

**GOVERNANCE DOCUMENT**  
College of Veterinary Medicine  
Iowa State University  
(Last Revision: January 2019)

TABLE OF CONTENTS

1. Introduction
  
2. Organizational Plan
  - 2.1. Office of the Dean
  - 2.2. Associate Deans
  - 2.3. Assistant Deans
  - 2.4. Departments
  
3. Operation of the College
  - 3.1. Role of the Dean
  - 3.2. Cabinet
  - 3.3. College Faculty
  - 3.4. College Committees
    - 3.4.1. Role
    - 3.4.2. Committee Composition
    - 3.4.3. Standing Committees
    - 3.4.4. Terms of Service
    - 3.4.5. Ad Hoc Committees
    - 3.4.6. Reporting of Committees
  - 3.5. College Faculty Meetings
    - 3.5.1. Calling of Meetings
    - 3.5.2. Purpose of Meetings
    - 3.5.3. Voting Faculty Member
    - 3.5.4. Definition of a Quorum
    - 3.5.5. Voting Process
    - 3.5.6. Fate of Faculty Motions
    - 3.5.7. Minutes of Faculty Meetings
  - 3.6. Department/Unit Administration
  - 3.7. College Governance
    - 3.7.1. Governance Council
    - 3.7.2. College Caucus
  
4. Evaluation Procedures
  - 4.1. Faculty Evaluation Procedures
    - 4.1.1. Position Responsibility Statement
    - 4.1.2. Preliminary Review of Probationary Faculty and Mentoring of Tenure-track

Faculty

4.1.3. Annual Plan of Work and Faculty Productivity Review

4.1.4. Post Tenure Review

4.2. Evaluation of the Dean of Veterinary Medicine

4.3. Evaluation of Department Chairs

5. Promotion and Tenure Review

6. Policy for Hiring, Evaluation, and Advancement of Term Faculty (Teaching, Clinical, Professional, and Research Tracks)

6.1. Hiring of Term Faculty

6.1.1. Process.

6.1.1.1. Minimum qualifications.

6.1.1.1.1. Teaching Track

6.1.1.1.2. Practice Track

6.1.1.1.3. Clinical Track

6.1.1.1.4. Research Track

6.1.1.1.5. Adjunct Faculty

6.1.2. Search.

6.1.3. Appointment Rank.

6.1.3.1. Lecturer rank

6.1.3.2. Assistant rank

6.1.3.3. Associate Rank

6.1.3.4. Professor Rank

6.2. Annual Review of Term Faculty

6.2.1. Review.

6.2.2. Position Statement.

6.2.3. Annual Report.

6.2.4. Other Information.

6.2.5. Reviewers.

6.2.6. Review Report.

6.3. Review for Reappointment

6.3.1. Reappointment.

6.3.2. Advancement.

6.3.3. Evaluation Material.

6.3.4. Process.

6.4. Other Duties of Term Faculty

6.4.1. Responsibilities.

6.4.2. Development.

6.4.3. Role in Curriculum

6.5. Advancement Information for specific tracks

6.5.1. Clinical Assistant Professor / Clinical Associate Professor / Clinical Professor Faculty:  
Advancement

6.5.1.1. Advancement of Clinical Term Faculty

- 6.5.1.1.1. Disclosure of Intent
- 6.5.1.1.2. Process for Advancement Review
- 6.5.1.1.3. Review Materials
- 6.5.1.1.4. Departmental Faculty Review Committee
- 6.5.1.1.5. Department Review
- 6.5.1.1.6. College Review
- 6.5.2. Teaching Assistant Professor / Teaching Associate Professor / Teaching Professor Faculty: Advancement
  - 6.5.2.1. Advancement of Teaching Term Faculty
    - 6.5.2.1.1. Disclosure of Intent
    - 6.5.2.1.2. Process for Advancement Review
    - 6.5.2.1.3. Review Materials
    - 6.5.2.1.4. Departmental Faculty Review Committee
    - 6.5.2.1.5. College Review
- 6.5.3. Research Assistant Professor / Research Association Professor / Research Professor Faculty: Advancement
  - 6.5.3.1. Evaluation of Research Term Faculty for renewal or advancement
    - 6.5.3.1.1. Review Materials for Advancement Review
    - 6.5.3.1.2. Departmental Faculty Review Committee
    - 6.5.3.1.3. External Peer Review
    - 6.5.3.1.4. College Review
- 6.5.4. Practice Assistant Professor / Practice Associate Professor / Practice Professor
  - 6.5.4.1. Advancement of Term Professional Faculty
    - 6.5.4.1.1. Disclosure of Intent
    - 6.5.4.1.2. Process for Advancement Review
    - 6.5.4.1.3. Review Materials
    - 6.5.4.1.4. Departmental Faculty Review Committee
    - 6.5.4.1.5. College Review
- 6.5.5. Adjunct Assistant Professor/ Adjunct Associate Professor/Adjunct Professor Advancement
  - 6.5.5.1. Advancement of Adjunct Faculty
    - 6.5.5.1.1. Disclosure of Intent.
    - 6.5.5.1.2. Process for Advancement Review
    - 6.5.5.1.3. Review Materials
    - 6.5.5.1.4. Departmental Faculty Review Committee
    - 6.5.5.1.5. College Review

