

Faculty Governance Document  
Animal Science Department  
College of Agriculture and Life Sciences  
Iowa State University

Section 1: Departmental Objectives

1. Mission of the Department of Animal Science

- a. To contribute to the goals outlined in the strategic plans of the University and of the College with respect to teaching, research, and extension
- b. To serve the needs of our stakeholders in the areas of teaching, research, and extension.

Section 2: Departmental organization

The administrator who has responsibility for overseeing the programs and activities of the Department of Animal Science is the Department Chair. The Department Chair is appointed by the Dean of the College of Agriculture and Life Sciences with approval from the Provost and President.

An internal advisory committee gives guidance to the Department Chair regarding policies, procedures, programs, and activities of the Department of Animal Science. The internal advisory committee consists of the director of graduate education (DOGE) plus one member from each of the following areas of responsibility of the department: undergraduate teaching, extension, animal physiology, animal nutrition, meat science, and animal breeding and genetics. The Department Chair shall appoint members of the internal advisory committee in consultation with faculty in each area of responsibility. Appointments shall be for three-year terms. The internal advisory committee shall normally meet with the Department Chair once per month.

An external advisory committee gives guidance to the Department Chair regarding policies, procedures, programs, and activities of the Department of Animal Science. The external advisory committee consists of persons with direct involvement in various facets of the animal industries and allied fields such as commodity organizations, private companies, and breed associations. The external advisory committee meets on campus at least once per year, and departmental faculty are encouraged to participate in discussions with members of the external advisory committee during those meetings. The Department Chair is expected to solicit nominations for membership in the external advisory committee from departmental faculty. Broad representation of the animal industries is expected, and members of the external advisory committee are appointed to three-year terms, with one-third of members being replaced and/or reappointed every year. Members of the external advisory committee shall serve for no more than six years.

### Section 3: Standing Committees

Faculty members will be appointed to standing committees annually by the Department Chair prior to the beginning of the academic year (approximately August 15th). Committee chairpersons will be appointed for one-year terms, which may be renewed, except in the case of the undergraduate and graduate curriculum committees. Appointment as chairperson of the undergraduate or graduate curriculum committee will be for a two-year term to correspond with the two-year time period involved in development of materials for the Iowa State University Bulletin (i.e., university catalog). The Department Chair shall solicit nominations (including self-nominations) for persons to serve on departmental standing committees.

Standing committees shall be established by the Department Chair in consultation with the internal advisory committee. The standing committees shall be listed on the departmental web site.

### Section 4: Ad hoc committees

The Department Chair may appoint *ad hoc* committees to meet special and/or non-recurring needs of the department. An example of such a committee may be a search committee whose function is to screen applications for a departmental faculty position. Such committees are expected to function for less than two years time, and the Department Chair shall solicit nominations (including self-nominations) for persons to serve on *ad hoc* committees.

### Section 5: Departmental representation at college and university committees

The Department Chair may appoint departmental representatives to standing college and university committees. These appointments shall be made after the Department Chair has announced to departmental faculty that an opening on a college and/or university level committee exists. Departmental faculty shall be given opportunity to suggest nominees (including themselves) to fill the committee openings. The only exception to this policy shall be that chairpersons of the departmental standing committees shall serve as the department representative to the corresponding college committee. (For example, the chairperson of the departmental advising committee shall serve as the representative to the college academic affairs committee, the chairperson of the departmental assessment committee shall serve as the representative to the college assessment committee.)

### Section 6: Faculty Meetings

The Department Chair shall convene a meeting of the animal science faculty at least four times per year. A minimum of two meetings shall be held during fall semester, and a minimum of two meetings shall be held during spring semester. It is recommended, however, to hold a faculty meeting once per month (if warranted, at the discretion of the Department Chair) during spring and fall semesters. Because of the increasing proportion of faculty with B-base (9-month) appointments, faculty meetings should not be routinely scheduled during the summer months.

The Department Chair shall be responsible for appointing an administrative staff member for recording and making available to departmental faculty the minutes of monthly faculty meetings. A meeting agenda shall be distributed by the Department Chair to departmental faculty at least one week in advance of the faculty meeting, and faculty meetings shall be scheduled at least 3 weeks in advance. Insofar as possible, a schedule of meetings will be established in August for fall semester and in December for spring semester.

Special faculty meetings may be scheduled as needed by the Department Chair or by faculty in conjunction with the Department Chair. An example of a special faculty meeting might include a meeting associated with promotion and tenure of existing faculty or potential new faculty hires. When feasible, the Department Chair shall distribute a meeting agenda to departmental faculty at least five working days in advance of the special faculty meeting.

#### Section 7: Definition of faculty

Persons who hold a budgeted appointment in any of the following ranks shall be considered as faculty: lecturer, senior lecturer, clinician, senior clinician, assistant professor, associate professor, professor, University Professor, Distinguished Professor.

