

GOVERNANCE DOCUMENT

DEPARTMENT OF VETERINARY CLINICAL SCIENCES

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1. PREAMBLE

- 1.1 This document establishes policies and procedures for governance of the Department of Veterinary Clinical Sciences (VCS) under the administration of the College of Veterinary Medicine (CVM). The document is supplementary and subordinate to all University rules, actions of the Board of Regents and policies of the College of Veterinary Medicine and the Graduate College. Those policies, rules and regulations are included in the latest editions of the Faculty Handbook, ISU Information Handbook, Graduate Faculty Handbook and ISU Office Procedure Guide. Any change in those rules, policies or regulations made subsequent to adoption of this document automatically modifies or rescinds any portion of the latter which is in conflict.
- 1.2 The purpose of this document is to provide a format for participation of the department chair and the faculty in decisions relating to governance and mission of the department. Furthermore, the document is intended to provide a forum for open discussion and representation of faculty opinion in the formulation, change, and implementation of policies and procedures that govern the department.
- 1.3 Amending the VCS Governance Document
 1. Proposed amendments to the VCS governance document may be made by any faculty member, the chair of the VCS governance committee or the VCS Department Chair. Proposed revisions shall be submitted in writing to the Department Chair and placed on the agenda of the subsequent faculty meeting.
 2. That faculty member will present the item and lead any relevant discussion. No motion concerning the fate of this amendment may be made at this meeting.
 3. All supporting documents regarding the proposed amendment MUST be distributed to all voting faculty by e-mail as part of the minutes and be posted on the CVM web site.
 4. The item is automatically placed again on the agenda of the next regularly scheduled VCS faculty meeting and is discussed by the VCS Department Chair or by the faculty member who proposed the item for discussion.
 5. If a quorum of voting faculty is present, a vote will be taken when discussion is concluded. If a quorum is not present or if any faculty member calls for an electronic vote, the vote will be referred to an electronic ballot.
 6. The electronic vote will be conducted within 48 hours of the departmental meeting and will be open for voting for 5 working days. The voting time may be extended for a period of no more than 5 additional working days with agreement by a majority of the VCS Departmental Governance committee.
 7. Two-thirds (67%) of the eligible voting faculty must vote in the affirmative for passage of an amendment.
 8. The results of the vote will be communicated via e-mail within 7 working days of the close of voting.
 9. If affirmed, the amendment will be made to the written Governance document and the amended VCS Governance document will be made available to the faculty via e-mail and posted on the college website by the VCS department secretary.
- 1.4 The VCS departmental faculty acknowledges the intricate interface present between the department and the ISU Veterinary Medical Center (VMC). However, fiduciary responsibility alone will not supersede VCS governance over academic endeavors (e.g. residency programs).

2. MISSION

The missions of the Veterinary Clinical Sciences Department are: 1) to produce excellent scholarship in veterinary clinical sciences, 2) to collaborate effectively to provide excellent instruction for ISU / CVM veterinary students and graduate students and 3) to provide outstanding professional service.

3. DEPARTMENTAL ORGANIZATION

The diversity of disciplines within the department and the integral relationship with the Veterinary Teaching Hospital requires an organization that facilitates cooperation.

3.1 Selection of the Departmental Chair, Responsibilities, Term of Office and Review

- 3.1.1 The department will be administered by the chair, who shall be a tenured professor or associate professor in the department and who will direct a minimum of 75% of his/her effort to administration and the remainder of his/her efforts towards scholarship, teaching or professional practice activities. This person shall be recommended for appointment by the Dean of the College of Veterinary Medicine after consultation with members of the department. Screening of chair candidates will be provided by a search committee composed primarily of voting members from the VCS department.
- 3.1.2 The chair is responsible to both the Dean and departmental faculty. The chair should convey college and university interests to the faculty, and represent VCS faculty, staff and student interests at higher administrative levels. The chair is responsible for administering departmental activities by providing leadership and delegating authority. These responsibilities include:
1. Facilitating the research activities of the department.
 2. Maintaining the academic strength of professional and graduate programs.
 3. Preparing and administering the departmental budget.
 4. Recommending personnel actions involving faculty and staff within the department and implementing personnel actions when appropriate.
 5. Overseeing the integrity and academic strength of departmental residency and internship programs.
 6. Conducting exit interviews with faculty, graduate students and staff on completion of their employment with ISU. Information gathered through this interview process will be held in confidence and applied toward the overall good of the department. Such information may be shared with the Dean, where appropriate.
- 3.1.3 The term of appointment for the chair will ordinarily be five years, with evaluation initiated by the Dean periodically prior to reappointment (FH 5.1.2) Written evaluations should be solicited from the faculty of the VCS department. A written summary of the evaluations and Dean's assessment will be placed on file in the college administrative office and should be available for faculty review. In addition, a written self assessment by the chair at four years should include an overview of departmental progress.
- 3.1.4 In the absence of the chair, the chair may assign administrative responsibilities to the departmental faculty member of his/her choice.

3.2 Director of Graduate Education (DOGE)

- 3.2.1 The chair may serve as, or will appoint a tenure-track faculty member who is also a member of the graduate faculty to serve as, the Departmental Officer for Graduate Education. The responsibilities of the DOGE include the administrative functions associated with graduate students in the department.

4. GENERAL FACULTY MEMBERSHIP

The department will, subject to college and university regulations, designate categories of faculty membership and select members of its faculty and staff, based on current ISU Handbook guidelines.

