

GOVERNANCE DOCUMENT

College of Veterinary Medicine Iowa State University

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1. Introduction

This document describes the organization and governance of the College of Veterinary Medicine, Iowa State University. This document is intended to define the procedures used in fulfilling the missions of the college. The organization and operations described herein are subordinate to the Board Policies and Procedural Guide Index of the Board of Regents, State of Iowa, and the Policies and Procedures of Iowa State University as outlined in the Faculty Handbook.

2. Organizational Plan

2.1. **Office of the Dean.** The dean of the College of Veterinary Medicine is appointed by the president of the university.

2.2. **Associate Deans.** The dean shall appoint associate deans typically for a 5-year term after consultation with the Cabinet and the faculty. Associate deans will be reviewed the fourth year of their term and are subject to reappointment. The associate deans shall be assigned duties by the dean and shall serve at the dean's pleasure. The dean shall make changes in the number of the associate deans, in their titles, or major changes in duties after consultation with the Cabinet and faculty.

2.3. **Assistant Deans.** The dean shall appoint assistant deans typically for a 5-year term after consultation with the Cabinet and the faculty. Assistant deans will be reviewed the fourth year of their term and are subject to reappointment. The assistant deans shall be assigned duties by the dean and shall serve at the dean's pleasure. The dean shall make changes in the number of the assistant deans, in their titles, or major changes in duties after consultation with the Cabinet and faculty.

2.4. **Departments.** The academic departments in the College of Veterinary Medicine are (1) Biomedical Sciences, (2) Veterinary Clinical Sciences, (3) Veterinary Diagnostic and Production Animal Medicine, (4) Veterinary Microbiology and Preventive Medicine, and (5) Veterinary Pathology. The dean shall make changes in the number, mission, or title of the departments after consultation with the faculty of the college and approval by the provost.

3. Operation of the College

3.1. **Role of the Dean.** As chief executive officer of the college, the dean has overall responsibility for its operation. Many matters are best resolved with input from the faculty, and this input will be achieved through the Cabinet and college committees and by deliberations at faculty meetings.

The dean will conduct affairs, including fiscal management, in an open manner. To this end, the dean will make available the annual fiscal report to the faculty and respond to any questions by faculty concerning the report.

In its quest for excellence, this college expects administrators at all levels to evaluate each unit that they administer and to make such evaluations available to that unit so that it may attempt to rectify any shortcomings that are perceived. Consequently, the dean

shall report to each department in the form of an annual review of the department chair indicating his/her satisfaction or dissatisfaction with its performance, and recommending steps to aid in achieving or maintaining excellence.

- 3.2. **Cabinet.** The Cabinet consists of the dean, the associate deans, assistant deans, the chairs of the academic departments, director of the Veterinary Diagnostic Laboratory, director of the Veterinary Teaching Hospital, the chairperson of the Governance Council, and other budget units as may be determined by the dean. The Cabinet will advise the dean on the formation and implementation of policy for academic, research, and services matters and advise the dean on day-to-day operations of the college. The Cabinet will counsel/advise the dean regarding matters of college resource utilization and other matters of interest to the college, such as the implementation or alteration of strategic plans. The Cabinet also will serve as a major route of communication between the departmental faculty and the dean. Cabinet members will consult with faculty of their department so that the faculty's voice is heard at the meetings. Proceedings of the meetings of the Cabinet will be recorded, and copies of the minutes will be sent from the Office of the Dean to each college administrative unit for posting within 5 working days following each meeting.
- 3.3. **College Faculty.** The college faculty members have primary responsibility for educational policies and procedures, including admission requirements, graduation requirements, curriculum and course revisions, new degree programs, grading procedures, academic standards, and methods of instruction. It also recommends candidates for diplomas and degrees.
- 3.4. **College Committees**
 - 3.4.1. **Role.** Committees of the college play an important role in planning, recommending, and implementing policy related to their responsibilities. They provide a mechanism whereby faculty members individually and collectively participate in policy decisions and actions of the college. The committees of the college advise and assist the deans, department chairs, and faculty in carrying out the responsibilities of teaching, research, and service. Committees consist of standing committees having permanent assignments and ad hoc committees having temporary assignments focused upon specific one-time tasks. Standing committees shall receive appropriate items for consideration from any member of the college community.

As much as possible, membership of committees should reflect the make-up of the college with respect to gender, academic rank and departmental affiliation. Committees are composed of faculty, and where appropriate, may include staff and students. The dean shall give each committee a written charge at the beginning of each academic year.

3.4.2. *Committee Composition*

3.4.2.1. The Cabinet will designate the number of faculty to serve on each standing committee and the department of origin of these members.

3.4.2.1. Prospective committee members are nominated by academic departments and appointed by the dean with consultation from the Cabinet. Academic departments determine the selection process for their nominees.

Additional faculty may be appointed to committees by the Governance Council as described in Section 3.7.1.

3.4.3. *Standing Committees.* The Standing Committees of the College shall include:

3.4.3.1. *Academic Standards.* The committee functions to administer the academic standards of the college and evaluates and recommends students who apply for readmission or transfer.