Persons who may or may not be employed by Iowa State University may be granted faculty status if in accordance with other provisions of this faculty governance document. This may include persons with adjunct, affiliate, or collaborator status.

#### Section 8: Priorities for establishing faculty positions

Priorities for filling faculty positions will be established using a process where all departmental faculty members have opportunity for input. Any proposed decision regarding advertisement of a departmental faculty member shall be discussed at one or more faculty meetings (regular or special). Final departmental decision shall rest with the Department Chair, although the Department Chair is expected to seek input from the internal and external advisory committees whenever possible. (It is recognized that unique opportunities to hire faculty members may arise which prevent the Department Chair from gathering input from the external advisory committee.) Recommendations for establishing new faculty positions and filling vacant faculty positions shall be conveyed to the college administration.

#### Section 9: Faculty Recruitment

Recruitment practices will follow those for the University. A departmental search committee will be appointed by the Department Chair (as indicated in section 4 of this document) to develop the position announcement, review applications and supporting documents, and make recommendations to the departmental administration regarding qualified candidates. Committees shall be appointed whenever possible with due regard to diversity.

The Department Chair shall be responsible for appointing an administrative staff member to assist with this process. The staff member shall complete all necessary affirmative action paperwork, distribute the job announcement through appropriate channels, arrange interviews

with recommended applicants, and perform other tasks deemed necessary to remain in compliance with university hiring procedures.

A given departmental search committee will consist of four or more members of the Animal Science Faculty and will include one or more faculty members with an area of responsibility other than that in which the new employee will function. As appropriate, a faculty member from another department, government agency, private company, and/or commodity group will be included.

All procedures utilized in the employment process will be cleared with the departmental administrative assistant with responsibility for personnel action procedures.

#### Section 10: Position responsibility statement procedures

It is the policy of Iowa State University that evaluations of tenure-eligible/tenured faculty are based on the position responsibilities of faculty members and other activities that relate to faculty appointments.

A position responsibility statement is a tool that allows for a flexible and individualized system of faculty review, particularly within the promotion and tenure process of tenure-eligible/tenured faculty (or for advancement of non-tenure-eligible faculty). The position responsibility statement description itself should be general and include only the significant responsibilities of the faculty member that are important in evaluating faculty accomplishments in the promotion and tenure process for tenure-eligible/tenured faculty (or for advancement for non-tenure-eligible faculty). The position responsibility statement shall not violate the faculty member's academic freedom in teaching, in the selection of topics or methods of research, or in extension/professional practice.

The position responsibility statement will be subject to regular review by the faculty member and his/her Department Chair, and the statement may be revised to allow for flexibility in responsibilities over time and for the changing nature of faculty appointments. The position responsibility statement cannot be changed unilaterally by either the Department Chair or the faculty member. The specific procedure through which a position responsibility statement may be changed is described below.

The position responsibility statement will allow faculty members and their administrative and peer evaluators to understand the basis of the academic appointment. It also gives some context within which to consider promotion and tenure criteria for tenure-eligible/tenured faculty (or for advancement for non-tenure-eligible faculty). The policy for changing the position responsibility statement for a non-tenure-eligible faculty member is found in the Faculty Handbook (section 5.4.1.2), and the statements in this section will relate only to tenure-eligible and tenured faculty.

Within six months of hire, the Department Chair and the new tenure-eligible/tenured faculty member shall agree on a position responsibility statement that should be based on the job advertisement. This document will be signed and dated by both parties. The signed and dated copy will be on file in the faculty member's personnel file. This position responsibility statement is not normally changed during the first three years of actual employment. In most cases, it is expected that this initial position responsibility statement will remain in effect until the tenure

review (unless the new faculty member is already tenured). Any changes in the expectations for the tenure-eligible/tenured faculty member must be made in consultation between the Department Chair and the faculty member.

At least every five years, tenured faculty members will re-evaluate their position responsibility statement with their Department Chair. The position responsibility statement may be reviewed and/or changed more frequently, however, as part of the annual review process. Any changes in the position responsibility statement must be made in consultation between the Department Chair and the tenured faculty member and signed and dated by both parties. The signed and dated copy will be on file in the faculty member's personnel file.

In the case of faculty members who have appointments in two departments (or a department and a program), a position responsibility statement will be written by the faculty member and the two Department Chairs and signed and dated by all three parties. Each department and college involved will receive copies of those statements as indicated above.

Department Chairs will have a position responsibility statement, written by the Department Chair and the Dean, describing the administrative and other departmental responsibilities of the position.