4.1 Faculty Organization

The VCS department will function as the academic home for all DVM (or equivalent) faculty members with either full-time or part-time appointments. The VCS chair will provide supervisory leadership for these faculty members, either directly or through section leaders.

4.2 Faculty Responsibilities and Duties

All faculty members have a responsibility to contribute to departmental functions in fulfilling the missions of the department. However, the degree and nature of participation will relate to the type of appointment or membership of the individual faculty member. In accordance with the guidelines in the Faculty Handbook, a Position Responsibility Statement (PRS) will be developed for each faculty member. The description itself should be general and only include the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments in the promotion and tenure process (FH5.1.1.5). The statement must be subject to annual review by the faculty member and the chair, and should allow for flexibility in responsibilities over time and for the changing nature of faculty appointments. The statement should allow the faculty member and the administrative and peer evaluators to understand the basis of the academic appointment and to place that into context with the promotion and tenure criteria. Responsibilities of any individual faculty member may include one, two or several of the activities associated with the general missions of the department and include:

4.3 **General:** Members of the department shall maintain high standards of professional ethics. The department is committed to free and critical inquiry and preservation of academic freedom. Faculty members shall pursue these ideals within existing University policies and procedures as outlined in the most recent Faculty Conduct Policies (FH 7.2.2) and the American Veterinary Medical Association (AVMA) Principles of Veterinary Medical Ethics (Appendix 1).

4.4 **Teaching:** The departmental administration, faculty and staff will furnish appropriate and comprehensive education toward undergraduate, professional, and graduate degrees in disciplines offered by the department. Classroom, laboratory, clinical and practice-related learning opportunities that incorporate scientific principles and their clinical application will be provided. Faculty members are encouraged to maintain high academic standards and to explore and utilize innovative teaching technologies.

4.4.1 The teaching responsibilities of each member of the department shall be determined by the chair in consultation with the person concerned and section leader (where appropriate).

Members of the department shall counsel and advise undergraduate and graduate students, interns and residents regarding academic programs, career development, job placement, and other related issues. Tenured faculty shall also mentor new departmental colleagues with regards to their professional advancement and development.

Members of the department shall arrange for student evaluations of each course that they teach during each semester. The purposes of these evaluations are for faculty self improvement, course improvement and documentation during review processes.

4.5 **Research / Creative Activity:** All faculty members are expected to be actively involved in some form of scholarly activity appropriate to their appointment. The format of this relative scholarly activity may be collaborative or direct primary research. Scholarship may include any of the components of discovery, integration, application or dissemination of knowledge that can be used to advance veterinary medical sciences, including translational medicine research endeavors. Faculty may also provide scientific training and research experiences for students, graduate students, interns, residents and for other interested scientists preparing for careers within the departmental disciplines and related fields.

4.5.1 Major indices of creative research and scholarships are thoroughly identified in the Faculty Handbook (FH 5.2.2.2). Additional examples of scholarship include: publication of research abstracts, preparation of teaching aids and submission of grant proposals. The value of the creativity and scholarship of a particular item depends on its originality and significance of its insights to the development of theory or its potential for practical application.

4.6 **Extension and Outreach:** Faculty members within the department will be encouraged to contribute to extension, and outreach activities. Consultation, cooperation with industry when appropriate, involvement in University interdisciplinary programs and continuing education are some of the activities in which faculty members can play a contributory role. They are also encouraged to aid in outreach activities appropriate for the department.

- 4.7 **Professional Practice:** In conjunction with the teaching, outreach and scholarly missions of the department, a primary responsibility of many faculty members will be to provide professional service to clients. Faculty members with such responsibility will deliver these services in a timely, efficient, and economical manner. Faculty members are encouraged to be innovative and communicative in providing these services.
- 4.8 **Faculty Selection Procedures:** The following sequence of events shall transpire when the department determines that either a tenure-track or non-tenure eligible faculty position needs to be created or filled:
- 4.8.1 The departmental faculty will be consulted by the chair when open faculty positions are to be filled and will have an advisory role regarding the relation of the position to the mission of the department.
 - 4.8.2 The chair shall appoint and advise an ad hoc Faculty Search Committee, but will not serve as the committee chair. A majority of the members of the committee will be selected from tenure-track faculty in disciplines most closely related to the position to be filled.
 - 4.8.3 A job description of the position to be filled shall be prepared by the committee together with the chair.
 - 4.8.4 The position shall be appropriately advertised to ensure the diversity of candidates intended through affirmative action and equal opportunity principles.
 - 4.8.5 The search committee shall receive and review applications and recommend, in their best judgment, the top candidate(s) to the faculty.
 - 4.8.6 The search committee shall coordinate candidate interviews.
 - 4.8.7 The search committee will seek a broad-based faculty opinion of the candidates, including anonymous written assessments and formulate a recommendation to the chair.
 - 4.8.8 The chair shall transmit the faculty recommendations and confer with higher administration officials in regard to final selection and hiring. Criteria for appointment or promotion to the professional ranks are outlined in Section 7 on promotion and tenure.
- 4.9 **Consulting Activities:** The University permits consulting activities engaging in outside work for pay. General guidelines are available in the Faculty Handbook sections 8.2 and 8.3, the College Governance Document, and the Best Practices for Faculty Compliance with Consulting Policy at ISU. University and college policies will be followed as further defined by the following departmental guidelines.
- 4.9.1 Consulting activities by faculty members in the Department of Veterinary Clinical Sciences shall include all professional veterinary extramural activities for which compensation is received from sources other than through Iowa State University. All consulting activities must be conducted with the knowledge and prior written approval of the VCS Department Chair, in consultation with the Director of the Veterinary Medical Center and the section leader. Consulting request approval forms should be filled out and submitted to the Department Chair at least 10 working days prior to the consulting activities. The applicant will receive a response within 5 working days from the Department Chair. Approval will require substantiation of a non-conflict of interest. Annual review of consulting activities will be made by the department chair to determine if approval will be renewed.
 - 4.9.2 Engaging in Consulting activities involving another veterinarian or veterinary practice must meet the following criteria:

4.9.2.1 VCS faculty with full-time appointments will accrue 2 days a month for participation in approved consulting activities. There is a maximal accrual of 24 days. Consulting may require the use of vacation time when the faculty member does not have sufficient accrued time for participation in approved consulting activities. Part-time appointments accrue at a percentage of the appointment in the department, but may also participate in additional consulting activities during that portion of the year not salaried by ISU.

4.9.2.2 As a general rule, Conflict of interest would include any outside work that interfered with a faculty members regular university duties. Some specific examples of such work that would be considered a conflict of interest by VCS includes:

- Being in competition with the VCS for cases documented as critical for the VCS Departmental mission,
- Work that through documentation has a negative financial impact on Veterinary Medical Center income, or
- The inability of a faculty member to fulfill individual annual VCS commitment goals because of time spent on outside work.

4.9.3 Departmental or hospital facilities and/or equipment ordinarily must **not** be used for private consulting activities. Use of college facilities, equipment, students (unless appropriately compensated) or transportation in connection with non ISU employment requires written approval of the VCS Chair and/or VMC Director, depending on facilities or materials requested. A users' or maintenance fee may be charged when appropriate. The user will assume responsibility for theft, damage and care of the equipment.

4.10 **Evaluation and Grievance**

4.10.1 All faculty members are subject to annual review for academic performance by the chair. Each faculty member will prepare a brief report of their activities and achievements for the last year, and submit a plan of work for the upcoming year. The report and plan will be discussed and approved at the annual review.

4.10.2 Any grievance on the part of a faculty member shall be initially brought to the attention of the chair. Grievances unresolved at the departmental level will follow the university process as outlined in the Faculty Handbook.

4.11 **Part-time Faculty Appointments**

Part-time faculty appointments are outlined in the Faculty Handbook (FH 3.3.1.1). A minimum 50 % appointment within the department is required for voting faculty.

5. **DEPARTMENTAL FACULTY MEETINGS**

5.1 **Organization of Meetings**

5.1.1 Departmental meetings will be called regularly by the chair, with a written agenda available in advance.

5.1.2 At least one meeting will be scheduled each month. Other meetings may be called at the discretion of the Department Chair or on written request directed to the Chair by three or more members of the department.

- 5.1.3 An agenda will normally be provided to each faculty member at least 24 hours prior to any meeting.
- 5.1.4 Faculty members of all classifications, excluding adjunct instructors, are eligible to attend general departmental meetings and are encouraged to participate. Specific voting privileges are defined in Section 5.2.
- 5.1.5 Minutes will be recorded for all departmental meetings and made available to the membership in a timely fashion.
- 5.1.6 Special departmental faculty meetings restricted to regular faculty of certain ranks may be called for the purpose of considering promotion and tenure or other personnel matters.

5.2 **Voting Eligibility and Procedures**

5.2.1 Voting Eligibility

5.2.1.1 All regular, joint, and clinical or adjunct professorial faculty members with a minimum 50 % appointment within the VCS Department are eligible to vote on departmental matters except when promotion and tenure rank restrictions apply. In matters of departmental policy and administration, the chair shall not vote unless there is a tie vote. In academic matters, the chair may vote.

5.2.1.2 Non-tenure-research faculty will have voting rights except for promotion and tenure decisions, and professional veterinary curricular, teaching, and clinical/hospital decisions.

5.2.2 Robert's Rules of Order shall apply to all departmental faculty meetings. A quorum means that greater than 50% of the regular members must be present at the time of voting. Only scheduled agenda items may be subject to vote at a meeting.

5.2.3 Faculty members may confer, with a written declaration, a proxy voting right upon another member only when scheduling conflicts for meeting attendance cannot be mitigated; no member may hold more than one proxy at any particular meeting.

5.2.4 In a meeting, a majority shall be greater than 50% of the members in attendance who are eligible to vote plus proxies submitted. In electronic or written ballots, a majority shall be greater than 50% of the voting members.

5.2.5 The Chair shall conduct the vote. Any matter may be brought to a vote, if requested by a member and placed on a written agenda. Votes may be taken by:

- A voice vote or show of hands, if a quorum is achieved.
- A written ballot of members present, if requested.
- An electronic ballot of all eligible voting members, if requested (to be completed within one week).

6. **COMMITTEES**

All full- or part-time tenure-line faculty are eligible for membership on all departmental committees. Non-tenure eligible faculty may also serve on departmental committees unless otherwise indicated in the following sections:

Committees shall be constituted by election. Open committee positions shall be announced at a departmental faculty meeting. Nominations should be submitted to the departmental administrative assistant within one week. Committee positions that remain open following an electronic or written ballot may be appointed by the department chair. The department chair may add up to one member to ensure balanced committee representation (e.g. rank, gender, primary activity). The department chair shall give each

committee a written charge.

The department chair may establish standing or ad hoc committees as the needs of the department dictate. Disbandment of standing committees shall require a 2/3 vote at a departmental faculty meeting.

