria (a) and (b) above, and their implementation in the drafting of Position Responsibility Statements and in the use of these statements in promotion and tenure deliberations.

In all cases, the ability to present courses effectively and to interact appropriately with students is vital. In part, the quality of this activity is estimated from student questionnaires. Effectiveness of departmental seminars and peer evaluation of course conduct and materials are also used as input in judging teaching effectiveness. The Department is required to submit a teaching portfolio (defined in the university promotion and tenure document) for all candidates considered for promotion and tenure. Normally, this portfolio will consist of summaries of a candidate's teaching contributions, with detailed information on only a few (1-3) of what a candidate judges to be his or her most effective/important contributions to the departmental teaching program. Where a very large part of a candidate's responsibilities involve teaching, this portfolio will be more extensive.

The means used to judge faculty effectiveness in the areas of Teaching, Research, Professional Practice and Service will be consistent candidate to candidate. However, the emphases these areas are given in the evaluation of a particular individual will depend upon the person's role in the Department and the mix of duties specified in his or her position responsibility statement.

1. Effectiveness in teaching will be evaluated on the basis of:
   a) student evaluations
   b) evaluations of peers who have observed the faculty member’s teaching and reviewed course materials,
   c) exit interviews with students, as well as feedback of former students who have graduated.
d) peer evaluations of effectiveness of presentations in Department seminars,
e) quality and extent of course development (as judged by Department peers),
f) extent of work on P.O.S. committees inside and outside the Department,
g) formal and informal feedback obtained from advisees and graduate assistants,
h) feedback obtained from participants in online education,
i) the extent and quality of development of externally accepted teaching materials (documented by reviews in refereed publications, sales figures, website use, written opinions of external reviewers, awards, etc.),
j) the refereed nature and quality of publications on teaching statistics,
k) the competitive nature and the candidate's role in grants obtained for developing and disseminating new teaching tools, and
l) other appropriate means.

2. Effectiveness in Statistics Research will be evaluated on the basis of:
a) the quantity and quality of refereed publications (paper and electronic) (including assessment of the quality of forums where the publications appear),
b) the extent and effectiveness of thesis direction (including graduate advisee publication of thesis work),
c) the extent and nature of invitations to present research results,
d) the competitive nature and the candidate's role in grants obtained for statistical research,
e) reviews in refereed publications of research monographs and books,
f) the results and nature of peer review of supporting materials for refereed publications,
g) level of use of websites and online outlets, and
h) other appropriate means.

3. Effectiveness in Professional Practice will be evaluated on the basis of:
a. feedback (both informal and solicited from client groups) on the effectiveness of consulting efforts,
b. the extent and nature of (joint) publications in relevant fields of application,
c. the extent and nature of grant collaboration with subject matter specialists,
d. student and peer evaluation of extension courses, workshops and short courses,
e. the extent and importance of public science education activities
f. use of websites and other online outlets, and
g. other appropriate means.

4. Effectiveness in Service will be evaluated on the basis of
a. the extent and effectiveness of institutional service, including service on department, college and university committees and governance bodies,
b. the extent and importance of work for of professional societies,
c. the extent and importance of editorial and review work,
d. the extent and importance of service on national advisory panels and grant agencies

C. Promotion from Assistant Professor to Associate Professor

Usually the new Assistant Professor has obtained the Ph.D. only recently. This individual will be appointed for a specific role, such as to increase departmental offerings, for example, in theoretical statistics, in statistical computation, or in engineering statistics. The Assistant Professor must direct his or her efforts in two respects: to give excellent performance in the assigned responsibility and to exhibit professional growth and scholarship that will lead to a national reputation. Each Assistant Professor is reviewed by:

1. the ACPT,
2. the PSC,
3. the Chair.

The details of this review and ensuing procedures are as outlined below in Section F.

D. Promotion from Associate Professor to Full Professor

The Associate Professor is a person whose professional life is aimed very strongly towards improving the Department, with a concurrent aim of professional growth. The Full Professor is expected to have a national reputation and very deep commitment to the Department with an aim and ability to be a leader in the Department, or in the university, or in the profession. Each Associate Professor is reviewed by:

1. the ACPT,
2. the PSC,
3. the Chair.