## 6.6. Non-renewal of term Faculty

## 7. Professional and Scientific (P&S) Employees with Term Faculty Rank-Only Appointments

## 8. Amendments to the By-Laws

## 9. Appendix

## 1. Introduction/Preamble

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 five-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 five-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, the Equity Advisor, director of the Veterinary Diagnostic Laboratory, director of the Lloyd Veterinary Medical Center, 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. Minutes of the meetings of the Cabinet will be documented. After approval at the next scheduled Cabinet meeting, the minutes will be posted on VetZone in Meeting Minutes.

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.

3.4.2.2. 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. **College and departmental administrators may not serve as committee members other than as non-voting, ex-officio members.**

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 pre-veterinary medicine requirements of the college.

3.4.3.3. *Advancement of Term Faculty*. The committee shall evaluate, review, and recommend eligible term faculty for advancement who have been forwarded to the dean by their respective administrative unit. The committee will be composed of tenured faculty and term faculty at or above the rank being considered for advancement. (FH 5.4.1.3)

3.4.3.4. *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.

3.4.3.5. *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.

3.4.3.6. *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. *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. The meeting is led by the dean and two budget representatives.

- 3.4.3.8. *Diversity and Inclusion*. 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. The Equity Advisor will serve as the chair of this committee.
- 3.4.3.9. *Faculty, Staff and Alumni Awards*. The committee shall solicit, evaluate and rank nominations for University Awards (e.g. Distinguished Professor, Morrill Professor, University Professor, ISU Awards for Achievement, P&S awards, staff awards), CVM Convocation Awards (e.g. Awards aligned with University Awards, Merit/Resident/Service Team of the Year), and CVM Homecoming Awards (e.g. Stage, Switzer, Hoffman, and Young Alumni Awards).
- 3.4.3.10. *Graduate Curriculum*. The committee shall conduct periodic reviews of programs pertaining to graduate degrees.
- 3.4.3.11. *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.
- 3.4.3.12. *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.
- 3.4.3.13. *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.
- 3.4.3.14. *Research Advisory*. The committee shall evaluate and rank research proposals submitted by faculty for USDA formula funds, Iowa Livestock Health Advisory Council and CVM Seed Grants. 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.

- 3.4.3.15. *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. The College of Veterinary Medicine Security Officer will serve as chair of this committee.
- 3.4.3.16. *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.
- 3.4.3.17. *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.
- 3.4.4. Terms of Service. The terms of service for members of standing committees shall be three 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 for one three-year term. Upon completion of a term as chair, the chairperson will serve one additional year as a non-voting, ex-officio member of the committee.
- 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. Tenure track and term faculty are voting faculty members. 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 affiliate faculty, residents and interns, graduate students, visiting faculty, faculty with temporary appointments, and Professional and Scientific employees with lecturer, 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 five 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. *Active Motion.* 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 five working days with agreement by a majority of the CVM Faculty Governance council.

3.5.5.3. *Outcome of vote.* 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.* Results of the electronic voting will be reviewed by the CVM Governance Council and provided to the Dean and faculty within two 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 documented, and copies of the minutes will be 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 3.4).

4.1.2. Preliminary Review of Probationary Faculty and Mentoring of Tenure-track Faculty. (see *Faculty Handbook*, Section 5.1.1.3 and Section 6.7.6). 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). 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 5.3.4.). 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) The Governance Council of the CVM is defined as the elected group to evaluate the dean in consultation with the provost.

4.2.1. Initiation. 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). 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

1. Candidate Responsibilities
2. Faculty portfolio

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

- Statement of teaching goals: short term and long term
- Detailed course syllabi including objectives, listing of assignments and handouts
- List of teaching awards and recognition
- 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
- 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, Evaluation, and Advancement of Term Faculty Appointments (Teaching, Clinical, Professional, and Research Tracks)**

Term faculty appointments are limited term, full or part-time renewable appointments that are subject to approval by the department, college, and provost. These appointments may be A-based (12 months) or B-based (9 months). Appointments to the faculty are ordinarily made for the nine-month academic year (B-base). Twelve-month A-base appointments are reserved for administrative positions and for persons whose responsibilities require year-round service (ISU FH 3.1). Persons holding Term appointments are eligible to be named to the Graduate Faculty in accordance with the Graduate College procedures.