3.4.3.2. *Admissions.* The committee shall recommend to the dean, applicants for admission to CVM based on established admission criteria, suggest changes to the admission criteria when necessary by monitoring admission criteria of other CVMs and suggesting improvements to the assessment criteria for applicants, and evaluate the preveterinary medicine requirements of the college.

3.4.3.3. *Diversity.* The committee will endeavor to ensure diversity in all aspects of veterinary medicine, including a better understanding by faculty, staff, and students of the diverse nature of the profession, and understanding diverse views held by those in the profession.

3.4.3.4. *Faculty, Staff and Alumni Awards.* The committee shall solicit, evaluate and rank nominations for outstanding veterinary alumni, faculty, staff, Switzer, distinguished professor and university professor awards.

3.4.3.5. *Student Awards.* The committee shall consult with members of CVM to identify and select scholarship and award recipients that meet the criteria of each award.

3.4.3.6. *Curriculum.* The committee shall evaluate curriculum changes submitted by departments and maintain accuracy of course descriptions. The committee shall review the veterinary curriculum and propose needed changes to the faculty.

3.4.3.7. *International Development.* The committee will serve to promote and facilitate development of international relationships in veterinary medicine with emphasis on veterinary medical research and veterinary medical education. The committee will review applications for foreign travel grants and make recommendations to the dean.

3.4.3.8. *Graduate Curriculum.* The committee shall conduct periodic reviews of programs pertaining to graduate degrees.

3.4.3.9. *Assessment.* The committee shall regularly review methods for assessing instruction, make recommendations regarding the instruments and processes to be used to assess instructors and courses, and help maintain and promote a high-quality comprehensive student outcomes assessment plan for the professional degree program.

3.4.3.10. *Promotion and Tenure.* The committee shall evaluate, review, and recommend eligible faculty for promotion and tenure who have been forwarded to the dean from their respective administrative unit.

- 3.4.3.11. *Research Advisory*. The committee shall evaluate and rank research proposals submitted by faculty for USDA formula funds, Iowa Livestock Health Advisory Council and healthy livestock awards. The committee shall assist in development of programs to promote faculty preparation of research proposals for submission to university, federal, government, and industry sources. In addition, the RAC advises the associate dean for research regarding research policy and procedures.
- 3.4.3.12. *Safety*. The committee shall identify and propose solutions to dangerous conditions within CVM units. The committee shall promote programs that provide training of personnel in work related safety topics and develop proactive programs to prevent or avoid dangerous conditions and to promote preventive safety procedures.
- 3.4.3.13. *Student Faculty Relations*. The committee will review and assess issues involving students and student-faculty concerns and will promote programs that will enhance interaction of faculty and students.
- 3.4.3.14. *Computer, Library and Information Management*. The committee shall advise the dean and Cabinet on computer services, serve as a liaison between CVM and the university, and Computation Advisory Committee and CVM students regarding computer services and fees.
- 3.4.3.15. *Ramsey Lecture Series*. The committee will facilitate the Ramsey college-wide seminar series to enhance the scientific community by engaging all members of the veterinary college in discussions of cutting-edge, high-level biology, medicine, and /or veterinary science. The seminar series will highlight speakers who are topic experts in areas related to the basic sciences, translational medicine, and/or One Medicine.
- 3.4.3.16. *Dean's Budget Advisory Committee*. This committee will assess ongoing issues of the College to advise the dean and cabinet in the development of policies regarding organization of the College, budget, space utilization, and strategic planning. The committee consists of one faculty member and one staff member from each department and three student representatives.

3.4.4. *Terms of Service*. The terms of service for members of standing committees shall be 3 years, with the term of approximately one-third of the membership expiring each year. Terms of office for new members of all standing committees shall begin July 1. The Cabinet will appoint chairpersons. The chairperson and committee members may be reappointed.

3.4.5. *College Ad Hoc Committees*. The dean shall appoint ad hoc committees. The names of members of all ad hoc committees and their mission shall be recorded in minutes of a cabinet meeting at the time of their appointment.

- 3.4.6. *Reporting by Committees.* Each committee shall submit a written annual report to the dean for distribution to the faculty. In addition, committees will give oral reports at faculty meetings upon request by the dean, Cabinet or faculty.

3.5. **College Faculty Meetings**

- 3.5.1. *Calling of Meetings.* The faculty of the college shall meet at least once monthly during the academic year. Special meetings shall be called by the dean or by the Governance Council chairperson in response to a written petition by 10% of college voting faculty members. The dean shall serve as the chairperson of such meetings, and the procedure shall be in accordance with the most recent edition of Robert's Rules of Order.

- 3.5.2. *Purpose of Meetings.* The college faculty meeting shall serve as a forum for announcements by the dean or associate deans on matters of faculty concern and for dialogue between the deans and the faculty on matters in which consultation with the faculty is required or desired. It shall serve as an arena for discussion of deliberations of the Cabinet. The dean shall bring deliberations by the Cabinet on major issues to the faculty for discussion and faculty vote when required.