When both parties (the tenure-eligible/tenured faculty member and the Department Chair) agree to the position responsibility statement, it will be signed by both parties and dated. If, however, one of the parties disagrees with a proposed change to the faculty member's position responsibility statement, either party may refer the matter to the departmental position responsibility statement (PRS) mediation panel. This panel will consist of one tenured faculty member selected by the faculty member involved in the disagreement, one tenured faculty member selected by the Department Chair, and a third tenured faculty member elected by the senior faculty as the need arises (in order to consider any potential conflicts of interest). The elected faculty member will serve on the mediation panel until the dispute is resolved. The faculty members selected by the two parties will be selected at the time of the disagreement between those two parties.

The party referring the matter to the departmental PRS mediation panel will submit to the panel the faculty member's existing PRS, the text of the proposed PRS, an explanation of why the change is being sought or is not acceptable, and the faculty member's curriculum vitae. The other party should provide a written explanation of why the proposed change is not acceptable or is being sought. The departmental PRS mediation panel will review the materials that have been submitted, meet with both parties, deliberate on the issue, and deliver a written opinion within two months on how the disagreement should be resolved. The faculty member and the Department Chair should then reconsider the matter to see if an agreement can now be reached based on the panel's recommendation. If an agreement between the faculty member and the Department Chair does not then emerge within ten working days, the matter will be forwarded by the party disagreeing with the proposed change to the College of Agriculture and Life Sciences where a mechanism, which will be fair and equitable to both parties (e.g., elected group) will be in place for further consideration and resolution. If the issue is not resolved at this

level, the matter will be taken to the Dean of the College of Agriculture and Life Sciences by the party disagreeing with the proposed change.

During the time of this mediation process, the existing signed and dated PRS will remain in effect.

#### Section 11: Probationary review procedures

A faculty member on a tenure-eligible appointment for a specified time period is considered to be in a probationary period of service leading to tenure. The length of this probationary period is specified at the time of initial appointment, but ordinarily does not exceed three years (except in cases of part-time tenure-eligible appointments or in cases of an approved extension of the tenure-clock). A probationary performance review must be done no later than the third year of employment of tenure-eligible faculty. The probationary performance review must include peer assessment and an evaluation by the Department Chair. The purpose of the review is to provide constructive, developmental feedback to tenure-eligible (probationary) faculty regarding progress in meeting departmental criteria for promotion and/or tenure. By providing feedback to the faculty member early in his/her probationary period, ample opportunity is given to probationary faculty to make any needed changes in performance to meet expectations outlined in the position responsibility statement. This third-year review may also play a role in the decision to renew or not renew the faculty member's employment contract. A second departmental review of probationary faculty will occur no later than the sixth year of service, unless a promotion/tenure review will take place in the subsequent year.

To ensure that the probationary faculty member understands when he/she will be evaluated, the Department Chair must have the probationary faculty member sign a letter of intent which specifies the timing of the third-year (probationary) review. Faculty hired mid-year may have slightly longer or slightly shorter probationary periods than those hired at the beginning of the academic year, depending on the contractual decisions made at the time of hire.

For faculty with additional appointments in a secondary department or in a program/center/institute, expectations and obligations in each unit must be clearly specified. The role of the secondary department/unit in probationary reviews should be clarified in the position responsibility statement and letter of intent.

No later than the end of the first full or partial semester (including summer session) of employment, two mentors with major responsibilities in the areas of responsibility of the probationary faculty member must be appointed by the Department Chair. The function of the mentors is to provide informal annual review of the probationary faculty member's performance and to provide subsequent guidance on means to enhance the probationary faculty member's performance and portfolio. In the event that one mentor can no longer fulfill the responsibility, the candidate may choose to accept a replacement mentor appointed by the Department Chair.

Prior to the third-year probationary performance review, the Department Chair shall appoint a preliminary evaluation committee (PEC). This PEC must consist of five members, one selected by the probationary faculty member (usually the faculty member's mentor) and four selected by the Department Chair with consideration for diversity relative to the probationary faculty

member's discipline and professional responsibilities. The Department Chair shall appoint a chair of the PEC and shall inform the probationary faculty member of the PEC composition. The purpose of the PEC is to provide formal review of the probationary faculty member's performance for the third-year and tenure reviews. The PEC shall review the probationary faculty member's position responsibility statement, annual reports of faculty activity, peer teaching evaluations, curriculum vitae and other information provided to them by the probationary faculty member and/or Department Chair. For the third-year review, external letters may be solicited by the Department Chair only if the probationary faculty member agrees. The reviews are to be completed in accordance with current university and/or college time frames.

Upon completion of the informal annual reviews, the mentors shall prepare and provide to the probationary faculty member and the Department Chair a written evaluation of the faculty member's progress toward achieving promotion and tenure. This evaluation should be orally discussed with the probationary faculty member to give him/her the opportunity to seek clarification of items included in the written evaluation. These informal evaluation reports are to be retained in the department and are not to be forwarded to the college.