As described in the ISU Faculty Handbook (section 3.3.2.2 and 5.4.1.3), term faculty will be eligible for appointment in the following tracks: Teaching, Practice, Clinical, Research, or Adjunct faculty tracks. Additional information about the difference in ranks and descriptions of Teaching Faculty, Practice Faculty, Clinical Faculty, Research Faculty, and Adjunct Faculty tracks can be found in the ISU Faculty Handbook.

On July 1, 2019, all Term faculty titles shall shift to one of the following:

**Teaching Faculty and Ranks:** Lecturer, Assistant Teaching Professor, Associate Teaching Professor, and Teaching Professor. All teaching faculty must devote at least 75% of their time to instruction, advising, and curriculum coordination.

**Practice Faculty Title and Ranks:** Assistant Professor of Practice, Associate Professor of Practice, Professor of Practice. Professor of Practice faculty must have significant relevant professional (non-clinical) experience outside of academia that qualify them to make a contribution to instruction and/or advising. All Professor of Practice faculty must devote at least 75% of their time to teaching in their area of expertise and related institutional and professional service.

**Clinical Faculty Title and Ranks:** Clinical Assistant Professor, Clinical Associate Professor, Clinical Professor. All Clinical faculty must devote at least 75% of their time to providing or overseeing the delivery of professional services to individual patients or clients, and to teaching students, residents, or fellows of the university at the undergraduate, graduate, professional, or postgraduate level. They are expected to integrate the delivery of their professional services with their teaching.

(For the purposes of review and advancement, tasks that relate to veterinary professional practice are encompassed by the clinical faculty track.)

**Research Faculty Title and Ranks:** Research Assistant Professor, Research Associate Professor, Research Professor. Research faculty must devote at least 80% of their effort to externally-funded research, and they must have opportunity to move toward research independence. At least 10%, but no more than 20% of research faculty salary shall be paid from the general fund.

**Adjunct Faculty Title and Ranks:** Adjunct Assistant Professor, Adjunct Associate Professor, Adjunct Full Professor. Adjunct faculty typically are not focused on one area of faculty responsibility such as teaching or clinical activities, but may serve the college in a variety of roles. Appointments under this category may be appropriate in facilitating the University's quest to hire and retain excellent faculty, including dual-career couples, as well as to establish new areas of academic expertise, and attract experts on extramural grants and contracts.

### 6.1. Hiring of Term Faculty (ISU FH 3.1.)

- 6.1.1. Process. The decision to hire a term faculty member rests with the department chair. A formal search that follows open search policy is required to fill an open term position. Tenured and/or term faculty shall be involved in the search process, review of applications



and credentials, final recommendations for hiring, and determination of rank consistent with the department's documented standards. 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. As indicated in the ISU Faculty Handbook, the minimum qualifications for hiring a candidate into a faculty track must be the minimum qualifications for all ranks within that track.

6.1.1.1. Minimum qualifications. (ISU FH 3.1.3): The College will set the following minimum qualifications for each of the term faculty tracks. Departments may require more specific criteria as required or preferred qualifications. Advanced degrees beyond the minimum hiring requirement may not be used as required criteria for advancement.

6.1.1.1.1. Teaching Track: DVM or Master's degree in a relevant field to teaching subject

6.1.1.1.2. Practice Track: Bachelor's degree in a relevant field to practice/teaching subject

6.1.1.1.3. Clinical Track: DVM or equivalent degree

6.1.1.1.4. Research Track: MS or equivalent degree

6.1.1.1.5. Adjunct Track: Terminal degree in relevant field of responsibility

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 Rank. Term faculty are subject to appointment, evaluation, renewal, advancement, termination, and requirements of conduct consistent with the Faculty Handbook and with other University policies. A formal search that follows open search policy is required to fill an open term faculty position. Faculty – tenured, tenure-eligible, and/or term – shall be involved in the search process, review of applications and credentials, final recommendations for hiring, and determination of rank consistent with the department's documented standards. The rank at which individuals 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. As stated in the ISU Faculty Handbook, (3.3.2.3), the initial appointment of a term faculty member at any rank may be made from one semester or longer. Guidelines for reappointment vary by rank. Reappointments must follow the guidelines outlined below by rank.