Standing Committees will meet at least two times during the academic year. Members shall serve for a term of three years and may be re-elected or reappointed. The terms of service for new members shall begin July 1. The term of approximately one-third of the membership shall expire each year to allow for continuity within the committee. A chairperson will be elected from the committee membership. The chairperson will serve a one-year term but may be reelected. The department chair may serve on committees only as a non-voting ex-officio member. Standing committees will include:

- 6.1 **Curriculum.** Five faculty members will serve on this committee which will be charged with planning the professional student curriculum and will be advisory to the chair, departmental faculty, and the College Curriculum Committee. Consideration of curriculum changes may be initiated by the committee or at the request of individual faculty members. The Committee chair or their designee will represent the department on the College Curriculum Committee.
- 6.2 **Graduate Education.** The committee shall be comprised of three faculty members who are members of the graduate faculty and the DOGE. The committee will have responsibilities for coordination and review of the graduate program curriculum as it pertains to the department.
- 6.3 **Continuing Education.** The three members of this committee are responsible for establishing and maintaining a continuing education program that disseminates data from pertinent clinical scholarship.
- 6.4 **Promotion and Tenure.** This committee will have at least four members. When considering a candidate for promotion from Assistant to Associate Professor one member of the Committee will be an Associate Professor appointed by the Department Chair. For all other matters pertaining to Promotion and Tenure the committee will be comprised of Full Professors. This committee will be responsible for reviewing faculty members for promotion and tenure and presenting summary information to the chair and membership of the department.
- 6.5 **Non-Tenure-Eligible Faculty (NTEF) Committee.** The NTEF Committee will consist of NTE faculty and tenure track faculty in accordance with the College Governance Document (Section 6.5.1.4). The NTEF Committee will make recommendations on reappointments and advancement in rank of Clinical Faculty to the department chair. Promotion to Senior Lecturer/Associate Clinical Professor/Clinical Professor will be based on criteria outlined in the Faculty Handbook (Section 3.3.2.6), the CVM Governance Document (Sections 6.3 and 6.5), and the VCS Governance Document.
- 6.6 **Research.** Five faculty members will serve on this committee, whose charge is to foster and encourage basic and clinical veterinary research, including translational medicine endeavors, within the VCS Department.
- 6.7 **Clinical Year Clinical Year Education Program (Visiting Scholar) Committee** - Four faculty members will be selected to review candidates from Ross University, St. George's University, and St. Matthew's University for potential enrollment in the VCS department's fourth year clinical experience to meet the clinical training needs of the partnering university. Each member will serve on the committee for 3 years and may be reappointed to the committee.
- 6.8 **Department Advisory Cabinet** – Eight faculty members will be appointed by the Department Chair following nominations from the department faculty. The Cabinet is advisory to the Department Chair and is charged with supporting the organizational and governance oversight of the VCS Department. Performance of appointed individuals shall be formally reviewed annually by written evaluation from the VCS faculty and reappointment is on an annual basis and is dependent upon satisfactory review by the Department Chair.

- 6.9 **Medical Records Committee** – This committee will be comprised of eight faculty and staff members. The purpose of this committee is to aid in the development of the electronic medical record system; it will act as a liaison between the Director of the Lloyd Veterinary Medical Center (LVMC), the Veterinary Clinical Sciences (VCS) Department Chair, clinicians, and information technologists charged with implementation.

The Committee will also assist in the adherence to policies pertaining to medical records, continuing education of students and faculty in the legal documentation of the medical record to comply with all regulations, Peer Review and Quality Assurance for the LVMC and VCS Department.

- 6.10 **House Officer Committee** - The committee shall be comprised of one faculty member from each approved residency program, a representative from the Small Animal Rotating Internship Committee and one additional member who represents all approved specialty internships. Each term on the committee will be for 3 years. Individuals may be reelected to the committee. The Chair of the committee will be selected by the House Officer Committee from its members. The committee shall be responsible for coordination of programs including the approval of residency and internship programs, oversight of the selection of residents and interns, evaluation of house officers and their programs, and recommendations regarding house officers' completion or continuation in their programs.
- 6.11 **Infectious Disease Committee** – This committee shall be comprised of up to 14 faculty and staff members. The committee shall include representation from both the large and small animal hospitals and other college departments such as VMPM and VDPAM as necessary. The primary concern of this committee is infectious and zoonotic diseases and the management of such within the LVMC.
- 6.12 **Veterinary Medical Center Awards Committee.** This committee shall be comprised of four faculty members and shall review nominations and select a VTH staff member for recognition on a semi-annual basis.
- 6.13 **Ad hoc Committees.** Ad hoc committees established for a specific purpose or task may be appointed by the chair as required. A written summary report shall be submitted to the department chair for distribution to the faculty. In addition, committees will give oral reports at departmental faculty meetings upon request by the department chair or faculty.
- 6.14 **Committee Assessment and Reporting.** Each committee member will evaluate both committee effectiveness and the committee chair on an annual basis. In addition, the committee chair will evaluate each committee member with all evaluations referred to the department chair. (Appendix 2)

A brief written report of the committee's activities will be prepared by the committee chair at the close of the academic year and forwarded to the chair. The written reports shall be included in the minutes of the next departmental faculty meeting.

Committees will give periodic reports at departmental faculty meetings upon request by the department chair or faculty.

The departmental administrative assistant shall maintain an updated list of all standing and ad hoc committees, their members, chairpersons and term. Ad hoc committees shall also include the written charge as indicated by the department chair.

