

GOVERNANCE DOCUMENT

**Department of Veterinary Diagnostic and Production Animal Medicine
Iowa State University College of Veterinary Medicine
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1 Preface

This departmental governance document is written under the authority of the University and the College of Veterinary Medicine. In the event of a conflict, the policies and procedures of the College and/or University supersede those set forth in this document. This document is supplemented by the ISU College of Veterinary Medicine Strategic Plan and the Department of Veterinary Diagnostic and Production Animal Medicine (VDPAM) Operational Plan.

2 Vision

The vision of VDPAM is to support the continual improvement of food animal agriculture and food supply veterinary medicine to benefit Iowa and the world.

3 Mission

It is the mission of the department to serve animal agriculture through:

- **Continually improving the curriculum and methods of teaching in the preeminent Food Supply Veterinary Medical Program.**
- **Providing timely, accurate, high-quality and comprehensive clinical and diagnostic services.**
- **Being globally recognized leaders in implementation of disease control practices, diagnostic services, enhanced food safety processes, and animal welfare programs.**
- **Continually improving food and fiber animal production by whole system analysis through acknowledgment of the interactions of disease, diet, environment, animal behavior, animal welfare, and humans.**
- **Leading evidence-based research initiatives in food animal diseases, animal behavior, animal welfare, food safety, risk assessment and modeling and transferring knowledge obtained between academia, practitioners, producers, and the public.**
- **Fostering a sustainable, proactive environment for service, teaching, outreach, and research.**
- **Establishing interdisciplinary teams to support One Health Medicine and address the complex animal health, public health, animal welfare, and production efficiency challenges.**

4 Faculty Membership

All tenured, tenure-track, and term faculty with a majority appointment in VDPAM are voting members of the faculty. Minority appointment faculty, professional and scientific staff, adjunct faculty, residents, and interns are not eligible to vote unless individually given voting status by a majority vote of the faculty.

4.1 Tenured and Tenure-Track Faculty

Appointments at the ranks of assistant professor, associate professor, or professor in VDPAM are to be consistent with College of Veterinary Medicine and Iowa State University policy. Under all circumstances, the criteria outlined in the *Faculty Handbook* in Sections 3.3.1, 4.1, and 5.1 regarding the circumstances and conditions related to these positions will be followed in making these appointments and evaluating the individuals who hold them.

A search committee will be appointed by the VDPAM Chair. Candidates for tenured or tenure-eligible faculty positions will submit a letter of application and curriculum vitae to be reviewed by the departmental search committee. Candidates selected for interview will present a seminar in the department. If a candidate is selected for hire as tenure-eligible, the Chair will forward their recommendation on rank for approval to the Dean. If a candidate is selected for hire with tenure, the departmental P&T committee will meet to discuss and then vote on the acceptability of and most appropriate rank of the candidate. Voting will occur at the meeting if a quorum is present or will occur electronically and requires a simple majority of a quorum of eligible faculty. The outcome of the vote on appropriate rank will be provided to the Chair. The Chair will then advance this recommendation for approval to the Dean.

4.2 Term Faculty (Teaching, Clinical, and Practice Tracks)

All new appointments in VDPAM will be at one of the ranks described within the teaching, clinical, or practice faculty ranks as defined in the CVM Governance Document Section 6 and will be consistent with College of Veterinary Medicine and Iowa State University policy. Under all circumstances, the criteria outlined in the *Faculty Handbook* in Sections 3.3.2, 4.1, and 5.4 and in the CVM Governance Document Section 6 regarding the circumstances and conditions related to these positions will be followed in making these appointments and evaluating, advancing, and the dismissal of the individuals who hold them.

A search committee will be appointed by the VDPAM Chair. Candidates for term faculty positions will submit a letter of application and curriculum vitae to be reviewed by the search committee. Candidates selected for interview will present a seminar in the department. If a candidate is selected for hire at an appointment above that of assistant professor within one of the term faculty ranks defined above, the departmental P&T committee and all term teaching, clinical, and practice faculty with rank at or above the proposed appointment will meet to discuss and then vote on the acceptability and most appropriate rank of the candidate. Voting will occur at the meeting if a quorum is present or will occur electronically and requires a simple majority of a quorum of eligible faculty. The outcome of the vote on appropriate rank will be provided to the Chair. The Chair will then advance this recommendation for approval to the Dean.