The details of this review and ensuing procedures are as outlined below in Section F.

E. Tenure

The Department follows the tenure policy of the university, as described in the Faculty Handbook.

Faculty on part-time appointment, will be given the same opportunities for advancement in rank and for tenure as full time appointees, and will be judged on the same
Joint appointees must designate a “primary” department which will be responsible for preparing the promotion nomination. The secondary department will review the case, and take a vote. The Chair and ACPT will summarize the views of the Department in a letter to be attached to the nomination.

F. Common Aspects of Promotion and Tenure Procedures

1. Every faculty member on tenure track at the level of Assistant or Associate Professor is eligible to be considered for promotion and/or tenure. It is the policy of the Department that by the end of the fifth week of classes of every academic year all faculty members update their curriculum vitae, which are on file with the Department. This ensures that the best possible case, as judged by the faculty member, is available for review purposes. Additionally, the policy of the Department is that all faculty members are given the opportunity to bring to the attention of the Chair and ACPT any additional evidence that may be used to support a proposal for tenure and/or promotion. All faculty members below the rank of Full Professor maintain in the Department office an Academic Record File used by the ACPT and PSC, containing Position Responsibility Statements, reprints of publications, evidence on teaching effectiveness (including student course evaluations) and other evidence of scholarship deemed relevant to promotion and tenure considerations by the faculty member.

2. The ACPT annually reviews with the Chair the progress of every Assistant and Associate Professor. With the counsel of the ACPT, the Chair confers with each eligible faculty member, to determine the advisability of bringing their case before the PSC. In appropriate cases, the debits of premature consideration by the PSC are explained to the faculty member. Such debits include the possibly adverse effects of soliciting supporting letters. Usually the Chair and faculty member will reach agreement on whether to proceed; the ultimate decision does, however, lie with the faculty member. For each faculty member whose case is to be brought before the PSC, the ACPT prepares a file, made available to the PSC, including the candidate's curriculum vitae, student evaluations, and additional materials that the candidate has submitted, as well as supporting letters requested by the ACPT from outside the university. External evaluations are requested by the ACPT from individuals outside the university who are knowledgeable in the candidate's area(s) of responsibility. The candidate is asked to submit a short list of names of potential external reviewers, from which 2-3 evaluations are obtained by the ACPT. The ACPT also obtains 2-3 evaluations from outside experts not on the candidate's short list, for a total of 5-6 external letters. Upon request to the Chair, a candidate may review the contents of the file prepared by the ACPT; exclusive of letters received by the ACPT and sections quoting those letters.
The PSC deliberates on each case presented to it and casts a secret ballot based on the information developed from that deliberation, the candidate's files, and presentations by the Chair and a member of the ACPT. For each candidate receiving a simple majority of favorable votes from PSC members in attendance, the Chair prepares and forwards to the appropriate deans a Recommendation for Promotion and/or Tenure Nomination. It is the philosophy of the Department that, within the above limits, the PSC review process will be used at the discretion of the Chair in subsequent discussions with the appropriate college administrators.

College and university promotion and tenure documents require that cases forwarded from the Department be documented in "a Promotion and Tenure Vita, a Faculty Portfolio and other materials." Upon request to the Chair, the candidate will be allowed to review those parts of this dossier that are not (internal or external) confidential letters, evaluations nor summaries of such confidential material.

3. If a candidate does not obtain a simple majority, the Chair meets with and informs the unsuccessful candidate of this. In rare circumstances special considerations may be elicited by this meeting, in which case the Chair may reconvene the PSC. If the Chair moves the nomination forward without the candidate having received a PSC majority vote, the documentation that is forwarded shall include the outcome of the PSC vote.

4. If a candidate obtains a simple majority, but promotion and/or tenure is denied at a higher administrative level, the Chair will give the candidate a summary of the reasons that underlie the university's decision. The faculty member has the option of conferring with higher administration.