The college faculty meeting shall serve as a forum for discussion and voting on deliberations by certain college committees and for individual faculty members to initiate discussion on any subject deemed to be in the interest of and for the welfare of the college.

- 3.5.3. *Voting Faculty Member.* A voting faculty member shall be defined as a tenured or tenure-track regular faculty member or non-tenure track faculty with clinician or lecturer appointments (including those taking graduate work). Faculty members with joint academic appointments in other colleges must have greater than 50% of their appointment in the College of Veterinary Medicine to be eligible for voting. Excluded from voting are collaborators, adjunct faculty, residents and interns, graduate students, visiting faculty, faculty with temporary appointments, non-tenure-eligible research faculty, and Professional and Scientific employees with lecturer, clinician, senior clinician or adjunct appointments.

3.5.3.1 The office of the Dean will inform the council of faculty terminations as they occur and a list of new faculty members to the governance council for review on September 1st and March 1st each year.

3.5.3.2 New faculty will become eligible to vote after the governance council reviews and updates the list within 5 days of receiving the updates from the office of the Dean. Faculty will be removed from the voting list at the end of their appointment.

- 3.5.4. *Definition of a Quorum.* On matters requiring a vote, a quorum of 50% of the voting faculty shall be required at College faculty meetings. When a quorum is not present at a faculty meeting, motions may be made (Section 3.5.5) and referred to

electronic ballot where a quorum is defined as 50% or greater participation of voting faculty (responding yes, no, or abstain) for all motions.

3.5.5. Voting Process

3.5.5.1 Introduction of a proposal. Any item considered as requiring a vote by College faculty eligible for voting (See section 3.5.3) will be introduced and explained at a College faculty meeting.

Any individual may request that a business item be placed on the agenda by providing the dean with a signed request. That faculty member will present the item and lead any relevant discussion.

No motion concerning the fate of this item may be made at this meeting. All supporting documents regarding the proposal must be distributed to all voting faculty by email or by placing documentation on a designated web site.

The item is automatically placed again on the agenda of the next regularly scheduled College faculty meeting, unless the individuals presenting the item choose to withdraw the item from consideration at any time before the next scheduled faculty meeting.

The item is then discussed at the next College faculty meeting.

3.5.5.2 Discussion of the proposal. Discussion is led by the chair of the faculty meeting or by the faculty member who presented the item for discussion. A motion may be made at this meeting on the fate of the proposal. Discussion on the motion will follow Robert's Rules of Order. The vote will be taken when debate on the motion is concluded or when a motion of "Previous Question" is passed, if there is a quorum of voting faculty members present at the meeting.

If a quorum is not present at the faculty meeting, or if any faculty member calls for an electronic vote, the vote will be referred to electronic ballot. Rules of order requiring a faculty quorum to vote on a motion of Previous Question are suspended during discussion in this case. The motion will be considered an "active motion" after it has been seconded.

3.5.5.2.1 The active motion will be placed on the appropriate server that allows access to all voting faculty. Faculty will be notified by email within 48 hours of the faculty meeting of the appropriate link by which they may access and cast their vote.

Voting will be closed at 5:00 pm on the 5th working day after the motion has been posted for voting. The voting period may be extended for a period of no more than 5 working days with agreement by a majority of the CVM Faculty Governance council.

3.5.5.3 A motion will be adopted by majority vote (when the number of *Yes* votes exceeds the number of *No* votes) when a quorum has been reached. (Section 3.5.4) Exceptions include changes to the faculty governance document (See Section 9) or other changes restricted by Robert's Rules of Order.

3.5.5.4 Results of the electronic voting will be reviewed by the CVM Governance Council and provided to the Dean and faculty within 2 working days of the close of voting.

3.5.6. *Fate of Faculty Motions.* The dean shall take a reasonable effort to achieve the wishes of the faculty as expressed by their vote. Justification for failure to implement the motion approved by the faculty will be provided at the next faculty meeting by the dean and documented in the minutes.

3.5.7. *Minutes of Faculty Meeting.* Minutes of faculty meetings will be recorded, and copies of the minutes will be sent from the Office of the Dean to faculty within 5 working days following each meeting and posted on VetZone.

3.6. **Department/Unit Administration.** Each department shall have a department chair, who is appointed by the dean with approval of university central administration. It is expected that the dean will appoint a Search Committee to screen candidates for each department chair vacancy, and that the majority of the members of the Search Committee shall be voting faculty members of the College of Veterinary Medicine. The Search Committee will consult with departmental faculty concerning the candidates. It is also expected that the dean shall select the department chair from a list of candidates found suitable by the Search Committee. The term of appointment will **typically** be five years with review in the fourth year. Department chairs may be reappointed.