Upon completion of the formal third-year and tenure reviews, the PEC shall prepare and provide to the probationary faculty member and the Department Chair a written evaluation of the faculty member's progress toward achieving promotion and tenure. This evaluation should be orally discussed with the probationary faculty member to give him/her the opportunity to seek clarification of items included in the written evaluation. The PEC has the option to revise the written evaluation after discussion with the probationary faculty member, but the PEC is not obligated to do so. A summary of the final report of the PEC is to be orally presented to the senior faculty.

The Department Chair must also provide written feedback to the probationary faculty member as a part of the formal third-year and tenure reviews. The third-year and tenure written evaluations by the Department Chair and PEC may become a part of the promotion and tenure materials for the probationary faculty member upon request of the faculty member, PEC, and/or Department Chair.

In the event that the Department Chair decides not to renew a probationary faculty member's contract, written notice that the term-appointment is not to be renewed shall be given to the faculty member in advance of the expiration of the appointment, according to the following minimum periods of notice:

- not later than March 1 of the first academic year of service at Iowa State, if the appointment expires at the end of that year; or if a one-year appointment terminates during an academic year, at least three months in advance of its termination
- not later than December 15 of the second academic year of service at Iowa State, if the appointment expires at the end of that year; or if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination
- at least twelve months before the expiration of an appointment after two or more years at this institution

A tenure-eligible faculty member who is not recommended for reappointment shall be given an explanation of the action in an informal conference with the Department Chair and, if he or she requests it, shall be given a statement of reasons in writing. A faculty member who is denied reappointment can secure a review of the decision either through administrative channels or the Faculty Senate Appeals Committee if the faculty member believes that it results from improper procedure, or rests on grounds which violate academic freedom or constitutional rights, or is substantively arbitrary or capricious. In such appeal procedures, the burden of proof is on the faculty member.

## Section 12: Promotion and tenure review procedures

### **Promotion**

Promotion through the academic ranks is part of the recognition system of the University. Each step implies that the faculty member has demonstrated a certain level of competence, accomplishment, maturity, and recognition. Promotion from assistant to associate professor will be judged on actual accomplishment and potential for development. Promotion from associate to full professor will be judged on accomplishment and promise of continued development. Professor is the highest academic rank, and a faculty member must have proven his/her merit to be awarded that title. All accomplishments and credentials of a faculty member will be considered in making a decision on promotion, but emphasis shall be given to accomplishments and attainments while in the current rank.

### **Tenure**

Tenure is a status granted to faculty members, after a probationary term of employment, which indicates their employment is permanent. (Adjunct faculty, affiliate faculty, collaborators, lecturers, and clinicians are not granted tenure due to the nature of their appointments.) After award of tenure, a faculty member may be dismissed only for adequate cause, which includes, in addition to financial exigency of the institution,

1. professional dishonesty in teaching, research, or extension activity
2. demonstrated incompetence
3. substantial and manifest neglect of duty, and serious misconduct prohibited by official university policies

The purpose of tenure is to ensure academic freedom. Tenure benefits society by preventing unjust dismissal of faculty members for presenting their ideas, results and conclusions that may be at variance with social, political, popular or religious viewpoints or dogmas. Granting of tenure to a faculty member of the Department of Animal Science implies that the individual is judged to have potential to develop into an outstanding member of the academic community. The individual is expected to have been involved in departmental, college, and/or university activities and governance; to have been a willing worker in local, national and/or international societies and organizations of his/her profession; and to have upheld the high standards of the University, the College of Agriculture and Life Sciences and the Department of Animal Science. Tenured faculty members are expected to conduct academic activities in a scholarly manner and to present their ideas and research results for rigorous peer review.

**Terminology**

For this section of the faculty governance document, “candidate” shall mean the individual who is being considered for promotion and/or tenure. “Faculty” shall mean individuals with rank of assistant professor and above who have an academic appointment within the Department of Animal Science and who are granted the privilege of voting on promotion and/or tenure issues. The “senior faculty” shall be all tenured faculty in the Department of Animal Science of higher rank than the candidate under review and shall consist of: Senior Faculty I (all tenured full professors) and Senior Faculty II (all tenured associate professors). A “vote” is the actual count and includes the number eligible to vote, those voting positively, those voting negatively, and those abstaining. The term “Dean” refers to the Dean of the College of Agriculture and Life Sciences, and the term “Department Chair” refers to the Chair of the Animal Science Department. Duties outlined in this document to be conducted by the Dean or Department Chair may be delegated to his/her representative(s). “Documentation” will mean items prepared and submitted to support the nomination of a candidate who is being considered for promotion and/or tenure within the Department.

**CRITERIA****General Considerations**

Through tenure and promotion policies, the Department of Animal Science seeks to add innovative and creative scholars to its senior ranks. Because each individual is unique, there must be a substantial subjective component to the criteria by which they are selected. Thus, the following criteria are general, not specific, to ensure that each candidate, regardless of his/her discipline or responsibilities or cross-disciplinary area, receives a fair and impartial evaluation.