5. The procedures available to faculty members for appeal of promotion and tenure decisions are described in the Faculty Handbook under the heading: Faculty Grievance Procedures.

The ACPT will review this section of the Department's document each year to see if changes are required by the LAS Promotion and Tenure Document, or the Department. If changes are needed, this Department's document will be modified by the ACPT and presented to the Statistics Faculty for approval.

VI. Policy for Recruitment, Review, Reappointment, and Promotion of Non-tenure Track Faculty

A. Non-tenure Track Faculty

Non-tenure track faculty positions are term appointments eligible for renewal based upon the quality of performance and the continuing needs of the Department. All
appointments, reappointments and advancements of non-tenure track faculty are subject to approval at the College and University levels.

B. Lecturer

1. The lecturer is a limited term full- or part-time appointment of from one semester up to three years and renewable for no more than a total of six years.

2. The initial appointment of a lecturer may be from one semester to three years. Since the decision to hire a lecturer is often done on short notice, the Department will run a continuous advertisement for a part-time position. The Chair will decide when to fill this position. The Search Committee will consist of the Chair, Associate Chair, and Director of Undergraduate Studies. These three faculty members will review files and interview candidates for one-semester or one-year positions. A decision to hire a lecturer for a term longer than one year, must be discussed and voted on at a meeting of the resident tenured and tenure track faculty. Two-thirds of this body will constitute a quorum. The Chair will forward the voting results to the LAS College.

3. A written position responsibility statement will be prepared that clearly indicates the duties and expectations of each lecturer. Each lecturer will be reviewed annually by the Chair/Associate Chair and the Director of Undergraduate Studies. The review process will include the following:
   - Updated vitae
   - A summary of accomplishments prepared by the lecturer. (This will be submitted in January and cover the previous calendar year.)
   - Review of student evaluations.
   - Classroom visits by peers.
   - Evaluation of each course syllabus.
   - Evaluation of exams and assignments given in the courses.
   - Evaluation of course materials in print or on the Web.
   - Discussions with faculty in the Departments being served by the course.

On the basis of this information, a written report will be completed during the spring semester and given to the lecturer by April 15. This report will be discussed by the Chair/Associate Chair and the candidate before the end of spring semester.

4. Lecturers will be considered for reappointment based upon a positive outcome of the evaluation process and demonstration of continued need within the Department. The Position Responsibility Statement will be the basis for the reappointment decision with the criteria for reappointment as (1) demonstrated success in teaching and teaching-related activities, with potential for excellence and (2) evidence of continuing professional development.

The decision to renew an appointment of a lecturer for up to one additional year will be made by the Chair. A decision to renew an appointment of a lecturer for a term
longer than one year, must be discussed and voted on at a meeting of the resident
tenured and tenure-track faculty. Two-thirds of this body will constitute a quorum.
The voting results will be forwarded to the LAS College by the Chair.

Reappointment of lecturers must be approved by the LAS College. According to
University policy, lecturers are not eligible for reappointment beyond six years of
accumulated service unless they have been advanced to the rank of Senior Lecturer.

5. After six years of accumulated service, Lecturers are eligible for advancement to
Senior Lecturer. (The Chair may negotiate with each lecturer any prior years of
service to be counted toward the six years.) Normally this review will take place
during the fifth year. Recommendations for advancement to Senior Lecturer are
based not only upon performance but also upon staffing needs of the Department.
Thus in a given year a well-qualified Lecturer might become eligible for
advancement to Senior Lecturer, but because of budgetary constraints or lack of
programmatic need, the Department might have no openings at that time. In such
a case, the Department would be unable to advance that person to the rank of
Senior Lecturer. According to university policy, Lecturers denied advancement to
Senior Lecturer are not eligible for employment beyond their six years of
accumulated service.

A faculty committee appointed by the Chair will have the responsibility of
conducting reappointment reviews for Senior Lecturers during the penultimate
years of their contracts. The decision to reappoint a Senior Lecturer must be
discussed and voted on at a meeting of the resident tenured and tenure track faculty.
Two-thirds of this body will constitute a quorum. The voting results will be
forwarded by the Chair to the LAS College along with the recommendation of the
Chair.