3.7. **College Governance.**

3.7.1. *Governance Council.* The Governance Council serves the interests of the general faculty within the College of Veterinary Medicine in its relations with the administration of the college. This council is composed of 1 elected member from each academic department and two staff members from the College of Veterinary Medicine (one merit employee & one P&S employee) appointed by the dean. Members of the GC will elect a chairperson annually. The chairperson will represent the GC in the cabinet. The GC will meet with the dean quarterly. It functions to review the current CVM Governance Document and recommend change to the dean; organize and review evaluations of the dean of the college at the request of the provost; and count ballots from CVM Faculty Meetings. In addition, the council shall have the authority to appoint a faculty member to any college-wide standing committee that includes faculty as members. To be appointed by the Governance Council, a faculty member must petition the council for membership to a particular committee, explain in writing why they wish to be placed on that committee, and receive a majority of votes by council members. These individuals will be regular voting members of the committee. Members of the council are not eligible to be appointed to committees by the council.

- 3.7.2. *College Caucus.* The College Caucus is defined in the Faculty Senate Constitution and consists of the departmental and at-large senators from the College of Veterinary Medicine. Its Executive Board representative chairs the College of Veterinary Medicine Caucus (herein referred to as the College Caucus). Members of the College Caucus are elected by the general voting faculty of each department in accordance with the organization and selection process as presented in the Faculty Senate Constitution. In electing members to the College Caucus, the General Faculty affirms the principles of shared governance, recognizing the central role of cooperation in collegial decision making. The function of the College Caucus is to serve the interests of the general faculty through the University Faculty Senate.

4. Evaluation Procedures

4.1. Faculty Evaluation

- 4.1.1. *Position Responsibility Statement.* (see Faculty Handbook, Section 5.1.1.5 p. 43).

- 4.1.2. *Preliminary Review of Probationary Faculty and Mentoring of Tenure-track Faculty.* (see Faculty Handbook, Section 5.1.1.3 p. 42 and Section 6.7.6 p. 95). Faculty in tenure-track positions are required to have a mentoring committee. Characteristics and responsibilities of the mentoring committee are defined in Appendix

- 4.1.3. *Annual Plan of Work and Faculty Productivity Review.* (see Faculty Handbook, Section 5.1.1.2 p. 41). In addition to Faculty Handbook guidelines, the CVM uses a standard format for reporting faculty accomplishments.

- 4.1.4. *Post Tenure Review.* (see Faculty Handbook, Section 5.3.5 p. 72). Each department is charged with developing and implementing a plan for review of tenured faculty in the unit.

- 4.2. **Evaluation of the Dean of Veterinary Medicine.** (see Faculty Handbook Section 5.5 p. 79) The Governance Council of the CVM is defined as the elected group to evaluate the dean in consultation with the provost.

- 4.2.1 The Provost will initiate a faculty evaluation of the College Dean and his/her administrative organization at least once every five years. The following procedures shall be followed in the faculty review and evaluation process:

- 4.2.1.1 The focus of the evaluation shall be on the performance of the Dean and his/her administrative units, considering: the College mission statement and strategic plan; leadership in developing, articulating and implementing improvements in College teaching, research, outreach, and professional practice programs; progress in acquiring financial support and high-quality faculty and staff to achieve program objectives and effectively administer those programs; relationships with College faculty, staff and students, administrators in the College of Veterinary Medicine

and related Colleges; relationships with external stakeholders of the College; other topics requested by the Provost

4.2.1.2 Evaluation committee. The Governance Council of the CVM is defined as the elected group to evaluate the dean in consultation with the provost.

4.2.1.3 Evaluation process. The review and evaluation procedure shall consist of a self –assessment by the Dean, which will be distributed to the College faculty after discussion and review with the Dean by the Evaluation Committee; evaluation of the performance of the Dean (Section 4.2.1.1); and an Evaluation Committee assessment of the progress toward goals of the strategic plan. Input shall be solicited from ISU CVM faculty and staff; CVM professional and graduate students; administrative unit leaders in the ISU College of Veterinary Medicine and relevant UNL program representatives; and external stakeholders.

4.2.2. Reporting.

4.2.2.1 A confidential Evaluation Committee report on their review and evaluation of the performance of the Dean shall be provided to the Provost, discussed with the Dean and the Provost, and held in the Dean's personnel file

4.2.2.2. An Evaluation Committee report on the review and evaluation of the Dean's role in progress towards achieving the goals of the CVM strategic plan will be made available to the faculty after review by the Provost.

4.3 **Evaluation of Department chairs.**

4.3.1 Annual review of department chairs is the responsibility of the dean.

4.3.2 Faculty evaluation of department chairs (see Faculty Handbook, Section 5.1.2 p. 46) Each department chair will be evaluated in the penultimate year of their appointment (typically in the fourth year of a five-year appointment). The dean will initiate the review in accordance with the respective departmental governance document. The governance document of each department should specify a mechanism for establishing a committee to conduct the chair evaluation. This committee will solicit input from the departmental faculty and issue a report to the dean. This mechanism may require the dean to select committee members from each section of the department or charge a standing committee such as the departmental Promotion and Tenure or Governance Committee with this responsibility. In the absence of specific instructions in the departmental governance document, the dean may specify a method for establishing an evaluation committee. Each department may develop specific and individual methods or instruments that account for differences in mission of the department and that acknowledge the department chair's contributions in learning, discovery, engagement and university service. Such methods and procedures must be approved by the dean of the college of veterinary medicine.