For reappointment in VDPAM, all term teaching, clinical, and practice faculty will have a peer review prior to the end of their third year after initial appointment. The Chair will appoint a committee of three faculty as outlined in the CVM Governance Document Section 6. The faculty member seeking reappointment will prepare evaluation materials to submit to

the Chair including a cover letter, their current PRS, a narrative describing how they are meeting the expectations of the PRS, a current curriculum vitae, and selected examples of scholarship. The Chair will forward these materials to the review committee. The review committee will prepare a report of strengths and weaknesses of the candidate, a list of recommendations for improvement or development, and an assessment of “meeting expectations” or “below expectations” and will deliver this report to the Chair. The Chair will review the committee’s assessment and discuss this assessment in their own letter to the candidate where the Chair’s decision on reappointment has been made with specific reasoning. The Chair will then prepare a letter to the Dean summarizing the review process and the decision on reappointment.

4.3 Term Research Faculty

Appointments at the ranks of research assistant professor/associate professor/professor in the Department of Veterinary Diagnostic and Production Animal Medicine are to be consistent with College of Veterinary Medicine and Iowa State University policy. Under all circumstances, the criteria outlined in the *Faculty Handbook* in Sections 3.3.3, 4.1.3, and 5.4.6 and in the CVM Governance Document Section 6.5.3 regarding the circumstances and conditions related to these positions will be followed in making these appointments and evaluating, advancing, and dismissal of the individuals who hold them.

A search committee will be appointed by the VDPAM Chair. Candidates for term research faculty positions will submit a letter of application and curriculum vitae to be reviewed by the search committee and the departmental P&T committee. Candidates selected for interview will present a seminar in the department. If a candidate is selected for hire at an appointment above that of assistant research professor, the departmental P&T committee and all term research faculty with rank at or above the proposed appointment will meet to discuss and then vote on the acceptability and most appropriate rank of the candidate. The outcome of the vote on appropriate rank will be provided to the Chair. The Chair will then advance this recommendation for approval to the Dean.

For reappointment in VDPAM, all term research faculty will have a peer review prior to the end of their third year after initial appointment as described for other term faculty in Section 4.2 above.

5 Faculty Meetings

Regular faculty meetings are held at least once per semester. Special meetings are called by the Department Chair (Chair) or by standing or *ad hoc* committee chairs as deemed necessary. Departmental faculty meetings will serve as a forum for conducting the business of the faculty. Except in exigent circumstances the Chair will be responsible for publishing an agenda at least two days prior to meetings. Minutes of meetings will be kept and distributed to the faculty in a timely manner. The Chair, or a faculty member designated by the Chair, will serve as the chairperson of departmental meetings and all meetings will be conducted in accordance with the most recent edition of Robert’s Rules of Order.

6 Definition of a Quorum

Motions requiring a vote of the faculty will, whenever possible, be published in the agenda for the departmental meeting. The quorum definition and voting procedures will be consistent with current college policies as defined in the CVM Governance Document Section 3.5.4

7 Governance

The faculty and the Chair establish department policies and procedures. The faculty determines curriculum, standards of admission and graduation of students, and all other matters of academic policy. The Chair has responsibility for the budget and resource allocation, and for administrative policy and procedures. The Chair will consult the departmental faculty when appointing new faculty or other positions involving areas of faculty responsibilities. Matters such as promotion and tenure and advancement are responsibilities shared by the faculty and the Chair.

8 Committees

The standing committees of the department are: Executive, Curriculum and Instruction, Promotion and Tenure, Term Faculty Advancement, Research and Graduate Studies, and Strategic Planning and Governance. An extramural VDPAM Advisory Committee provides counsel to the department. The department also maintains standing membership on the Veterinary Teaching Hospital Board.