6.1.3.1. Lecturer rank: Faculty will be appointed at the Lecturer rank for a term of up to one year. After a lecturer has completed three academic years of continuous employment

he/she will be reclassified as an assistant teaching professor if renewed. Lecturers must be given a notice of intent not to renew of at least three months.

6.1.3.2. Assistant rank: Term faculty will be appointed at the assistant rank for a term of from one to three years. After a term assistant professor has completed three academic years of continuous employment, her or his term will be from two to three years. Term faculty at the assistant rank must be given a notice of one year of intent not to renew except when the appointment is only for one year, in which case a notice of three months is required.

6.1.3.3. Associate Rank: Term faculty will be appointed at the associate rank for a term of three to five years. Shorter terms may only be issued under exceptional circumstances with approval of the Provost. Term faculty at the associate rank must be given a notice of at least one year of intent not to renew.

6.1.3.4. Professor Rank: Term faculty will be appointed at the full professor rank for a term of three to seven years. Shorter terms may only be issued under exceptional circumstances with approval of the Provost. Term faculty at the full professor rank must be given a notice of at least one year of intent not to renew

## **6.2. Annual Review of Term Faculty**

6.2.1. Review. All term faculty will be reviewed annually, following standard department practices for faculty reviews and in agreement with ISU Faculty Handbook section 5.4.

6.2.2. Position Responsibility Statement. Each term faculty member will have a Position Responsibility Statement that will be confirmed or updated during the annual review. Advancement within the ranks of that track are based on performance of duties within the position responsibility statement and cannot be based on completion of advanced degrees, but may be based on completion of board certifications.

6.2.3. Annual Report. The faculty member being reviewed will complete an annual activity report, using the activity report form developed for term 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 other faculty who work with the term faculty member being reviewed. 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 faculty member under review to discuss activities, accomplishments, concerns, and plans for the future. Depending on the role that the faculty member plays in the department, a faculty member who works with the term 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 term faculty member will sign and return a copy of this report, acknowledging its receipt.

### 6.3. Review for Reappointment

6.3.1. Reappointment. (ISU Faculty Handbook 5.4.1.2):

Term faculty appointments are eligible for renewal based upon the quality of performance and the continuing need of the unit. Term faculty members, full-time and part-time, shall be reviewed by an appropriate faculty committee before the end of their third year after the initial appointment date. Tenured faculty and term faculty at the associate professor or professor ranks shall be eligible to serve on the committee. Subsequent peer reviews shall occur every three years or at appointment renewal time, whichever is greater. The outcomes of peer reviews shall inform appointment renewal decisions. Each department will determine a specific **review** process.

6.3.2. Advancement. (See ISU Faculty Handbook 5.4.1.3):

All Term Faculty may request review for advancement to the next rank according to the schedule and current time at rank as specified in FH Section 3.3.2.3, and per track specific advancement information in Section 6.4. The next peer review following a review for advancement shall occur during the third year following a successful advancement review, or at appointment renewal time. Term Faculty appointments at the assistant rank are eligible for promotion to the associate level after 5 years of employment as a faculty member at ISU (full or part time) or equivalent experience. They must meet the standards for appointment identified in FH Section 3.3.2.3. For Term Research Faculty, external letters shall be included in the review for advancement.

6.3.3. Evaluation Material for Advancement. Materials that should be provided to the review committee include the CV, all PRS in place for the period under review, 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 (reports, manuals, web pages, published papers, summaries of instructor evaluations).

### 6.4. Other Duties of Term Faculty

6.4.1. Responsibilities. Term 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). Term faculty may not participate in promotion/tenure discussions for tenure-track faculty.

6.4.2. Development. The department should encourage term 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, term faculty are expected to participate in curriculum review and development.

## 6.5. Advancement Information for specific tracks

### 6.5.1. Clinical Assistant Professor / Clinical Associate Professor / Clinical Professor Faculty: Advancement

Term faculty (clinical assistant professor/associate professor/professor) will be reviewed before the end of the third year for renewal according to the University *Faculty Handbook* (Sections 5.4.1.2). Upon receiving renewal, term faculty will repeat the renewal process in the penultimate contract year.

Term faculty will be evaluated for advancement based on the ISU Faculty Handbook (Section 3.3.2.3. and 5.4.1.3) the College of Veterinary Medicine Governance Document (as listed below).