**Bases for Evaluation**

Evaluation of a faculty member for promotion and/or tenure shall be based on criteria related to the individual’s job description in the following four areas: (1) teaching; (2) research; (3) extension/outreach and (4) service. For individuals who have assignments in more than one area, performance shall be evaluated against the position responsibility statement in proportion to assignment in each area. To be promoted and/or tenured, a faculty member must have demonstrated scholarly excellence in at least one of the first three areas and competence in the other areas relevant to his/her assignments. In all areas of activity, a faculty member must exhibit a strong sense of professional ethics.

The University Promotion and Tenure Document provides ways in which excellence may be demonstrated in each area of evaluation, and it should be consulted. In general, the substantive criteria for promotion and tenure recommendations are the effectiveness of the candidate in carrying out his/her assignments. Appendix 1 attached to this document gives a sample format for documentation of scholarly activities. The candidate is encouraged to expand this listing if needed to better support his/her nomination. Excellence in these duty areas may broadly be documented by area including but not limited to:

- a) Teaching – high quality classroom contact, the development of quality educational materials, innovations, peer recognition of teaching contributions, quality advising, and quality student evaluations.
- b) Research/creative activities – peer reviewed publications that contribute substantially to basic and/or applied knowledge. The evaluation of a candidate shall be based on the significance of the contributions and the rapidity of publishing common in the candidate's research discipline.
- c) Extension/professional practice – clientele and peer recognition of effective outreach programs and innovations including bulletins and other forms of written communications; audio visual or computer outreach; and personal contacts.
- d) Institutional service – contributions to departmental program, college, or university committees and activities; professional/scientific societies; trade associations; or public, private, or international organizations that enhance the image and/or reputation of Iowa State University and the Department of Animal Science.

Criteria considered for promotion and/or tenure decisions shall primarily be scholarly activities completed by the candidate while in the current rank. All accomplishments and credentials of the candidate, however, may be important in establishing an individual's national or international reputation and shall weigh in making promotion and/or tenure decisions. Therefore, a copy of the candidate's complete professional curriculum vitae and portfolio shall be included in the documentation. The candidate is responsible to ensure that the materials are up-to-date and complete. Also, external reviews (see Procedures – External Reviews) from individuals competent in the candidate's discipline or cross-disciplinary area shall be solicited and will become part of the criteria considered.

Each faculty member will have a written position responsibility statement maintained at the departmental level against which performance shall be evaluated. The position responsibility statement will list the responsibilities of the individual's position, which shall be reviewed by the faculty member and Department Chair at least every five years, and may be modified or changed upon mutual agreement. New faculty should have a consistent position responsibility statement until a decision on tenure has been rendered. (See section 10 of this document.)

### **Description of the Academic Ranks**

For a description of the academic ranks, please see the University promotion and tenure policy.

### **Qualifications for Academic Rank**

For a description of the qualifications of academic ranks, please refer to the University promotion and tenure policy.

## **PROCEDURES**

### **Candidate Selection for Departmental Review**

1. By May 15 of each year, the Department Chair shall send a memo to all tenure-track assistant professors and associate professors asking if they wish to be considered for promotion and/or tenure during coming academic year. Potential candidates must notify

the Department Chair by June 1 if they choose to refuse or accept consideration and, if so, to furnish the name of a tenured faculty member (mentor) senior to the candidate in rank who will assist the candidate in preparation of the curriculum vitae. Failure of potential candidates to respond to the Department Chair by June 1 shall be construed as the candidate's desire to refuse consideration.

2. Assistant professors with 4 years in rank must be considered for promotion review each year until successfully promoted or employment is terminated. It is recommended that associate professors with 6 years in rank or a total of 10 years combined at the rank of assistant professor and associate professor be considered for promotion review every three years until successfully promoted.
3. Except in unusual circumstances, candidates being considered for promotion to associate professor will also be simultaneously considered for tenure.
4. The Department Chair can nominate candidates at any time for consideration for promotion and/or tenure, but must inform the candidate of this in writing.
5. Candidates can request removal from consideration for promotion at any time during the process, except for assistant professors under item 2 above.

#### **Promotion/Tenure Committees**

Promotion/tenure committees shall be composed of tenured members of the Animal Science faculty senior in rank to the candidate.

Each candidate shall have a Preliminary Evaluation Committee (PEC) that consists of a minimum of three members in addition to the candidate's mentors, with consideration for diversity relative to the candidate's discipline and professional responsibilities. The Department Chair shall appoint a PEC chair and shall inform the candidate of the PEC composition. This committee shall review the candidate's curriculum vitae, present a summary of the curriculum vitae and professional accomplishments to the senior faculty, and recommend whether the candidate should be promoted and/or given tenure.