The criteria for advancement to Senior Lecturer are: 1) demonstrated excellence in
teaching; 2) satisfactory evidence of on-going professional development related to
teaching (e.g., attendance at professional meetings, participation in CTE forums,
teaching in learning communities); 3) evidence of teaching-related institutional
service (e.g., committees, ad hoc work-groups, extra-departmental university
service).

For advancement reviews, the candidate submits the following documentation:
• Updated vita
• Self-evaluation statement
• Eight to ten sets of student evaluations (selected so as to represent the
candidate’s teaching assignments during the period of review) and a grading-
spread summary for each section. For part-time lecturers, the number of sets
of teaching evaluations submitted will be adjusted accordingly.
• Letters of support, including observations of teaching, professional
development, and service. At least two letters should be from tenured or
tenure-track members of the Department.
• Teaching portfolio, including:
  • Statement of teaching philosophy
  • Sample syllabi and sample assignments and exams
  • Course materials in print or on the web
  • Examples of student work (optional)
  • Analysis of course evaluations (optional)

C. Senior Lecturer

Senior Lecturers have limited term appointments not to exceed five years, plus a one-year notification period if the appointment will not be renewed. To be eligible for appointment as Senior Lecturer, the individual shall have served as a Lecturer or its academic equivalent for six years. Each Senior Lecturer will have a Position Responsibility Statement that clearly outlines duties and expectations.

1. Senior Lecturers will be reviewed annually in the same manner as Lecturers (see sub-section 3 under Lecturers).

2. A faculty committee, as determined by the Chair, will have the responsibility of conducting reappointment reviews for Senior Lecturers during the penultimate years of their contracts. The decision to reappoint a Senior Lecturer must be discussed and voted on at a meeting of the resident tenured and tenure track faculty. Two-thirds of this body will constitute a quorum. The voting results, together with the Chair’s recommendation, will be forwarded to the LAS College by the Chair.

The criteria for reappointment at the rank Senior Lecturer are 1) demonstrated excellence of teaching and 2) satisfactory evidence of on-going professional development related to teaching (e.g., attendance at professional meetings, participation in CTE forums, teaching in learning communities); 3) evidence of teaching-related institutional service (e.g., committees or ad hoc work-groups); 4) a continuing need for the position in fulfilling the Department’s mission.

For Senior Lecturer reappointment reviews, the candidate submits the following documentation:

• Current vita
• Self-evaluation statement
• Up to five sets of student evaluations (selected so as to represent the candidate’s teaching assignments since the last review) and a grading-spread summary for each section
• Letters of support, including observations of teaching, professional development, or service. At least two of these letters must be from tenured or tenure-track members of the Department.
• Teaching portfolio, including:
  • Statement of teaching philosophy
  • Sample syllabi
  • Sample assignments and exams
  • Course materials in print or on the web
  • Examples of student work (optional)
  • Analysis of course evaluations (optional)

The Chair will notify each candidate of the results of the reappointment review.

3. Lecturers and senior lecturers will be eligible for professional development support similar to the support given tenured and tenure-track faculty. Lecturers and senior lecturers will be invited to regular faculty meetings as non-voting members. They will also be given departmental committee assignments when appropriate.

D. Adjunct Faculty

Adjunct faculty appointments are full-time or part-time renewable term positions with these possible titles: adjunct professor, adjunct associate professor, and adjunct assistant professor.

1. Adjunct appointments will not exceed five years for each term appointment, requiring a notice of one year of intent not to renew, except when the appointment is for a year or less.