The membership and responsibilities for the standing committees are described below. These committees may receive specific charges from the Chair in addition to their stated responsibilities. All committees will provide an annual report on their activities to the Chair and the departmental faculty. The Chair appoints the members of these committees and the committee chairs. The Chair may create, eliminate or consolidate committees, subject to approval by the faculty. *Ex officio* committee members will be non-voting and will not be eligible for the position of committee chair. The Chair appoints *ad hoc* committees in accordance with departmental programmatic needs.

8.1 Executive Committee

The committee membership will be composed of the Chair, Director of the Diagnostic Laboratory, and the Director of Food Supply Veterinary Medicine. The Executive Committee assists in the management of the department and provides advice to the Chair.

8.2 Curriculum and Instruction

The committee membership will be comprised of at least six faculty members who are appointed for a term of up to three years by the Chair. One third of the committee members will be replaced each year. The committee will have the following responsibilities:

- 8.2.1** Review, recommend, propose and develop departmental courses and curricula for which academic credit is received in the undergraduate and professional programs.
- 8.2.2** Assist in the implementation of the policies and procedures established by the College and University Curriculum Committees.
- 8.2.3** Bring before the faculty for discussion and action proposed department curriculum changes.

8.3 Faculty Promotion and Tenure

The committee membership for consideration of tenure-track candidates for promotion to full professor will be comprised of all tenured full professors in the Department. The committee membership for consideration of candidates for promotion to associate professor will be comprised of all tenured full and tenured associate professors. The committee will have the following responsibilities:

- 8.3.1** The committee will review the professional progress of faculty members for purposes of promotion and tenure in accordance with the policies and procedures set forth in the College and University Promotion and Tenure Documents.
- 8.3.2** The committee chair, acting on behalf of the committee, will prepare a confidential written recommendation to the Chair for all faculty nominated for promotion and/or tenure. The recommendation will include a report of the committee vote, a summary of the candidate's strengths and weaknesses and will be forwarded by the Chair to the College Dean.
- 8.3.3** The committee chair will consult with the Chair to ensure that all faculty eligible for promotion and/or tenure are notified of their opportunity for review.
- 8.3.4** The committee will act in an advisory capacity to the Strategic Planning and Governance Committee in reviewing or revising documentation pertaining to Department Promotion and Tenure.
- 8.3.5** The committee chair will keep minutes of each meeting and distribute them in a timely manner to the committee members. Items of personal information are to be kept confidential.

8.4 Term Faculty Advancement

The committee membership for consideration of term faculty advancement will be comprised 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 faculty member will serve on the review committee. This committee will be appointed annually by the Chair as needed with the make-up of the committee dependent upon the term track (teaching, clinical, practice, or research) of the faculty member under consideration for advancement. The committee will have the following responsibilities:

- 8.4.1** The committee will review the professional progress of term faculty members for the purposes of advancement in accordance with the policies and procedures set forth in the College Governance Document and Faculty Handbook.
- 8.4.2** The committee chair, acting on behalf of the committee, will prepare a confidential written recommendation to the Chair for all faculty nominated for advancement. The recommendation will include a report of the committee vote, a summary of the candidate's strengths and weaknesses, and will be forwarded by the Chair to the College Dean.
- 8.4.3** The committee chair will consult with the Chair to ensure that all faculty eligible for advancement are notified of their opportunity for review.
- 8.4.4** The committee chair will keep minutes of each meeting and distribute them in a timely manner to the committee members. Items of personal information are to be kept confidential.

8.5 Research and Graduate Studies

The committee membership will be comprised of the VDPAM DOGE and at least five faculty members who are appointed for a term of up to three years by the Chair. One third of the committee members will be replaced each year. The committee will have the following responsibilities:

- 8.5.1** Review, recommend, propose and develop graduate programs and curricula for which academic credit is given. It is the responsibility of individual faculty or groups of faculty to develop specific courses to fulfill specific curricular needs. The committee will review proposed courses for consistency with departmental curricula.
- 8.5.2** Establish admission standards, review applications, identify potential mentors and recommend to the Chair the admission of students to the departmental graduate programs for which academic credit is given.
- 8.5.3** Recommend departmental research policies and procedures.
- 8.5.4** Advise the Chair concerning the areas of emphasis for and the allocation of resources to departmental research programs.
- 8.5.5** Assist departmental faculty in identifying potential sources of funding and collaborators and the development of research grant applications.