#### 6.5.1.1. Advancement of Clinical Term Faculty

Clinical assistant professors and clinical associate professors will be eligible for advancement after an appropriate time in rank as specified in Section 3.3.2.3 of the ISU *Faculty Handbook* and criteria for advancement conforming with Section 5.4.1.3

##### 6.5.1.1.1. *Disclosure of Intent*

Intent to seek advancement will be disclosed during the annual review in the year prior to seeking advancement. The Chair will provide advice regarding the candidate's intention to seek advancement in rank.

##### 6.5.1.1.2. *Process for Advancement Review*

The Chair will meet with the candidate to discuss the advancement process which includes preparation of review materials and review of materials by a faculty committee. Preparation of review materials is the responsibility of the candidate. The faculty review committee will be appointed in accordance with the Departmental Governance Document.

##### 6.5.1.1.3. *Review Materials*

The completed materials shall include:

- Updated CV

- Current PRS
- Productivity reports for the last three years
- Narrative summary (5 – 10 pages) describing how the candidate is meeting or exceeding expectations in all areas of their PRS, emphasizing major accomplishments in each area, scholarship, and impact.
  - Criteria for advancement will be determined by each Department and will include:
    - Clinical Associate Professor:
      - Evidence of effectiveness in all assigned areas of the PRS
      - Evidence supporting that duties assigned in the PRS are consistently performed at a high level with a reputation of sustained contributions to the university and profession
      - Satisfactory institutional service
    - Clinical Professor:
      - Evidence of effectiveness in all assigned areas of the PRS
      - Scholarship in at least one assigned area of the PRS
      - Evidence of national or international reputation
      - Sustained contributions to the university and profession
      - Satisfactory institutional service
- Specific evidence of effectiveness and scholarship will follow other university, college and departmental guidelines and supporting documents used for documentation for tenure-track faculty.

#### 6.5.1.1.4. *Departmental Faculty Review Committee*

The review committee will be appointed in accordance with procedures outlined in the Departmental Governance Document and Section 5.4.1.3 of the *Faculty Handbook*. It will consist of at least two term clinical faculty members at or above the rank being requested and one tenured faculty member at or above the rank being requested. If sufficient term clinical faculty at or above the rank requested are not available, tenured faculty at or above the rank may substitute; however, at least one clinical track faculty member will serve on the review committee. Upon receipt of review materials, the review committee will report their findings and recommendation in a letter to the Chair in conformance with Section 5.4.1.

#### 6.5.1.1.5. Department Review

Following receipt of the committee's review, the Chair will issue a recommendation regarding advancement and meet with the candidate to inform the candidate of the recommendation on advancement. The Chair will submit to the Dean the Chair's recommendation on advancement, the committee's review report, and a copy of the candidate's review materials. Advancement decisions are subject to approval by the dean and the senior vice President and Provost.

#### 6.5.1.1.6. College and University Review

The College Advancement of Term Faculty Review Committee will review the departmental recommendation and write a letter advising the Dean of their recommendation. This letter and the recommendation from the Dean will be provided to the Provost, who will make the final decision on advancement.

The college committee will consist of one full term or tenure track 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 two full term or tenure track professors as candidates to serve on the college Term Faculty Advancement Review 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.

### **6.5.2. Teaching Assistant Professor / Teaching Associate Professor / Teaching Professor Faculty: Advancement**

#### 6.5.2.1. Advancement of Teaching Term Faculty

Teaching assistant professors and teaching associate professors will be eligible for advancement after an appropriate time in rank as specified in Section 3.3.2.3 of the *ISU Faculty Handbook* and criteria for advancement conforming to Section 5.4.1.3. All teaching faculty must devote at least 75% of their time to instruction, advising, and curriculum coordination.

##### 6.5.2.1.1. *Disclosure of Intent*

Intent to seek advancement will be disclosed during the annual review in the year prior to seeking advancement. The Chair will provide advice regarding the candidate's intention to seek advancement in rank.

#### 6.5.2.1.2 *Process for Advancement Review*

The Chair will meet with the candidate to discuss the advancement process which includes preparation of review materials and review of materials by a faculty committee. Preparation of review materials is the responsibility of the candidate. The faculty review committee will be appointed in accordance with the Departmental Governance Document.