#### **Preparation of Curriculum Vitae and Portfolio**

It shall be the responsibility of the candidate to prepare and submit by August 15 the curriculum vitae and summary of professional accomplishments to be used in promotion and/or tenure decisions. The curriculum vitae shall be in a format similar to that outlined in appendix 1. Failure of the candidate to submit the curriculum vitae by August 15 shall make it self-evident that promotion and/or tenure consideration is not desired at this time by the candidate; however, this statement does not apply to candidates in years of mandatory review. Candidates being recommended for promotion and/or tenure by the department may need to alter the information contained in appendix 1 based on specific college or university requirements during the year promotion and/or tenure is desired.

Candidates are encouraged to add any information beyond that requested in Appendix 1, if they feel it is needed to fully explain their contributions and value to the Department of Animal Science, to the College of Agriculture and Life Sciences, or to Iowa State University.

The PEC may suggest changes in the curriculum vitae, but the decision of whether to make the suggested changes will be made by the candidate. The curriculum vitae prepared for promotion and/or tenure decisions shall be available for inspection by external reviewers, senior faculty of the Department of Animal Science, and appropriate college and university committees and administrators.

### **External Reviews**

Candidates for promotion and/or tenure shall have external review as part of their documentation. However, external reviews will not be solicited for candidates who receive a negative recommendation from the departmental PEC, unless the candidate is in a mandatory year of review. External reviews shall be solicited from sources outside the department of primary assignment. The external reviewers may be from other departments at Iowa State University, other universities, or other sources as deemed appropriate. The candidate's assignments in teaching, research, and/or extension should be considered in selection of the reviewers.

External reviews shall be solicited from five to six qualified individuals with at least one of the reviewers being suggested by the candidate and one not by the candidate. The candidate may present a list of individuals whom he/she believes may be biased; with a statement of reasons to support this belief. At least one of the solicited reviewers shall be from out-of-state. The Department Chair shall solicit the reviews. A copy of the candidate's complete curriculum vitae and other relevant materials (including the position responsibility statement) will be sent to the external reviewers to aid in evaluation. The reviewers shall be asked to be specific and to comment on particular aspects of the candidate's scholarly contributions and their impact on the discipline or cross-disciplinary area as well as to compare the candidate with others at the same stage of their careers. The names of the external reviewers and the verbatim content of their reports shall not be made available to the candidate. In solicitation of external reviews, it shall be stated that "the contents of the reviews are regarded by the University as confidential to the extent permitted by law and shall be released only to those individuals who are authorized to review and make recommendations on the candidate". Also, in the letter soliciting the reviews, it shall be stated that "all accomplishments and credentials of a faculty member are considered at Iowa State University in making a decision on promotion and/or tenure, but primary emphasis is given to accomplishments and attainments while in the current rank".

All external reviews received by the department shall become part of the documentation of the candidate. The original reviews shall be forwarded with the documentation to the Dean for candidates being recommended for promotion and/or tenure by departments, and the original reviews shall be forwarded to the Office of the Provost for candidates being recommended by the College for promotion and/or tenure, where they will be retained. To preserve confidentiality of reviews for candidates not being recommended for promotion and/or tenure, the external reviews shall be retained by the Dean or Department Chair, as appropriate, until it is evident that no appeal is forthcoming and then shall be destroyed. Copies of external reviews attached to copies

of the documentation, for use in departmental or College promotion and/or tenure decisions, shall be handled with the same confidentiality as original reviews and either forwarded to the Office of the Provost along with the documentation for candidates being recommended by the College for promotion and/or tenure, or destroyed by the Dean or Department Chair as appropriate.

### **Faculty Review of Documentation**

The curriculum vitae and external reviews of candidate portfolios for promotion and/or tenure shall be made available for review by the senior faculty. The documents shall be available for review by October 10 in the Department office or via a secure server with access restricted to the appropriate senior faculty.

### **Promotion/Tenure Review Meeting**

A meeting of the promotion/tenure committees shall be called by the Department Chair no later than October 25 with consideration given for maximal faculty participation. At least five working days advance notice shall be given. A quorum consists of two-thirds of the senior faculty who are employed on campus and who are not on faculty leave or on international assignment for fall term. If two-thirds of the senior faculty are not present, an alternate date shall be set when two-thirds of the senior faculty are present unless electronic voting and/or absentee ballots are available, in which case this statement does not apply. With sufficient justification, faculty members may remove themselves from the Promotion and Tenure Review Committee at any time before the Senior Faculty Meeting. This action requires the approval of the Department Chair, and is considered to reduce the size of the senior faculty quorum.

At the promotion/tenure meeting, the reports and recommendations on promotion and/or tenure shall be given by the PEC. Any senior faculty member may make individual comments after the PEC report has been given. Senior faculty members may ask questions of the PEC or other members of the senior faculty. The meetings will be chaired by the Department Chair and shall be conducted according to Robert's Rules of Order.