7. PROMOTION AND TENURE

The departmental promotion and tenure process follows the procedures described in the College of Veterinary Medicine promotion and tenure document and those in the ISU Faculty Handbook (FH 5.2.4). The department document addresses only those standards and procedures which are different from the college or university policies. Faculty members, mentors and administrators should consult all three documents for guidance on promotion and tenure issues affecting the department. References to the university and college

documents follow the table of contents found in the Faculty Handbook.

7.1 **Section 1. Evaluation and Review (FH 5.1)** - The standards and procedures which apply in the department are those in the university promotion and tenure policy document.

7.2 **Section 2. Promotion and Tenure (FH 5.2)** - The standards and procedures which apply in the department are those in the university and college promotion and tenure policy documents with the following additions:

7.2.1 Professional Practice (FH 5.2.2.3.3) and Teaching (FH 5.2.2.3.1)

A significant component of the teaching activity of departmental faculty members involves instruction while engaged in professional practice. For the purpose of apportioning faculty effort, it is assumed that when clinical and related activities involve students that at least 50 % of the time will be considered to be teaching. As such feedback from evaluations from students, clients and referring veterinarians may be considered as evidence of the activities of the faculty member.

7.3 **Qualification for Academic Rank and Tenure (FH 5.2.3)**

7.3.1 *Assistant Professor* - candidates for appointment or promotion to this rank should be board eligible or board certified in their clinical specialty area.

7.3.2 *Associate Professor and / or Tenure* - candidates should be board certified in their clinical specialty area and be nationally recognized for their scholarship.

7.3.3 *Professor* - candidates should be board certified in their clinical specialty area and be internationally recognized for their scholarship.

7.4 **Procedures for Promotion and Tenure Review (FH 5.3)**

The documentation guidelines in the Faculty Handbook apply with the following additions:

7.4.1 Faculty Portfolio: Extension/Professional Practice (FH 5.3.2.2.3)

7.4.1.1 Professional practice activity should be quantified by year for the period under consideration. It is recognized that a simple tabulation of case numbers, consultations or fee income generated will not always reflect the effort expended in these endeavors. However, the following data should be considered for inclusion in the documentation submitted to quantify the extent of an individual's professional practice activity:

1. Amount of time assigned to professional practice activities.
2. Number of cases seen.
3. Total number of cases seen by faculty of similar rank and appointment at ISU / VMC, and at other peer institutions.

Prompt and complete tabulation of this data should be provided by departmental and / or Veterinary Medical Center administration to the appropriate faculty member upon request.

7.4.2 Persons being considered for promotion and / or tenure with responsibilities as the primary clinician of record for VCM patients should be evaluated by clients and referring veterinarians through the use of questionnaires. The questionnaires should address various aspects of the client or referring veterinarian's interaction with the faculty member. The Promotion and Tenure Committee will develop questionnaires, if not already provided by the Veterinary Teaching Hospital, with distribution and tabulation of results by the VCM office staff. Questionnaires may also be developed for completion by Teaching Hospital clinicians, residents and departmental staff. The summary information obtained will become part of the

material assessed by the department committee, and will be sent forward to the college committee with the dossier.

7.5 Departmental Review (FH 5.2.4.1)

7.5.1 Any member of the department who is aware of a potential conflict of interest relative to an issue affecting promotion and tenure is required to declare that conflict and should not participate in promotion and tenure deliberations. The chair and the Promotion and Tenure Committee may also raise concerns relative to conflict of interest. The Promotion and Tenure Committee will be the body responsible for assessing issues of conflict of interest and issuing a final ruling.

7.5.1.1 The nature of faculty and administrative relationships varies widely, so it is not possible to define precisely and exhaustively all situations in which a potential conflict of interest may arise. A conflict of interest may arise when a faculty member or administrator is, or may be, in a position to influence the promotion and tenure decisions in ways that could lead to any form of personal gain.

7.5.2 The guidelines for appointment on probationary periods set out in the Faculty Handbook apply to the department. All faculty members who are eligible for promotion and tenure will be notified of their eligibility in accordance with the university's timetable for this procedure. Ordinarily this will be in the fall of the year preceding the date of potential promotion and / or tenure. The notification will be from the Department Chair. Eligible faculty members must submit a written response to the Department Chair by a specified deadline.

7.5.2.1 The review for promotion and tenure may be postponed in special circumstances which may have prevented the faculty member from developing the qualifications for tenure in the time allocated. The principles applying to such extension to the probationary period are provided in the Faculty Handbook.

7.6 Procedures for Promotion and Tenure

7.6.1 Each new faculty member shall identify at least one faculty mentor in accordance with the ISU Faculty Mentoring Program, <https://www.provost.iastate.edu/faculty-success/development/all-faculty/mentoring>.

7.6.2 The finalized dossier will be submitted to the full Promotion and Tenure Committee for review. The Promotion and Tenure Committee, which consists of tenured VCS departmental faculty of equal or greater rank than the candidate, will review the dossier and meet to discuss the credentials. A full committee vote will be made by written ballot for promotion and tenure. The findings of the committee will be summarized by the departmental Promotion and Tenure Committee chair and the final recommendation sent forward for faculty review. Faculty review will be done by all faculty holding higher rank than the candidate. These faculty will be provided with access to copies of the curriculum vitae and the portfolios, together with a summary of the external letters of review. At the review meeting any other supporting documents will be available. At this meeting the chair of the Promotion and Tenure Committee will summarize the committee's deliberations and report the committee's vote. The chair of the Promotion and Tenure Committee will then chair a discussion of the faculty member's suitability for promotion and tenure.