5. **Promotion and Tenure Review**

The University Promotion and Tenure Policy, as described in the Faculty Handbook, sets forth the standards and procedures governing promotion and tenure of faculty members within the College of Veterinary Medicine. The Veterinary College document addresses only those standards and procedures that differ from the University Promotion and Tenure Policy. For purposes of clarity, all references made to the University Promotion and Tenure Policy correspond to the Table of Contents of the University Promotion and Tenure Policy as found in the most recent revision of the Faculty Handbook.

For veterinary faculty seeking promotion and/or tenure:

**Section I Evaluation/Review* The standards and procedures set forth in of the University Promotion and Tenure Policy are unchanged.

Section II Promotion and Tenure The standards and procedures set forth in of the University Promotion and Tenure Policy are unchanged with the following exceptions:

5.1. Standards for Promotion and Tenure

5.1.1. *Areas of Position Responsibilities and Activities*

Teaching. Academic advising may serve as a component of one's teaching effort. Faculty members whose responsibilities include academic advising should provide evidence of the effectiveness of their advising activity. Evidence of the quality of advising may be demonstrated through student and peer evaluation and the receiving of advising awards. It can be further demonstrated by innovation in serving advisees, creative participation in local and national advising committees and conferences, writing and presenting advising papers, and developing college or departmental advising documents.

5.2. Procedures for Promotion and Tenure Review

5.2.1. *Department Review*

Promotion and tenure document. In addition to the criteria specified in the University Promotion and Tenure Policy, each department will specify specific extension/professional practice criteria appropriate for the department.

Right to review factual information. The candidate for promotion and/or tenure will be allowed to review the dossier that is being sent forward to the Dean except for the report of the departmental review committee, the DEO's recommendation, and external letters of evaluation

5.2.2. *College Review*

5.2.2.1 *Promotion and tenure committee.* The college committee will consist of one full professor from each academic department within the College. Members will be appointed for a three-year term and the terms of individual members must alternate so that all committee members are not beginning or ending terms simultaneously. Members may be appointed for up to two consecutive terms (six years) after which they may not be reappointed to the committee for a period of three years. The faculty in each department will elect a minimum of at least two full professors as candidates to serve on the college promotion and tenure committee. The Dean will appoint the chair and committee members from the list of candidates elected by the departments

The committee chair will keep official committee minutes and record the outcome of all committee votes. The committee shall carry forward all of the responsibilities described in the appropriate sections of the Faculty Handbook and any special responsibilities or charges given to it by the Dean.

Section III Documentation Guidelines for Promotion and Tenure The standards and procedures set forth in of the University Promotion and Tenure Policy are unchanged with the following exception:

Documentation Guidelines for Promotion and Tenure

Candidate Responsibilities

2. *Faculty portfolio*

Teaching In addition to the items listed, the candidate should include the following:

- a statement of teaching goals: short term and long term
- detailed course syllabi including objectives, listing of assignments and handouts
- a list of teaching awards and recognition
- a list of published textbooks, textbook chapters and manuscripts in educational journals, and those submitted or in preparation for publication
- provide samples of student learning such as: exams, projects, student conference presentations and publications, essays in

- drafts with instructor's comments, evidence of successful practicums and professional achievement tied to faculty teaching
- provide evidence of the quality of advising through student and peer evaluations, advising awards, participation in local or national advising committees and conferences, publication of papers on advising.

Extension/professional practice: In addition to the items listed, the candidate should include the following:

- Where appropriate, it is highly recommended that all candidates for promotion and/or tenure have Board Certification in their specialty area.

Faculty seeking promotion and/or tenure should consult their departmental Promotion and Tenure documents for additional standards and procedures that may differ from those set forth in this document or the University Promotion and Tenure Policy as described in the Faculty Handbook.

* All italicized text refers to headings found in the *University Promotion and Tenure Document*.

6. Policy for Hiring & Review of Lecturers/Clinicians

The College of Veterinary Medicine will hire Lecturers and/or Clinicians to support its academic mission. It is expected that these non-tenure-track faculty will be largely involved in professional practice in non-departmental units such as the Veterinary Teaching Hospital and Veterinary Diagnostic Laboratory; but they may also be responsible for classroom and laboratory teaching, supervision of students in internship programs, undergraduate advising, development and delivery of web-based and other distance education courses, and coordination and supervision of academic support services.

6.1. Hiring of Non-tenure-track Faculty

- 6.1.1. *Process.* The decision to hire a non-tenure-track faculty member rests with the department chair. Minimum qualifications required for the position will be determined by the chair or, when appropriate, by the service unit director. Departmental faculty and faculty committees should be consulted in this decision. Approval of the dean of the college is required.
- 6.1.2. *Search.* Searches should be done by a search committee composed of department faculty and academic staff members according to procedures defined by the Faculty Handbook.
- 6.1.3. *Appointment Level.* The level at which individuals (Lecturer or Senior Lecturer, Clinician or Senior Clinician) are hired will be determined by the department chair and approved by the dean. The decision should be based on the qualifications and prior experience of the candidate, and should be in accord with the stated qualifications for these positions in University policies.