2. Adjunct titles may be used for persons who are employed elsewhere but have faculty responsibility at Iowa State. This would include persons currently employed and paid by businesses, government, and other organizations without direct connection to ISU. These appointments are normally part time, made to recognize the appropriate teaching, extension/professional practice, and/or research responsibilities of these individuals. Any temporary full-time appointments of these individuals would be for a special need and usually last no longer than one-year. Adjunct faculty should be individuals holding a Ph.D. degree in Statistics or a related field. Under extraordinary circumstances, individuals without the Ph.D. degree but with national or international reputations in their field might be considered for appointment in an adjunct position. To facilitate hiring and retaining excellent faculty, including dual-career couples, as well as to carve out new areas of academic expertise, and attract experts on extramural grants and contracts, certain individuals may be hired in full time positions as adjunct faculty. These should be persons with a Ph.D. in Statistics or a related field who will function like faculty, usually with substantial research or professional practice responsibilities and usually funded by extramural grants and contracts. Individuals hired primarily for teaching purposes should be hired as lecturers.
3. Adjunct faculty will be hired through the same process specified for hiring lecturers.

4. Each adjunct faculty member will have a written position responsibility statement reflecting the nature of his or her responsibilities. Reviews will be based on the position responsibility statement following the procedures for reviewing the performance of lecturers.

5. Reappointment will follow procedures outlined for the reappointment of lecturers, except that there is no requirement that adjunct faculty must be advanced after a particular period of time.

6. When an adjunct assistant professor or adjunct associate professor and the Chair agree that it is appropriate to seek advancement to the next adjunct level, the case will be reviewed by the Advisory Committee for promotion and Tenure and voted on by the Preliminary Screening Committee as described in the procedures for review and promotion of tenured or tenure track faculty. Materials to be submitted for review will include documentation of all areas of responsibility. The Chair will forward requests for advancement to the College and Provost with a summary of the review results and a statement regarding the continuing need of the Department. If the Department does not recommend advancement, no recommendation will be forwarded to the College.

   - For the Department to recommend advancement from Adjunct Assistant Professor to Adjunct Associate Professor, the faculty member must demonstrate effective performance in all areas of responsibility and must demonstrate excellence in scholarship.

   - For the Department to recommend advancement from Adjunct Associate Professor to Adjunct Professor, the faculty member must demonstrate effective performance in all areas of responsibility and must demonstrate distinction in scholarship.

   Scholarship is defined in the Faculty handbook.

7. Adjunct faculty will be eligible for professional development support similar to support given tenured and tenure-track faculty. Adjunct faculty will be invited to regular faculty meetings as non-voting members. They may also be given departmental committee assignments when appropriate.

E. Non-Tenure-Eligible Research (NTER) appointments:

Research professors (NTER faculty) are persons holding the rank of research assistant professor, research associate professor, and research professor. Research professors are
employees of the university. They are subject to appointment, renewal, advancement, termination, and conduct consistent with university policies and procedures. All positions shall be non-tenure-eligible renewable term appointments not to exceed five years in any one contract period. These appointments shall be approved by the Department of Statistics and also at the collegiate and provost levels. Qualifications, standards and procedures for ranks shall be the same as for tenured and tenure-eligible faculty with commensurate titles. Persons holding this title are not members of the General Faculty, may not hold senate positions, nor represent the faculty on collegiate, university, or department committees.

1. Funding for NTER faculty positions shall be external to the university. Funding including direct salary, benefits, and start-up packages must be from sources other than tuition and state appropriations. Exceptions will be allowed when short-term funding, up to a maximum of three years, is provided for salary and benefits for a partner accommodation from centrally managed resources.

2. Persons holding NTER positions shall have a PRS stipulating not less than 90 percent time commitment of the appointment to research. Up to a maximum of 10 percent time commitment may be assigned for serving on graduate committees and/or leading research related seminars. As these are research (not teaching) appointments, funding for incidental teaching time-share shall be from external funds.

3. Tenured and/or tenure-eligible faculty in the Department of Statistics shall be involved in the search process, review of applications and credentials, final recommendations for hiring, and determination of rank. In the case of joint appointments, at least 51 percent of the appointment shall be in the home department.

4. The total FTE for persons holding NTER faculty appointments in the Department of Statistics, whether full- or part-time, shall not be more than 20 percent of the total FTE of tenured and tenure-eligible faculty in the department.

5. Persons may not hold simultaneous appointments as P&S and NTER faculty except that persons holding P&S positions at level P-17 and higher may do so, provided they meet the conditions of both appointments, and only when governmental stipulations require an appointment as a P&S staff member. Exceptions to the simultaneous appointments must be reviewed and approved by the provost and the Faculty Senate president and must be reported annually to the Faculty Senate.