8.6 Strategic Planning and Governance

The committee membership will be comprised of at least six faculty members who are appointed for a term of up to three years by the Chair. One third of the committee members will be replaced each year. The committee will have the following responsibilities:

- 8.6.1** Write the original, and revise as needed, the Department Governance Document and submit such for approval by a vote of the departmental faculty.
- 8.6.2** Write the original, and revise as needed, the Department Promotion and Tenure Document in consultation with the Promotion and Tenure Committee, and submit it for approval by a vote of the departmental faculty.
- 8.6.3** Write the Department Strategic Plan consistent with the college and university strategic plans, and submit it for approval by a vote of the departmental faculty.
- 8.6.4** Annually review the Department Strategic Plan, draft revisions as needed and submit them for approval by a vote of the departmental faculty.

8.7 VDPAM Advisory Committee

- 8.7.1** The Chair will lead the Advisory Committee as committee chair and appoint its members. An external member of the committee will be appointed as co-chair. The members of the Executive Committee and the State Veterinarian will be permanent members of the Advisory Committee. Members will be selected from (but not limited to) the following external constituencies: university extension, swine producer, swine practitioner, dairy producer, bovine practitioner, beef producer, small ruminant producer, poultry producer, public health practitioner, and a mixed animal practitioner. Members are appointed for a 3-year term and will have a consecutive two-term membership limit. The chair will call meetings as needed or at least annually.
- 8.7.2** The advisory committee will counsel the Chair and Department on issues that impact the Department research, professional practice, and teaching programs.

9 Departmental Organization and Administration

Veterinary Diagnostic and Production Animal Medicine is the amalgamation of the Veterinary Diagnostic Laboratory, Production Animal Medicine and Veterinary Extension functions of the College. The department is supported by four major revenue streams, including state appropriations, service-generated fees, University Extension block grant and University general funds. The performance requirements incumbent with these funds will be maintained. Remaining funds will be used to enhance the missions of the department. The administration of the department is the responsibility of the Chair in consultation with the departmental faculty, College and University administrations. The Chair has overall administrative responsibility for all functions of the department, and serves as the Executive Director of the Veterinary Diagnostic Laboratory. Changes in the organizational structure of the department require consultation with the faculty.

9.1 Chair Selection, Term of Office & Review

The Chair is selected by the Dean of the College of Veterinary Medicine in accordance with the College Governance Document. Any person eligible for departmental faculty membership may be a candidate for the Chair position. The Dean will appoint a Search

Committee to screen candidates for the Chair position. The majority of the members of the search committee will be voting members of the department. The term of appointment will ordinarily be 5 years with review in the fourth year. The Chair may be reappointed after consultation with the faculty.

9.1.1 Review and Reappointment of the Chair

Reappointment of the Chair will include an evaluation by a departmental committee. The committee will consist of 6 departmental faculty members and a committee chair to be appointed by the Dean. Members will be appointed from each section of the department (see departmental structure Section 10.1).

9.1.2 Departmental Chair Responsibilities

The Chair will provide leadership, vision, and planning in accordance with the Strategic Plans of the department, the College, and the University. Specific duties include: supervising the teaching, research, professional practice, and extension functions of the department; managing financial and business affairs for all departmental activities; administering the Diagnostic Laboratory consistent with AAVLD accreditation requirements and Extension in accordance with policies, procedures, and regulations of Iowa State University Extension; representing the department with the vice-provost for University Extension, the Dean's cabinet, and to various groups and organizations; evaluating faculty and staff performance including the promotion and tenure process; appointing departmental committees including the chairs, members and making charges to the committees; advising the faculty on matters related to productivity and professional development, and performing whatever duties are assigned by the Dean of the College. The Chair will maintain a supportive and collegial environment for integration of Extension, Production Animal Medicine, and the Veterinary Diagnostic Laboratory into a common departmental mission that provides excellent programs in teaching, research, professional practice, and extension. The Chair will annually report to the faculty on the department status including the finances, productivity, and general activities of the department.