Candidates for promotion to associate professor with or without tenure will be considered first. Senior Faculty II will then be dismissed, and candidates for promotion to full professor will be considered by Senior Faculty I.

### **The Vote**

Ballots shall be distributed to senior faculty members by the Department Chair at the promotion/tenure review meetings. Ballot I shall be distributed to Senior Faculty I and Senior Faculty II and shall contain names of assistant professors being considered for promotion and/or tenure. Ballot II shall be distributed to Senior Faculty I and contain names of associate professors being considered for promotion. Ballots shall list the name of the candidate, the promotion and/or tenure decision to be made and space for a vote of "yes", or "no" or "abstain". Senior faculty members may not be asked by the Department Chair to sign the ballot as a condition of submitting it.

Faculty who have legitimate excuses for missing the promotion/tenure meeting can vote via an absentee ballot. Each ballot is placed in an unsigned envelope that in turn is placed in a signed

envelope to be delivered to the chair of the teller committee no later than the end of the day of the promotion/tenure review meetings.

The teller committee will consist of two full professors appointed by the Department Chair. The chair of the teller committee shall keep a record of those who have voted and securely store the unsigned, sealed envelopes until the end of the voting period.

If electronic voting is used exclusively for votes on promotion and/or tenure decisions, the first three paragraphs of this section shall be considered null and void.

For the candidate to be recommended for promotion and/or tenure, two-thirds of those voting must be affirmative. If the vote for promotion and tenure on an assistant professor in her/his final year for receiving promotion and tenure is not affirmative, a second ballot shall be distributed to the tenured faculty with the question, "Shall this candidate be granted tenure without promotion?", and spaces for a vote of "yes", "no" or "abstain". A two-thirds affirmative vote of those voting is required for the candidate to be recommended for tenure at the rank of assistant professor. The procedures and timelines outlined under "The Vote" shall be used if a second vote is necessary. The Department Chair may at any time, with the consent of the candidate, request that the tenured faculty vote on granting tenure independent of promotion. In these cases, the procedures outlined above for granting of tenure without promotion shall be used.

#### *Multiple voting policy*

Any senior faculty member involved in a promotion and/or tenure decision may vote only once on any individual candidate. For administrators, this one opportunity for input takes place at the appropriate administrative level. Departmental faculty serving on the College of Agriculture and Life Sciences promotion & tenure committee may not vote at the college level for candidates from their home department because they will have already voted on the candidate at the department level. It is important to adhere to a "one person one vote" policy.

Faculty members serving on the PEC will NOT cast a formal vote as a part of the process to achieve a committee recommendation for promotion and/or tenure. The recommendation of the PEC will be presented to the senior faculty. Only eligible senior faculty members are permitted to vote on the candidate at the departmental promotion and/or tenure meeting in October. The votes of the eligible senior faculty represent the department faculty's decision. As a result, each faculty member's vote counts equally and no faculty member votes more than once.

The Department Chair is required to make a recommendation on promotion and/or tenure decisions as part of his/her administrative responsibilities. This required recommendation is his/her one and only opportunity to vote or make a recommendation on candidates from his/her administrative unit. Thus, the Department Chair may not vote as part of the department faculty. If the Department Chair serves in an advisory capacity at the college level, he/she may not provide advice on candidates from the Animal Science Department.

Administrative faculty at the college level (associate deans, etc.) who vote or give advice concerning promotion and/or tenure candidates at the college level may not participate in the promotion and tenure process in their home departments or as part of a college promotion and tenure committee. Administrative faculty at the provost level who vote or give advice to the

Provost concerning candidates for promotion and/or tenure may not participate in the promotion and tenure process in their home departments or colleges.

### **Outcome**

The teller committee will count the votes and deliver the results to the Department Chair. The Department Chair shall prepare the Recommendation for Promotion form for each candidate who is being recommended for promotion and/or tenure by the senior faculty. Candidates being put forward to the Dean will assist the Department Chair in completing the Recommendation for Promotion form. The Department Chair shall inform the senior faculty of the outcome of the votes. Actual vote counts will be available to the senior faculty in the Department Chair's office. Also, the Department Chair will inform each candidate in writing of the outcome of the vote, including the actual vote count in order to give the candidate the opportunity to withdraw his/her application. If the vote is negative, the reasons for the negative vote (as perceived by the Department Chair in consultation with the PEC) shall be stated to the candidate. Senior faculty are encouraged not to divulge specific details of the promotion/tenure review committee deliberations directly with the candidate, as this potentially undermines the established process.