6. Persons holding NTER positions are eligible to be named to the Graduate Faculty in accordance with Graduate College procedures.

7. Persons holding NTER positions shall not convert to tenure-eligible or tenured positions. They may apply for an advertised tenure-eligible position provided the search and appointment processes conform to those for tenure-eligible faculty.
8. Persons holding P&S positions, post-doctoral positions, tenured or tenure-eligible positions shall be eligible for an NTER appointment provided that their credentials are commensurate for the potential rank.

9. Procedure for Recruitment of NTER Appointments

- The Chair will obtain permission from the appropriate college dean or deans to fill the position and then appoint a search committee. The committee will meet to formulate a description of the job and type of person desired for the position. In general, the committee will be chaired by a tenured faculty member responsible for obtaining external funding for the position and it will consult with individuals in the Department who hold a special subject matter interest in the area in which the position is located.

- The Search Committee will advertise the vacant position in the appropriate professional media, send letters to other departments, government agencies, and firms, and disseminate information about the vacancy through other potentially productive channels. In all matters concerning recruitment and hiring, the Department and the Search Committee will adhere to State and Federal Fair Employment regulations and follow procedures consistent with Iowa State University Policies.

- A file typically consisting of curriculum vitae, letters of recommendation, grade transcripts (for junior candidates), and other evidence of professional merit will be compiled for each candidate by the Search Committee.

- The Search Committee will select one or more candidates from among the applicants to interview, whereupon, each candidate will typically meet interested faculty, administrators, and students and present a seminar. Prior to the visit of a candidate, all resident faculty will be given the opportunity to request a meeting with the candidate. The complete file for each candidate to be interviewed will be made available to the resident tenured and tenure-track faculty.

- The Search Committee will consider all relevant information in formulating and submitting recommendations at a meeting of the resident tenured and tenure-track faculty. Two-thirds of this body will constitute a quorum. The recommendations shall include recommendations on appointment rank and suitability for appointment to the graduate faculty. Those present at this meeting will vote on each recommendation. If the appointment is to be made at a rank higher than Assistant Research Professor, a separate secret ballot will be taken from the tenured full professors in attendance at the meeting.

- The Search Committee in consultation with the Department Chair will make the final hiring decisions. The Statistics Faculty will generally not be involved in salary recommendations or negotiations.
10. Procedure for Review, Renewal, and Advancement of NTER Appointments

- Every NTER appointment is responsible for:
  a) maintaining a current curriculum vitae on file in the departmental office,
  b) providing the Chair an annual summary of his or her accomplishments and activities, and
  c) maintaining a current approved Position Responsibility Statement.

- Every NTER appointment is reviewed annually by the Chair. This evaluation is carried out in light of the NTER appointment's Position Responsibility Statement and the NTER appointment receives a written copy of the Chair's evaluation. The NTER appointment may, if he or she chooses, write a response to the evaluation that becomes part of the record.

- Contingent on continuation of external funding, NTER appointments may be considered for reappointment. There is no limit to the number of appointment periods or to the time spent in rank. Criteria for reappointment will be based primarily on demonstrated success in research and research-related activities with an expectation of continued excellence in research and research-related activities.

- A decision to renew an NTER appointment must be discussed and voted on at a meeting of the resident tenured and tenure-track faculty. Two-thirds of this body will constitute a quorum. If requested, the voting results will be forwarded to the appropriate college dean(s) by the Chair.

- NTER faculty may be proposed for advancement to the next rank. The standards shall be the same as the definitions for scholarship performance for advancement of tenured and tenure-track faculty defined in section V.B.2. The promotion procedure shall parallel the promotion procedure defined for tenured and tenure-track faculty in section V.F, with the provision that NTER faculty shall not be considered for tenure.

11. Rights and Responsibilities of NTER Appointments

NTER appointments will be invited to regular faculty meetings as non-voting members. NTER appointments are eligible to have personal incentive accounts supported from indirect costs captured from funded research. Reimbursable travel, conferences and professional development expenses shall be covered by grant funding or personal incentive accounts.