9.2 Director of Veterinary Diagnostic Laboratory – Term of Office, Selection and Review

The Director is appointed by the Chair after consultation with the department faculty and Dean of the College, and in accordance with Departmental and College governance documents. It is expected that the Chair will appoint a Search Committee to screen candidates for the Director position and that the majority of the members of the search committee will be voting faculty members of the Department. The term of appointment will be at the discretion the Dean and Chair.

9.2.1 Director Responsibilities

The Director reports to and assists the Chair in providing leadership, vision, planning and management of the Diagnostic Laboratory consistent with

AAVLD accreditation requirements. Responsibilities assigned by the Chair to the Director may include: managing the professional practice functions of the Diagnostic Laboratory, assisting the Chair in managing the financial and business affairs of the laboratory, advising the Chair on faculty and staff evaluation and promotion and/or tenure, and advising the Chair concerning Diagnostic Laboratory programmatic needs consistent with the strategic plan and the mission of the department, College, and University.

9.3 Director of Food Supply Veterinary Medicine - Term of Office, Selection and Review

The Director is appointed by the Chair after consultation with the department faculty and Dean of the College in accordance with Departmental and College governance documents. It is expected that the Chair will appoint a Search Committee to screen candidates for the Director position and that the majority of the members of the search committee will be voting faculty members of the department. The term of appointment will be at the discretion of the Dean and Chair.

9.3.1 Director Responsibilities.

The Director reports to and assists the Chair in providing leadership, vision, planning, and management of the Food Supply Veterinary Medicine and Extension functions consistent with the applicable strategic plans and funded mandates. Responsibilities assigned by the Chair to the Director may include: managing the professional practice functions, assisting the Chair in managing the financial and business affairs of the Food Supply Veterinary Medicine and Extension functions, advising the Chair on faculty and staff evaluation and promotion and/or tenure, and advising the Chair concerning needs consistent with the strategic plans and the missions of the department, College and University.

10 Grievance Procedures

The grievance procedures for faculty are those specified in the most recent revision of the *University Faculty Handbook*.

11 Conflict of Interest

Occasionally conflicts of interest may arise concerning a faculty member's teaching, research, professional practice or other professional responsibilities. A conflict of interest is any circumstance or situation that may prevent or may appear to prevent the fair and impartial conduct of a faculty member's professional responsibilities. Individuals who may have any conflicts of interest of either a personal or professional nature are expected to immediately bring these to the attention of the Chair. The Chair will be the final arbiter of any question regarding the appropriateness of concern about a conflict of interest and will document in writing the nature of each conflict of interest and the action taken to resolve the conflict. A copy of this

written report will be given to the faculty member. If the conflict involves the Chair, the Dean will serve as the arbiter of the conflict.

12 Department Promotion and Tenure and Term Faculty Renewal and Advancement Procedures

Departmental promotion and tenure procedures will conform to the most recent version of the University *Faculty Handbook* (Sections 5.1 – 5.3) and College of Veterinary Medicine Governance Document (Section 5).

Term faculty will be reviewed for renewal and advancement according to the University *Faculty Handbook* (Section 5.4.1) and the College of Veterinary Medicine Governance Document (Section 6.5). Upon receiving renewal, term faculty will repeat the renewal process in the year leading up to term renewal.

13 Post-Tenure Review Procedures

The department adheres to the post-tenure review policy described in Section 5.3.4 of the ISU *Faculty Handbook*. The peer review of tenured faculty members shall include an overall recommendation of the performance (meeting expectations or below expectations) and result in acknowledgement of contributions and may also include suggestions for future development of the faculty member. A faculty member may receive a below expectations review if their performance in any aspect of PRS is below expectations.

13.1 Timeline

13.1.1 *Frequency of review:* All tenured faculty members will be evaluated a minimum of every seven years, at a faculty member's request at least 5 years from the previous review, or during the year following two consecutive unsatisfactory annual reviews. Faculty members are exempted from their scheduled review if they are being reviewed for a higher rank during the same year or they are within one year of announced retirement or are on phased retirement. To qualify, an approved retirement plan must be in force.