#### 6.5.2.1.3. *Review Materials*

The completed materials shall include:

- Updated CV
- Current PRS
- Productivity reports for the last three years
- Teaching assessment data could consist of student evaluations, peer review, or other resources recommended by the ISU Center for Excellence in Learning and Teaching.
- A chart displaying courses or rotations taught and course enrollment
- Narrative summary (5 – 10 pages) describing how the candidate is meeting or exceeding expectations in all areas of their PRS, emphasizing major accomplishments in each area, scholarship, and impact.
  - Criteria for advancement will be determined by each Department and will include:
  - Teaching Associate Professor:
    - Evidence of effectiveness in all assigned areas of the PRS
    - Evidence supporting that duties assigned in the PRS are consistently performed at a high level with a reputation of sustained contributions to the university and profession
    - Satisfactory institutional service
  - Teaching Professor:
    - Evidence of effectiveness in all assigned areas of the PRS
    - Scholarship in at least one assigned area of the PRS
    - Evidence of national or international reputation
    - Sustained contributions to the university and profession
    - Satisfactory institutional service
- Specific evidence of effectiveness and scholarship will follow other university, college and departmental guidelines and supporting documents used for documentation for tenure-track faculty.

6.5.2.1.4. *Departmental Faculty Review Committee*

The review committee will be appointed in accordance with procedures outlined in the Departmental Governance Document and Section 5.4.1.3 of the *Faculty Handbook*. It will consist of at least two term faculty members at or above the rank being requested and one tenured faculty member at or above the rank being requested. If sufficient term faculty at or above the rank requested are not available, tenured faculty at or above the rank may substitute; however, at least one term track faculty member will serve on the review committee. Upon receipt of review materials, the review committee will report their findings in a letter to the Chair in conformance with Section 5.4.1.

6.5.2.1.5. *College and University Review*

The College and University Review will be conducted as described in Section 6.5.1.1.6.

**6.5.3. Research Assistant Professor / Research Association Professor / Research Professor Faculty: Advancement**

6.5.3.1. *Evaluation of Research Term Faculty*

Research assistant professors and associate professors will be eligible for advancement after an appropriate time in rank as specified in Section 3.3.2.3 of the ISU Faculty Handbook and criteria for advancement conforming to Section 5.4.1.3. All research faculty must devote at least 80% of their time to research.

6.5.3.1.1. *Review materials for Advancement.* The completed materials shall include:

- Updated CV
- Current PRS
- Productivity reports for the last three years
- Narrative summary (5 – 10 pages) describing how the candidate is meeting or exceeding expectations in all areas of their PRS, emphasizing major accomplishments in each area, scholarship, and impact.
  - Criteria for advancement will be determined by each Department and will include:
    - Research Associate Professor:
      - Evidence of effectiveness in all assigned areas of the PRS
      - Evidence supporting that duties assigned in the PRS are consistently performed at a high level with a reputation of sustained contributions to the university and profession
      - Satisfactory institutional service



- Research Professor:
  - Evidence of effectiveness in all assigned areas of the PRS
  - Scholarship in at least one assigned area of the PRS
  - Evidence of national or international reputation
  - Sustained contributions to the university and profession
  - Satisfactory institutional service
- Specific evidence of effectiveness and scholarship will follow other university, college and departmental guidelines and supporting documents used for documentation for tenure-track faculty.

6.5.3.1.2. *Departmental Faculty Review Committee.* The departmental promotion and tenure committee will serve as the review committee whenever the process includes a request for advancement in rank.

6.5.3.1.3. *External Peer Review.* Unique to the Research Track faculty, external peer review letters are required (FH 5.4.1.3). The Chair will obtain one to two solicited letters of evaluation of the candidate from professionals in the field from outside the institution. These letters should be solicited from appropriate professionals in the field who are chosen for their ability to evaluate the candidate's activities and accomplishments impartially. Where possible they should be from faculty at peer institutions with similar rank as the rank sought by the candidate or individuals of equivalent stature outside of academia who are widely recognized in the field. These individuals should be independent of the faculty member being reviewed (co-authors, co-principal investigators, dissertation/thesis advisors, or others with similarly close association should be excluded).

6.5.3.1.4. *College and University Review*

Following receipt of the committee's letter and all solicited external review letters, if any, the Chair will issue a decision recommendation regarding advancement and meet with the candidate to inform the candidate of the recommendation on decision whether to recommend advancement. The Chair will submit a letter to the Dean containing the Chair's recommendation on advancement, a summary of the committee's report, any external review letters, and a copy of the candidate's review materials. Advancement decisions are subject to approval by the dean and the senior vice President and Provost. 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.

The term faculty advancement review committee will review the departmental recommendation and write a letter advising the Dean of their recommendation. This letter and the recommendation from the Dean will be provided to the Provost, who will make the final decision on advancement.

#### **6.5.4. Practice Assistant Professor / Practice Associate Professor / Practice Professor: Advancement.**

6.5.4.1. Practice assistant professors and Practice associate professors will be eligible for advancement after an appropriate time in rank as specified in Section 3.3.2.3 of the ISU *Faculty Handbook* and criteria for advancement conforming to Section 5.4.1.3. All Professor of Practice faculty must devote at least 75% of their time to teaching in their area of expertise and related institutional and professional service.