7.6.3 Full faculty promotion and tenure meetings should be scheduled 1 - 3 months in advance, with every effort made to minimize scheduling conflicts. All voting faculty members will initial a declaration that they have carefully reviewed the candidate's general dossier materials.

7.6.4 Faculty will vote for promotion and tenure by written ballot following the full faculty promotion and tenure meeting. The VCS Promotion and Tenure committee will tally the vote and report it to the department chair.

- 7.6.5 Each person for whom a recommendation is being forwarded to the college will be given an opportunity to review the factual information in that recommendation. He or she may then inform the departmental chair of any inaccuracies which are present in the dossier. The external letters of review will not be considered part of the factual information and therefore not shared with the candidate.
- 7.6.6 The departmental chair, in accordance with guidelines from the Provost Office, will prepare a report for the dean of the college indicating the outcome of the departmental deliberations. The recommendations for or against the requested action will be forwarded to the Dean.
- 7.7 The departmental chair has the following responsibilities in the promotion and tenure process:
 - 7.7.1 To ensure that all faculty members are aware of the expectations for promotion and tenure. This should be done at the time of initial appointment with the preparation of the position responsibility statement and also at each annual review.
 - 7.7.2 Solicit external letters of review in accordance with the university guidelines. At least one letter should be from someone nominated by the candidate. Persons asked to review candidates' credentials will normally be nationally or internationally recognized scholars relevant to the candidate's areas of expertise.
 - 7.7.3 Prepare summary recommendations concerning the candidate for the Dean and Provost following university guidelines.
 - 7.7.4 Report to the candidate the status of the application and any other notification procedures in accordance with the university guidelines.
- 7.8 It is the faculty member's responsibility to prepare the majority of the materials to be used for the review process. These include a current curriculum vitae and portfolios as related to the assigned areas of responsibility. This is in accordance with the university guidelines and is found in the Faculty Handbook (FH 5.3 Documentation Guidelines for Promotion and Tenure).

8. POST-TENURE REVIEW

The purpose of post-tenure review is to encourage creative renewal of the faculty member's professional and scholarly activities by a self-directed review of his / her post-tenure activities in teaching, research, professional practice and administrative services and a constructive evaluation of this review by a panel of peers.

8.1 Frequency of Reviews

- 8.1.1 Each tenured faculty member shall be reviewed once every seven years, or earlier upon written request by the faculty member to the chair. Post-tenure review of a faculty member shall commence six years after the most recent of the following events: Date of award of tenure, the completion date of the most recent review for promotion or the completion date of the previous post tenure review. Administrators with faculty responsibilities will be reviewed in a similar manner with the Dean of the College serving in the departmental chair's role in the review.
- 8.1.2 Notification of review date for the faculty member will be May 1st, nine months in advance of the February 1st completion date.
- 8.1.3 The post-tenure review committee will consist of two tenured faculty members in the department of equal or greater rank than the faculty member under review appointed by the chair and one tenured faculty member of any rank from within the college selected by the

faculty member under review. Committee members shall possess relevant knowledge in the area of appointment of the faculty member being reviewed. Administrators are not eligible to serve on the review committee. Appointment of the committee shall be complete by October 1st of the year of review.

8.2 Materials to be Reviewed

- 8.2.1 The faculty member under review is primarily responsible, with the assistance of the departmental administrative office, for assembling the documents required for post-tenure review by November 1st of the review year.
- 8.2.2 These documents shall include a current curriculum vita, position responsibility statement, summary letters from all annual productivity reports and agreements, as well as a 2 - 3 page summary statement highlighting the most significant accomplishments of the faculty member for the period under review, a statement of career goals, a 1 - 2 page self assessment of productivity and any circumstances in the appointment that may have influenced productivity, and any other summary documents generated from the previous tenure, promotion or post-tenure review process.
- 8.2.3 The faculty member also has the right to meet with the review committee prior to its deliberations.

8.3 Post-Tenure Review Committee Action

- 8.3.1 The review committee will assess the submitted material, conduct interviews and collect any additional relevant material necessary to provide a fair and comprehensive evaluation of the faculty member's post-tenure productivity over the period of review. Standards of productivity assessment shall be consistent with the faculty member's formal position description and the rank of appointment.
- 8.3.2 Many post-tenured faculty in the department are actively involved in team projects that require collegiality. The sharing of caseload and teaching responsibilities, mentoring of residents, interns and junior faculty, assuming responsibilities for others on faculty leave, absence or interim reassignment are common examples of the teamwork required. Faculty should be evaluated and recognized for collegiality in the post-tenure review.
- 8.3.3 A written summation of evaluation will be prepared by the committee for submission to the departmental chair and the faculty member by February 1st of that academic year. The summation shall include a statement that assesses the productivity level for the review period as meritorious, satisfactory or needing improvement in productivity. All documents used for evaluation are confidential and are to be submitted with the summation to the chair. These documents may be used for further reviews or appeal processes.
- 8.3.4 The faculty member under review will have 30 days to submit a written response to the review committee's report challenging the process, the evaluation or accuracy of the information used in the process. This rebuttal will become part of the review documents.
- 8.3.5 The review committee may revise the final evaluation in response to the faculty member's written response. Further appeal by the faculty member would be through the process described in the Faculty Handbook.

8.4 Implementation

The departmental chair and faculty member being reviewed will determine the course of action to be taken in response to the post-tenure review report. A written summation of the proposed action agreement must be prepared by the chair and will become a part of the post-tenure review documents. This action agreement will be subject to annual reviews and subsequent post-tenure review proceedings.