F. Professional and Scientific (P&S) employees with non-tenure-eligible appointments.

1. Employees on P&S status in the university may be appointed to renewable, term, non-tenure-eligible appointments, of from one to five years, to carry out faculty
duties in the Department. Individuals holding a full or part-time P&S position may have no more than 30% of their total work responsibilities assigned as teaching.

2. The following titles will be employed for P&S employees assuming faculty responsibility in the college. These titles will be in addition to their title within the P&S system.

- When the faculty work undertaken is similar to that of a Lecturer, the title of Lecturer (or Senior Lecturer) is appropriate. These titles should only be given to employees with an advanced degree in statistics or a related field.

- When the faculty work undertaken is substantially different from the work of a Lecturer, which often occurs when the work is focused on research or extension/professional practice, the P&S employee may be given the title of Adjunct Assistant Professor, Adjunct Associate Professor, or Adjunct Professor. The qualifications for these titles are the same as those required to hire at the Assistant, Associate or Full Professorial ranks under the tenure-eligible system. These titles should only be given to employees with the terminal degree in the field.

- Adjunct Instructor will not be used as a classification for P&S employees.

- All titles can be given for terms not to exceed five years, when the Department foresees a continuing need for the P&S employee's service in faculty roles. There is no required notice of intent not to renew for the non-tenure-eligible titles given to P&S employees. Termination of the P&S appointment will also mean the termination of the non-tenure-eligible faculty appointment. P&S employees should not be teaching courses without a non-tenure-eligible title.

3. Appointment of P&S employees to non-tenure-eligible faculty positions will be recommended by the Chair, with faculty input. The Chair can make initial appointments of P&S employees for one year without faculty input, but reappointment (or initial appointment beyond one year) will require faculty input.

4. The Chair will report any such appointment to the Provost's Office on the "Non-tenure-eligible faculty appointment of P&S employees" form. A form should be on file with the College and Provost for each P&S employee assigned a non-tenure-eligible title.

5. The awarding (and renewing) of the titles of lecturer, senior lecturer, adjunct assistant professor, adjunct associate professor, or adjunct professor to P&S employees must be approved by the Department, the College, and the Provost.

6. While the P&S employee will not have a Position Responsibility Statement, the
Chair should specify in writing, at the time of appointment, the responsibilities associated with the non-tenure-eligible appointment.

7. A person employed in a P&S position and assigned non-tenure-eligible responsibilities and title shall be regularly evaluated.

- **Annual review.** Each P&S employee with non-tenure-eligible title will have faculty work evaluated annually by the Chair.

- **Faculty Review.** At least every four years and before any re-appointment, these employees will have their faculty work reviewed by the resident tenured faculty.

8. For P&S employees with non-tenure-eligible titles, there is no minimum or maximum time in rank. For example, an employee may continue with the title of "lecturer" for an indefinite time, with appropriate review.

- **P&S employees with adjunct appointments.** If the Chair and the P&S employee believe the employee may qualify for a change in adjunct title, the P&S employee would go through the same procedure described above for advancement of adjunct faculty.

- **P&S employees with lecturer appointments.** If the Chair and the P&S employee believe the employee may qualify for a change to senior lecturer status, the P&S employee member would go through the procedure for the advancement of lecturers.

9. P&S employees with a non-tenure-eligible titles will be eligible for professional development support similar to support given tenured and tenure-track faculty. They will be invited to regular faculty meetings as non-voting members. They may also be given departmental committee assignments when appropriate.

VII. The Chair's Availability to Individual Staff Members

The Chair should be available to confer with any faculty member or student on any subject. Through the Chair, faculty members, students and staff members may request an opportunity to present an item at one of the Department's faculty meetings.

VIII. Amendment Procedures

This document may be amended by approval of 2/3 of the entire Statistics Faculty at any duly called regular or special meeting of the Statistics Faculty, or by a written mail ballot, provided the text of the proposed amendment is distributed at least seven days prior to the meeting or written ballot.