6.5.4.1.1. *Disclosure of Intent.* Intent to seek advancement will be disclosed during the annual review in the year prior to seeking advancement. The Chair will provide advice regarding the candidate's intention to seek advancement in rank.

6.5.4.1.2. *Process for Advancement Review.* The Chair will meet with the candidate to discuss the advancement process which includes preparation of review materials and review of materials by a faculty committee. Preparation of review materials is the responsibility of the candidate. The faculty review committee will be appointed in accordance with the Departmental Governance Document.

##### 6.5.4.1.3. *Review Materials*

The completed materials shall include:

- Updated CV
  - Current PRS
  - Productivity reports for the last three years
  - A chart displaying courses or rotations taught and course enrollment
  - Narrative summary (5 – 10 pages) describing how the candidate is meeting or exceeding expectations in all areas of their PRS, emphasizing major accomplishments in each area, scholarship, and impact.
- 
- Criteria for advancement will be determined by each Department and will include:
  - Practice Associate Professor:
    - Evidence of effectiveness in all assigned areas of the PRS

- Evidence supporting that duties assigned in the PRS are consistently performed at a high level with a reputation of sustained contributions to the university and profession
- Satisfactory institutional service
- Practice Professor:
  - Evidence of effectiveness in all assigned areas of the PRS
  - Scholarship in at least one assigned area of the PRS
  - Evidence of national or international reputation
  - Sustained contributions to the university and profession
  - Satisfactory institutional service
- Specific evidence of effectiveness and scholarship will follow other university, college and departmental guidelines and supporting documents used for documentation for tenure-track faculty.

6.5.4.1.4. *Departmental Faculty Review Committee.* The review committee will be appointed in accordance with procedures outlined in the Departmental Governance Document and Section 5.4.1.3 of the *Faculty Handbook*. It will consist of at least two term faculty members at or above the rank being requested and one tenured faculty member at or above the rank being requested. If sufficient term faculty at or above the rank requested are not available, tenured faculty at or above the rank may substitute; however, at least one term track faculty member will serve on the review committee. Upon receipt of review materials, the review committee will report their findings and recommendation in a letter to the Chair in conformance with Section 5.4.1.

6.5.4.1.5. College Review

The College and University Review will be conducted as described in Section 6.5.1.1.6.

**6.5.5. Adjunct Assistant Professor/Adjunct Associate Professor/Adjunct Professor Advancement.**

Departments in the College of Veterinary Medicine may appoint term faculty in adjunct positions (ISU FH 3.3.2.2). Adjunct appointments recommended by the department must be approved by the dean and provost.

6.5.5.1. Adjunct assistant professors and Adjunct associate professors will be eligible for advancement after an appropriate time in rank as specified in Section 3.3.2.3 of the *ISU Faculty Handbook* and criteria for advancement conforming to Section 5.4.1.3. All Professor of Adjunct faculty must devote at least 75% of their time to teaching in their area of expertise and related institutional and professional service.

6.5.5.1.1. *Disclosure of Intent.* Intent to seek advancement will be disclosed during the annual review in the year prior to seeking advancement. The Chair will provide advice regarding the candidate's intention to seek advancement in rank.

6.5.5.1.2. *Process for Advancement Review.* The Chair will meet with the candidate to discuss the advancement process which includes preparation of review materials and review of materials by a faculty committee. Preparation of review materials is the responsibility of the candidate. The faculty review committee will be appointed in accordance with the Departmental Governance Document.

6.5.5.1.3. *Review Materials*

The completed materials shall include:

- Updated CV
  - Current PRS
  - Productivity reports for the last three years
  - A chart displaying courses or rotations taught and course enrollment
  - Narrative summary (5 – 10 pages) describing how the candidate is meeting or exceeding expectations in all areas of their PRS, emphasizing major accomplishments in each area, scholarship, and impact.
- Criteria for advancement will be determined by each Department and will include:
  - Adjunct Associate Professor:
    - Evidence of effectiveness in all assigned areas of the PRS
    - Evidence supporting that duties assigned in the PRS are consistently performed at a high level with a reputation of sustained contributions to the university and profession
    - Satisfactory institutional service
  - Adjunct Professor:
    - Evidence of effectiveness in all assigned areas of the PRS
    - Scholarship in at least one assigned area of the PRS
    - Evidence of national or international reputation
    - Sustained contributions to the university and profession

- Satisfactory institutional service
- Specific evidence of effectiveness and scholarship will follow other university, college and departmental guidelines and supporting documents used for documentation for tenure-track faculty.