9. NON-TENURE ELIGIBLE FACULTY (NTEF)

The departmental guidelines follow those described in the Faculty Handbook (Section 3.3.2.6) and CVM Governance Document (Section 6) with these additions:

9.1 Qualifications for Clinical Faculty Appointments (FH 3.3.2.2 and 5.4.1.6.4))

- 9.1.1 Clinical Faculty contribute to the professional practice, outreach, and/or teaching missions of the university. NTEF appointments should be based on the individual position responsibility statement and upon agreement with the chair, but all NTE appointments require some evidence of scholarly activity in order to advance. Both scholarship and committee assignments should originate from the percent FTE not already assigned to clinical duties.
- 9.1.2 Clinical Assistant Professor
Clinical Assistant Professor is the entry level for someone early in their academic career. The individual should have an appropriate academic degree (DVM or equivalent) and professional practice experience and/or advanced training in a clinical specialty.
- 9.1.3 Clinical Associate Professor
The Clinical Associate Professor must have experience in academia and a record of contributions of an appropriate magnitude and quality in the clinical specialty consistent with the PRS. There should be evidence of promise for further academic development and contributions to their field. Individuals appointed or under consideration for advancement to this rank should have one or more of the following:
- Board-certification in a specialty recognized by the American Veterinary Medical Association (AVMA) appropriate to their area of assignment
 - An advanced degree in a subject area appropriate to their central area of assignment in the PRS
 - Extensive experience in their professional field, have documented scholarship (including peer-reviewed publications) in their field, and be recognized nationally for their expertise in their professional field.
- 9.1.4 Clinical Professor
The Clinical Professor denotes “promise fulfilled” by an individual with substantial academic experience and contributions to their professional field. Individuals appointed to or under consideration for advancement to this rank, should have all of the following:
- Qualifications for the rank of Clinical Associate Professor
 - Board-certification in the AVMA-recognized specialty appropriate to their primary area of assignment, if an appropriate specialty board exists
 - Be nationally and/or internationally recognized for their academic and professional accomplishments
- 9.1.5 Scholarship
Scholarship is defined in the ISU Faculty Handbook (Section 5.2.2.2) and results in a product that is shared with others and has undergone peer-review. Scholarship is expected from all Clinical Faculty in the Department. Expectations are greater with higher academic ranks, but are not expected to be on the same level as tenure-track faculty.
- 9.1.6 All Faculty, including Clinical Faculty, are expected to participate in institutional service with the level and amount of service greater with higher rank. (FH Section 5.2.2.6) As with tenure-track faculty, institutional service alone shall not serve as the central basis for advancement.
- 9.1.7 New Clinical Faculty appointments made above the rank of Clinical Assistant Professor must be approved by a majority vote of the NTEF Review Committee and a majority vote of the Clinical and Tenure-track Faculty in the Department at or above the rank sought.

- 9.1.8 All Clinical Faculty will have an annual performance evaluation conducted by the Department Chair
- 9.2 Qualifications for other NTEF
 - 9.2.1 *Senior Lecturer* - candidates for appointment or promotion to this rank should be board certified in their clinical specialty area.
 - 9.2.2 Adjunct Faculty appointments
 - 9.2.2.1 *Adjunct Assistant Professor* - candidates for appointment or promotion to this rank should be board eligible or board certified in their clinical specialty area.
 - 9.2.2.2 *Adjunct Associate Professor* – candidates must be board certified in their clinical specialty area.
 - 9.2.2.3 *5Adjunct Professor* – candidates must be board certified in their clinical specialty area and be internationally recognized for their scholarship.
- 9.3 The procedure of awarding or renewing faculty rank to a *Professional and Scientific* (P&S) employee, stemming from the non-tenure eligible policy, requires review and approval of the appointment by the College and Provost Office prior to the award of the rank-only appointment.
 - 9.3.1 Standard appointment may be for 12 months (A-base) or 9 months (B-base).
 - 9.3.2 Any adjunct faculty appointment must include some departmental commitment for funding.

9.4 Procedures for NTEF Advancement

The guidelines for renewal, and advancement of NTEF in the Faculty Handbook and the CVM Governance Document apply with the following additions:

- 9.4.1 The NTEF Committee shall be responsible for review of materials for advancement.
 - 9.4.1.1 Any member of the department who is aware of a potential conflict of interest relative to an issue affecting review and advancement is required to declare that conflict and should not participate in advancement deliberations. The chair and the Non-tenure Eligible Faculty Committee may also raise concerns relative to conflict of interest. The Non-tenure Eligible Faculty Committee will be the body responsible for assessing issues of conflict of interest and issuing a final ruling.
 - 9.4.1.2 Each person for whom a recommendation is being forwarded to the college will be given an opportunity to review the factual information in that recommendation. He or she may then inform the departmental chair of any inaccuracies which are present in the dossier. The external letters of review will not be considered part of the factual information and therefore not shared with the candidate.
 - 9.4.1.3 Committee renewal and advancement recommendations shall be reviewed and approved by the Department, College and Provost offices.
- 9.4.2 The timing of advancement for Lecturers, Clinical Faculty, and Adjunct Faculty appointments will follow timelines established by the University (FH 3.3.2.6) and procedures outlined in the CVM Governance Document (Section 6.5.1). All faculty members who are eligible for advancement shall receive notice by the Department Chair at their annual review. A timeline for the process will be provided to the faculty member, who must indicate his/her desire to be

considered for advancement by July 1st.