6.2. **Annual Review of Non-tenure-track Faculty**

- 6.2.1. *Review.* All non-tenure-track faculty will be reviewed annually, following standard department practices for faculty reviews.
- 6.2.2. *Position Statement.* Each non-tenure-track faculty member will have a Position Responsibility Statement that will be confirmed or corrected during the annual review.
- 6.2.3. *Annual Report.* The faculty member being reviewed will complete an annual activity report, using as a template the activity report form used by tenure-track faculty in the college.
- 6.2.4. *Other Information.* Materials used in annual reviews may include instructor/course evaluations (obtained for all courses and automatically placed into each faculty member's file) and written evaluations prepared by faculty who work with the non-tenure-track faculty member being reviewed or who supervised clinical or diagnostic practice. Where teaching is involved, examples of materials could include case reports, syllabi, lab manuals, and exams used in class.
- 6.2.5. *Reviewers.* The department chair, service unit director, or designee will meet with the person under review to discuss activities, accomplishments, problems, concerns, and plans for the future. Depending on the role that the faculty member plays in the department, a faculty member who works with or directly supervises the non-tenure-track faculty member may also participate in the meeting.
- 6.2.6. *Review Report.* Following the meeting, the department chair, service unit director, or designee will prepare a written summary of the annual review, noting accomplishments, concerns, and plans for the future. The non-tenure-track faculty member will sign and return a copy of this report, acknowledging its receipt.

6.3. **Review for Reappointment**

- 6.3.1. *Appointment.* A Lecturer or Clinician may be appointed initially for up to a 3 year term. The decision to extend the term for up to an additional 3 years rests with the department chair, service unit director, or with an appropriate supervisor that reports to the department chair or service unit director. The review for reappointment will be based on the individual's annual reviews, and will be made in consultation with faculty members who directly or temporarily supervise the person under review. Approval for reappointment must be obtained from the dean of the college.
- 6.3.2. *Advancement.* At the time of consideration for advancement to Senior Lecturer or Senior Clinician, the department chair will appoint a 3-member faculty committee to lead the review. One member of this committee should be someone in the department who has not participated in the annual reviews of the individual, and one member should be from outside the department. It is not

required that a review from someone in a similar professional area outside the university be obtained, but this can be helpful in many circumstances and should be encouraged. The review committee will function in a manner similar to that of the departmental Faculty Review Committee and will make a recommendation on reappointment to the department chair. Promotion to Senior Lecturer/Senior Clinician will be based on excellence of performance in the role of Lecturer or Clinician over a period of 5 years.

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

6.3.4. *Process.* Senior Lecturers and Senior Clinicians may be appointed for terms of up to 5 years, including a 1-year notification period if the appointment will not be renewed. They will be reviewed annually as outlined above, and will be reviewed for reappointment by a 3-member faculty committee at least once every 5 years, in a manner comparable to that used in the department for post-tenure review of tenure-track faculty. The decision on reappointment, including a summary of the review committee's findings, will be given to the individual in writing by the department chair.

6.4. **Other Duties of Non-tenure-track Faculty**

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

6.4.2. *Development.* The department should encourage non-tenure-track faculty to attend professional meetings and engage in other forms of professional development. Depending on the resources available, the department will try to assist in the financial support of such activities (e.g. contribution to travel costs to attend a meeting).

6.4.3. *Role in Curriculum.* As part of the departmental academic staff, non-tenure-track faculty are expected to participate in curriculum review and development.

7. **Policy for Hiring, Evaluation and Advancement of Non-Tenure-Eligible Research (NTER) Faculty**

Appointments at the ranks of research assistant professor/associate professor/full professor of NTER faculty in the College of Veterinary Medicine are to be consistent with University policy. Under all circumstances, the criteria outlined in the *Faculty Handbook* in sections 3.3.3, 4.1.3,

and 5.4.6 regarding the circumstances and conditions related to these positions will be followed in making these appointments and evaluating the individuals who hold them.

7.1. Appointment Policies for NTER Faculty

Factors to be considered in making the appointment relate to the funding source of the candidate's salary, the type of affiliation the candidate will have with the Department and University, and the nature of the candidate's interactions in the position. The candidate must be funded from sources other than tuition and state appropriations as defined in the *Faculty Handbook*.

7.1.1 *Procedure for Appointment.* The following procedures will be used in considering candidates for appointments at any of the above ranks, including those who are proposing to move into one of these positions from a different position classification within the University.

7.1.1.1. All guidelines in section 3.3.3 of the *Faculty Handbook* apply to all appointments of this type.

7.1.1.2. A tenured or tenure track faculty member may nominate an individual for a NTER faculty position by providing a letter of nomination and CV of the candidate to the department chair, who will then form a search committee consisting of three tenured faculty members, including the nominating faculty member.