6.5.5.1.4. *Departmental Faculty Review Committee.* The review committee will be appointed in accordance with procedures outlined in the Departmental Governance Document and Section 5.4.1.3 of the *Faculty Handbook*. It will consist of at least two term faculty members at or above the rank being requested and one tenured faculty member at or above the rank being requested. If sufficient term faculty at or above the rank requested are not available, tenured faculty at or above the rank may substitute; however, at least one term track faculty member will serve on the review committee. Upon receipt of review materials, the review committee will report their findings and recommendation in a letter to the Chair in conformance with Section 5.4.1.

6.5.5.1.5. College Review

The College and University Review will be conducted as described in Section 6.5.1.1.6.

**6.6. Non-renewal of term faculty**

Decisions related to non-renewal, renewal or advancement of term faculty will follow all guidelines of the *Faculty Handbook* (Section 3.5.1.).

**7. Professional and Scientific (P&S)**

**Employees with Term Faculty Rank-Only Appointments**

7.1. All hiring and reviews will follow established guidelines described in the most current version of the *ISU Faculty Handbook*.

**7.2. Professional and Scientific (P&S) Employees with Term Appointments**

7.2.1. Titles. All P&S titles and appointments will follow the established policies outlined in the *ISU Faculty Handbook*.

7.2.1.1. P&S employees who teach courses in the college or carry out faculty responsibilities should hold a term faculty rank-only title.

7.2.1.2. Term faculty rank-only 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 term faculty titles given to P&S employees. Termination of the P&S appointment will also mean the termination of the term faculty appointment.

7.2.2. Appointment. P&S staff may be granted term faculty rank-only appointments upon recommendation by the department chair and with faculty input. A person employed in a Professional & Scientific (P&S) position may be appointed to term faculty positions by an academic department to carry out faculty responsibilities for that department. Individuals holding a full or part-time P&S position may have no more than 30% of their total work responsibilities in teaching (FH 3.3.3.2). Department chairs can make initial term faculty rank-only 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 assistant, associate, or professor in any of the four term faculty tracks must be approved by the department, the college and the provost.

7.2.3. Review. Tenure-line faculty shall be responsible for reviewing term faculty rank-only appointments of, P&S staff positions (see *Faculty Handbook*). A P&S employee assigned term faculty responsibilities and rank-only 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 term faculty rank-only appointment. The Position Description of the P&S employee should reflect the employee's responsibilities in both departments. In general, the same procedure used to review other term faculty will be employed in reviewing P&S employees with term faculty rank-only appointments.

7.2.3.1. *Annual review.* Each P&S employee with a term faculty rank-only title will have their faculty work evaluated annually by the chair of the department assigning them faculty work.

7.2.3.2. *Faculty review.* P&S employees with term faculty rank-only appointments will have their faculty work reviewed by a faculty committee at least every four years and before any re-appointment.

7.2.4. Advancement.

A person employed in a P&S position and assigned term faculty responsibilities shall be evaluated renewed, and advanced for that portion of their responsibilities according to the schedule as specified in FH Section 3.3.3.2. Advancement must follow the policy described in FH Section 5.4.1.3.

A broad range of P&S employees are granted faculty rank so that they can conduct faculty duties. When the faculty work undertaken is similar to that of a department's Term Faculty, the correlating appropriate title may be used in accordance with FH Section 3.3.2.2 and FH Section 3.3.2.3. These 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.

7.2.5. Voting. P&S employees assigned to a term faculty rank-only appointment do not have voting rights as a faculty member on college issues. The right to vote on departmental issues remains with the department.

## 8. 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.**

## 9. 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.

Original Document:

Approved by the CVM Cabinet: January 2, 1996

Approved by the Faculty: February 12, 2002

Approved by the Provost: May 31, 2002

Amendment # 1: Policy for Hiring & Review of Lecturers/Clinicians

Approved by the CVM Cabinet: April 1, 2003

Approved by the Faculty: April 28, 2003

Approved by the Provost: April 29, 2003

Section 3.4.3 approved by faculty: January 20, 2010

Section 3.5.3 approved by faculty: January 20, 2010

Section 3.5.4 approved by faculty: January 20, 2010

Section 3.5.5 approved by faculty: January 20, 2010

Section 4.2 approved by faculty: January 20, 2010

Article 7 approved by faculty: March 19, 2009

Article 8 approved by faculty: January 30, 2006

Article 9 approved by faculty: January 20, 2010

Amended Document Approved by the Faculty: November 2, 2016

Updated document Approved by Provost Office and Faculty \_\_\_ 2019