9.4.3 The faculty member under review, working with the departmental office, is responsible for providing materials in written and electronic form to support non-tenure eligible appointment advancement and should include:

9.4.3.1 A current copy of the faculty member's vita.

9.4.3.2 Copies of the current PRS, including copies of previous PRSs for the period since appointment or while at current rank

9.4.3.3 Productivity reports for the previous years since appointment or while at current rank

9.4.3.4 Narrative summary (5-10 pages) describing how the candidate is meeting or exceeding expectations in all areas of their PRS, and outlining accomplishments in each area, scholarship in assigned areas of the PRS, and impact on the missions of the Department, College, University and profession.

9.4.3.4.1 Materials submitted should support and document effectiveness in all assigned areas of the PRS

9.4.3.4.2 More information and examples of appropriate materials may be found in the Faculty Handbook (Sections 5.2.2, 5.3.1, and 5.3.2) and in Departmental Guidelines and Policies.

9.4.3.4.3 It is the responsibility of the candidate to make a strong case to support advancement to a higher rank (Section 9.1)

9.4.3.4.4 Professional Practice & Teaching

A significant component of the teaching activity of departmental faculty members involves instruction while engaged in professional practice. For the purpose of apportioning faculty effort, it is assumed that when clinical and related activities involve students, 50% of the time will be considered to be teaching and 50% of the time will be professional practice.

9.4.4 The NTEF Review Committee, or a designated subcommittee within, shall follow guidelines established in the CVM Governance Document (Section 6.5.1.4) and will review all materials submitted by the candidate for advancement.

9.4.4.1 The Chair of the NTEF Review Committee will arrange a departmental faculty forum to solicit faculty input concerning the advancement of the candidate.

9.4.4.1.1 The NTEF Review Committee Chair will provide the updated vita of the candidate for faculty review prior to the scheduled meeting and will moderate the discussion at the forum.

9.4.4.1.2 The meeting is an open forum to provide faculty the opportunity to provide input regarding the suitability for advancement. No vote or poll will be taken at this meeting.

9.4.4.2 Following the open faculty forum, the NTEF Review Committee will discuss the merits of advancement and vote to approve or deny the advancement in rank.

9.4.4.3 A written report will be prepared by the NTEF Review committee that will include the strengths and weaknesses of the candidate and the results of the vote. The report

will be provided to the Department Chair.

- 9.4.5 Advancement of the candidate will require a majority vote in favor of advancement from the NTEF Review Committee and approval of the Department Chair. The final decision on advancement rests with the Dean and Provost following University guidelines.
- 9.4.6 The Departmental Chair has the following responsibilities in the non-tenure eligible advancement process:
- 9.4.6.1 To ensure that all faculty members are aware of the expectations for term renewal and advancement. This should be done at the time of initial appointment with the preparation of the position responsibility statement and also at each annual review.
- 9.4.6.2 Prepare a written summary recommendation concerning the candidate to be forwarded to the Dean and Provost following university guidelines.
- 9.4.6.2.1 The candidate for advancement should have the opportunity to review the factual information in the summary recommendation and will inform the chair of any ways in which he/she believes this information to be incomplete or inaccurate.
- 9.4.6.3 Report to the candidate the status of the application in accordance with the university guidelines.
- 9.4.7 Appeals
A decision not to advance may be appealed initially through administrative channels with the next person in the administrative chain (Chair, Dean, Senior Vice President and Provost or President) or through the Faculty Senate Appeals Committee when the administrative channels decide not to support advancement.

9.5 Procedures for NTEF Renewal

- 9.5.1 Procedures for renewal will follow guidelines and rules found in the Faculty Handbook (Sections 5.4.1.2 and 5.4.1.6)
- 9.5.1.1 The NTEF Review Committee will be responsible for review of materials submitted for renewal of appointment and for submitting a written recommendation for renewal or nonrenewal to the Department Chair. Renewal decisions are subject to approval by the dean and senior vice president and provost (FH 5.4.1.2).
- 9.5.1.2 All Clinical Faculty, with an appointment exceeding one year in length, will have a comprehensive review by the NTEF Review Committee in the penultimate year of their appointment (FH 5.4.1.6)
- 9.5.2 Clinical Faculty will be notified by the Department Chair at the annual review of the need to submit materials for renewal in the following year following a timeline established by the university and Department. The timeline will be provided to the Clinical Faculty member at the annual review or as soon as appropriate timelines are provided by the university.
- 9.5.3 Materials submitted for review
- Update curriculum vita
 - Copies of the current PRS and any previous versions of the PRS in effect since the last review or renewal
 - Copies of the annual productivity reports (annual reviews) for the period since the last review or renewal
 - A 2-3 page narrative summary of the accomplishments since the last review or renewal with evidence of effectiveness in all assigned areas of the PRS. The narrative may include teaching evaluations, patient numbers, revenue generated, scholarly activities,

and other information in a table format relevant to the individual's PRS. The faculty member should prepare the summary to outline the areas of responsibility in the PRS and to demonstrate effectiveness in all areas of responsibility in the PRS.

- Guidelines for documentation of activities and effectiveness in areas of assignment may be found in the Faculty Handbook (Section 5.3)

9.5.4 It is the responsibility of the Clinical Faculty member in the review or renewal process to provide all materials (VCS 9.3.3) to the office of the Department Chair according to timelines established by the Department, the College, and the University.

9.5.5 The Department Chair will review the final recommendation of the NTEF Review Committee and make a recommendation for renewal or nonrenewal. The final decision in renewal rests with the Dean and Senior Vice President and Provost. The Department Chair is responsible for notifying the faculty member of the decision when finalized.