7.1.1.3. The (search committee) faculty member nominating a candidate for a NTER position will be responsible for distributing the candidate's CV and letter of application to the voting faculty of the Department at least 1 week prior to the meeting at which the candidate is to be considered for the position.

7.1.1.4. The candidate must present a College-wide research seminar announced at least one week prior to a departmental faculty vote.

7.1.1.5. An opportunity will be given to any interested member of the faculty to meet with the candidate individually or in a small group during the search process and prior to the vote.

7.1.1.6. Tenured and tenure-track departmental faculty will vote as to the acceptability of the candidate for the position. The Chair must consider this vote, written recommendation from the search committee, and written and verbal comments of the nominating faculty member in making the decision. It should be clear where the funds for the position will originate.

7.1.1.7. The department chair will then forward the recommendation to the Dean, who upon approval of the appointment, will make a recommendation to hire the candidate to the Provost.

7.1.1.8. Since all NTER faculty positions are appointments not to exceed five years in any contract period (*Faculty Handbook* 3.3.3.1), renewal of a contract will be based on performance review and assurance of continued funding for the position. The process may be done simultaneously with the regular performance evaluation or separately, depending on the timing of the contract expiration. In all cases, the process will follow the guidelines described below (7.2) and the following material will be required for submission to the Dean: updated CV and PRS, dossier prepared by the faculty member being evaluated, evidence of the faculty deliberations (including the vote and report from the appropriate committees), and the letter from the Chair.

7.1.2. *Departmental Rights and Responsibilities.* As stated in the Faculty Handbook (3.3.3.1), departmental rights and responsibilities of the NTER faculty will be defined by each department of the College of Veterinary Medicine.

7.2 Evaluation of NTER Faculty

The periodic evaluation, renewal and advancement of all NTER faculty will be conducted according to all guidelines indicated in Section 5.4 of the *Faculty Handbook*.

7.2.1. In addition to their annual evaluations by the Department Chair, all NTER faculty will be evaluated by the appropriate departmental faculty committee at least every three years. This performance review should be done by an appropriate committee from the home department, which will include the PI responsible for the grant from which the salary of the NTER faculty is generated, unless the NTER faculty member is the PI on the grant.

Each department will determine a specific review process, however, materials forwarded to the provost for consideration of renewal of a NTER faculty should include an updated CV and PRS of the NTER faculty member, copies of all performance evaluations performed during the appointment, results of a vote from tenured and tenure-eligible faculty in the home department, a letter of recommendation from the department chair, and a recommendation from the dean.

7.2.2. The departmental promotion and tenure committee will serve as the review committee whenever the process includes a request for advancement in rank. If not a member of the departmental promotion and tenure committee, the PI of the grant used to generate the NTER faculty members salary (unless the NTER faculty member is the PI on the grant), will be included on the review committee as a non-voting member.

The committee responsible for the review for advancement will prepare a written report of their findings and present it to the Department chair, who will then forward his/her recommendations and the report of the review committee to the College Promotion and Tenure Committee for consideration. The College P & T Committee will then make a recommendation (for advancement, not tenure) to the Dean, who will provide a recommendation to the Provost.

7.2.3. Annual pay adjustments will be determined by the department chair, after consultation with the PI(s) of the grant(s) providing the funding for the position.

7.3. Termination of NTER Faculty

Decisions related to termination, renewal or advancement of NTER faculty will follow all guidelines of the *Faculty Handbook* (Section 5.4.6).

8. Policy for Hiring and Review of Adjunct Faculty and Professional and Scientific (P&S) Employees with Non-Tenure-Eligible Appointments

- 8.1. All hiring and reviews will follow established guidelines described in the most current version of the ISU Faculty Handbook.
- 8.2. **Adjunct Faculty.** Departments in the College of Veterinary Medicine may appoint non-tenure eligible faculty in adjunct positions. Adjunct appointments recommended by the department must be approved by the dean and provost.
 - 8.2.1. **Hiring.** Adjunct faculty will be hired in accordance with the ISU Faculty Handbook through established university search processes. Tenure-line faculty should be part of the search committee and work with the department chair to coordinate the search process.
 - 8.2.2. **Position Responsibility Statement.** Each adjunct faculty member will have a position responsibility statement reflecting the nature of his or her responsibilities. Reviews will be based on the PRS and will consider performance in all areas of responsibilities.
 - 8.2.1. *Annual review.* Annual review of adjunct faculty will follow procedures outlined for the review of other non-tenure-eligible faculty positions.
 - 8.2.2. *Renewal review.* Renewal review will follow procedures for the renewal review of other non-tenure-eligible faculty, except that there is no requirement that adjunct faculty must be advanced after a particular period of time.
 - 8.2.3. *Advancement review.* Review for advancement may occur when the department chair and adjunct faculty member agree that it is appropriate to consider advancement. A faculty committee will review the record of the adjunct faculty member following established processes used to review other non-tenure-eligible faculty. Requests for advancement forwarded to the dean and provost should include a summary of review results and statements on the continuing need of the unit. Recommendations for advancement begin in departments and are approved by the dean and provost.
 - 8.2.4. *Criteria for advancement for Adjunct Assistant Professor to Adjunct Associate Professor.* For the department to recommend advancement to Adjunct Associate Professor, the faculty member must demonstrate effective performance in all areas of responsibility and excellence in scholarship, as defined by the Faculty Handbook.