13.1.2 *Process timeline:* Each spring semester the Department Chair shall prepare a list of faculty members who are mandated or desire to be reviewed. Faculty members who desire to be reviewed prior to their mandated 7-year review must notify the department chair. The department chair will notify faculty members of their review status, provide the list of faculty to be reviewed to the chair of the review committee, and provide a timeline to all participants that will determine deadlines for each step in the process.

13.2 Composition of Review Committee

The review committee shall consist of the department promotion and tenure committee with the exception that a committee member cannot participate in his/her own review and tenured associate professors will not participate in review of full professors. The chair of

the review committee will be appointed by the department chair, confirmed by a majority vote of the review committee and may be distinct from the promotion and tenure committee chair.

13.3 Review Materials and Documents

13.3.1 *Prepared by Faculty Member for Review by the Faculty Review Committee:* All position responsibility statements in force during the review period, all annual performance reviews representing the review period, a CV highlighting accomplishments during the review period and a self-evaluation.

13.3.2 *Prepared by Others for Review by the Faculty Review Committee:* The review committee may seek input from non-tenure track faculty or others that work closely with or utilize services of the faculty member being reviewed. All input must be provided in writing and will become a part of the review documents.

13.3.3 *Prepared by Committee:* The committee will submit to the department chair a written report that includes a “meeting expectations” or “below expectations” review assessment along with acknowledgement of contributions and recommendations for improvement or development (see outcomes below). The committee will also return all review materials produced by the faculty member.

13.3.4 *Prepared by the Department Chair:* Their own recommendation to the dean after review of the materials submitted by the candidate and consideration of the findings and recommendations of the peer review committee.

13.4 Role of the Department Chair

The department chair will take the following actions regarding post-tenure review:

13.4.1 Will appoint the review committee chair that must be confirmed by a majority vote of the review committee.

13.4.2 Will request review materials and documents from faculty members being reviewed and will include appropriate formatting instructions for such materials.

13.4.3 Will provide review materials received from each faculty member to be reviewed to the chair of the review committee.

13.4.4 Will meet with each reviewed faculty member to discuss the review committee’s post-tenure review report and included recommendations.

13.4.5 Will work with the reviewed faculty member and the chair of the review committee to develop the action plan for improving performance for those faculty who received a below expectations recommendation.

13.4.6 Will forward post-tenure review materials to the dean.

13.5 Outcomes of the Post Tenure Review

- 13.5.1** A “meeting expectations” post-tenure review recommendation may include suggestions for future development of the faculty member. If a “meeting expectations” post-tenure review assessment includes a determination of “below expectations” performance in any PRS area, then the faculty member will work with the department chair and the chair of the review committee to develop a detailed action plan for performance improvement in those areas. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation (Section 5.1.1.5.1 of the Faculty Handbook).
- 13.5.2** A “below expectations” post-tenure review recommendation will include specific recommendations for achieving an acceptable performance evaluation. The faculty member will work with department chair and the chair of the review committee to develop a detailed action plan for performance improvement in areas deemed below expectations. The action plan will be signed by all three parties. If agreement on the proposed action plan cannot be reached, the action plan will be negotiated following the procedures outlined for PRS mediation (Section 5.1.1.5.1 of the Faculty Handbook). Failure to have the performance improvement plan in place by the time of the next academic year's annual performance review may result in a charge of unacceptable performance as defined in the Faculty Conduct Policy (Section 7.2.2.5.1 of the Faculty Handbook).

14 Appendices

14.1 Department Operational Plan

The current department Operational Plan is available on the department website at <http://vetmed.iastate.edu/vdpam/> . The VDPAM Operational Plan is designed to provide guidance to the department on implementation of strategic decisions in support of the current ISU College of Veterinary Medicine Strategic Plan which can be found on the college website at:

https://vetzone.cvm.iastate.edu/download/policy_documents/Strategic-Plan-2-0022017-2022.pdf