- 8.2.5. *Criteria for advancement from Adjunct Associate Professor to Adjunct Professor.* For the department to recommend advancement to Adjunct Professor, the faculty member must demonstrate effective performance in all areas of responsibility and distinction in scholarship, as defined by the Faculty Handbook.
- 8.2.6. *Voting.* Adjunct faculty members employed elsewhere will not have voting privileges in the department. Adjunct faculty members employed by the university will have voting rights on college issues; adjunct appointments as graduate students and residents will not have voting rights on college issues. The right to vote on departmental issues remains with the department.

8.3. **Professional and Scientific (P&S) Employees with Non-tenure-eligible Appointments**

- 8.3.1. **Titles** All P&S titles and appointments will follow the established policies outlined in the ISU Faculty Handbook.
- 8.3.1. P&S employees who teach courses in the college should hold a non-tenure-eligible title.
- 8.3.2. All titles can be given for terms not to exceed five years, when a 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 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 appointment.
- 8.3.2. **Appointment.** Tenure line faculty shall be responsible for selecting non-tenure eligible faculty appointments, including appointments of appropriate P&S positions. Appointment of P&S employees to non-tenure-eligible positions will be recommended by the department chair. Department chairs 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. Awarding of the titles of senior lecturer, or senior clinician must be approved by the department, the college and the provost.

- 8.3.3. **Review.** Tenure-line faculty shall be responsible for reviewing non-tenure-eligible faculty appointments, including appointment of appropriate P&S positions (see Faculty Handbook). A person in a P&S position assigned non-tenure-eligible faculty responsibilities and title shall be regularly evaluated by the department employing the person for faculty work. This may be a separate department from that in which the P&S appointment is located. The department chair requesting the employee's services should specify in writing, at the time of appointment, the responsibilities associated with the non-tenure-eligible appointment. The Position Information Questionnaire of the P&S employee should reflect the employee's responsibilities in both departments. In general, the same procedure used to review other non-tenure-eligible faculty will be employed.
- 8.3.3.1. *Annual review.* Each P&S employee with non-tenure-eligible title will have faculty work evaluated annually by the department chair.
- 8.3.3.2. *Faculty review.* P&S employees with non-tenure-eligible appointments will have their faculty work reviewed by a faculty committee at least every four years and before any re-appointment.
- 8.3.4. **Advancement.** There is no minimum or maximum time in rank for P&S employees with non-tenure-eligible titles.
- 8.3.4.1. P&S employees with adjunct appointments. If the department chair and the P&S employee believe the employee may qualify for a change in adjunct title, the P&S employee will go through the same procedure described for advancement of adjunct faculty.
- 8.3.4.2. P&S employees with lecturer and clinician appointments. If the department chair and the P&S employee believe the employee may qualify for a change to senior lecturer or senior clinician status, the P&S employee will go through the advancement procedure described in department governance documents.
- 8.3.5. **Voting.** P&S employees assigned to a non-tenure-eligible appointment do not have voting rights as a faculty member on college issues. The right to vote on departmental issues remains with the department.

9. **Amendments**

Proposed amendments to the College governance document shall be presented to voting faculty at a regularly scheduled faculty meeting by the chair of the governance council or by the individual making the proposal. Motions and voting on amendments will follow the rules outlined in the governance document for voting on all motions (Section 3.5.5). The proposed amendment will be available to the faculty as part of the minutes and will be posted on the CVM web site for voting faculty to review. Passage of an amendment requires a quorum of voters and 67% those voting must vote in favor of the amendment.

10. **Appendix I**

The Mentoring Committee is designed to aid new or inexperienced faculty in obtaining full intellectual potential so that the department can reach its goal of excellence, and to ensure that the incumbent will achieve success in his/her discipline to a degree necessary to achieve tenure and promotion. Implementation of mentoring is a departmental issue. An offer of appointment of a Mentoring Committee should be made by the department chair as a formal part of the employment process. Mentoring is not mandatory but is offered when the new faculty member first joins the faculty as a means of help in progressing satisfactorily in the academic community. If not begun at the time of entry to the faculty, a Mentoring Committee could be established later by the department chair should mentoring be desired. The Mentoring Committee consists of a committee of three faculty, at least two of which are tenured. One tenured faculty member will serve as leader. The committee will meet at appropriate intervals with the incumbent to discuss (1) the accuracy of the incumbent's formally stated objectives; (2) the assessment of progress towards effective teaching, service, or research; and (3) progress towards promotion and tenure. Solutions to problems that arise in these areas should be suggested and the incumbent encouraged to seek help with management and aid facilities of the university where appropriate.

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