The Department Chair may prepare Recommendations for Promotion forms for candidates irrespective of the recommendation of the faculty. If the Department Chair chooses to do this, he/she shall inform the faculty of this action and shall forward the actual vote count of the faculty to the Dean. In addition, negative recommendations of candidates for whom tenure decisions are mandatory must be prepared and forwarded to the Dean, along with the actual count of the vote.

### **Promotion and/or Tenure Report**

A report of the proceedings of the promotion/tenure review committee meetings is required as part of the Recommendation for Promotion form. The Department Chair shall be responsible for preparing this report, which includes the vote of the faculty and a discussion of the reasons the candidate is being recommended. Each candidate who is being recommended for promotion and/or tenure shall be given an opportunity to review the factual information to be submitted and to inform the Department Chair of any ways in which he/she believes this information to be incomplete or inaccurate. The factual information available for review by the candidate shall include all parts of the documentation being forwarded except the Recommendation for Promotion form and external reviews.

### **College Approval or Denial**

The Department Chair will be notified of the College decision on promotion and/or tenure by written memo, and reasons for denial shall be stated. Subsequently, the Department Chair shall inform the candidate of the College decision by written memo. If promotion and/or tenure have been denied, the Department Chair shall discuss the reasons given for denial by higher administration and, where appropriate, the means for improving performance.

### **Suggested schedule<sup>a</sup> for promotion and/or tenure reviews**

May 15            Memo sent to all assistant and associate professors offering the opportunity for consideration of promotion and/or tenure.

- June 1 Last day for faculty to acknowledge their desire to participate in promotion and/or tenure.
- August 1 Preliminary evaluation committee (PEC) formed and candidate notified
- August 15 Promotion and/or tenure materials turned in to Department Chair. These materials include curriculum vitae and portfolios relative to candidate's position responsibility statement.
- September 1 Preliminary review by PEC completed and written communication to Department Chair on whether to proceed with the process. PEC works with candidate on revising and improving P&T materials.
- September 10 Revised promotion and/or tenure materials sent to external reviewers (only if the PEC recommends).
- October 1 External reviewers recommendations are to be returned to the Department Chair
- October 10 Candidate's materials available for departmental review
- October 25 PEC reports to senior faculty at Promotion and Tenure Review Committee meeting
- November 15 Department Chair forwards materials to the College after candidate reviews for accuracy.

<sup>a</sup> Dates may have to be modified to meet Administrative deadlines at the College or University level. For any of the above dates that does not coincide with a normal work day at the university (i.e., Saturday, Sunday, or a university holiday), the deadline will be extended until the next normal work day at the university.

### Section 13: Post-tenure review procedures

It is the goal of the Animal Science Department to continually move toward the University's mission of being the best land-grant university in the country. Post-tenure review will be used by the Animal Science Department in progressing towards this goal. An additional benefit will be improved awareness of each faculty member's program by their co-workers as it relates to the department, college and university strategic plans.

Faculty covered by this policy will be full professors or associate professors who have not applied for promotion within the previous seven years. Reviews will be conducted for each faculty member once every seven years, with approximately 15% of the senior faculty reviewed each year. Those selected for each of the first seven years will be by lottery and at seven-year intervals for their subsequent reviews. Associate professors who apply for promotion to the rank of full professor will automatically be reviewed every seven years, beginning seven years after application for promotion to full professor. New faculty hires will be reviewed seven years after their starting date if they meet the requirements for faculty covered by this policy. Senior faculty

who have submitted a signed retirement agreement are exempt from this policy. Faculty members may request their post-tenure review more frequently than every seven years but no more frequently than every three years.

The Post Tenure Review Committee (PTRC) will be composed of five senior faculty (associate or full professors) for each candidate being reviewed. The PTRC members should represent all major thrusts of the Department (learning, scholarship and engagement) along with discipline expertise relative to the faculty member being reviewed. Faculty being reviewed may suggest members for their PTRC to the Chair. The Chair will inform the faculty member whom he/she is suggesting for their PTRC along with an alternate. Faculty members may reject one committee member in a confidential manner prior to the committee being officially appointed by the Chair. If a member of the committee is rejected, then the alternate automatically fills the position. It is the Chair's responsibility to ensure the workload of conducting PTRCs is fairly distributed among the senior faculty. Faculty members with joint appointments should have representation from both departments so that the review meets the requirements for both departments' post-tenure review policies, thus eliminating duplicate reviews. Chairs from the two departments sharing faculty will develop a unified review for shared faculty.

Materials to be reviewed by the PTRC will include at least the last seven annual activity reports and a full listing of publications, presentations, courses taught and other evidence of scholarly activity during the preceding seven years. Additional material may be submitted at the discretion of the faculty member under review. The PTRC will use the faculty member's position responsibility statement for the period covered by the review as reference information when conducting the review. Additionally, the departmental office will provide a summary of all allocated funds (support) that the faculty member has received during the previous seven years. Support includes operating expenses, support staff/technicians, assistantships, research facilities and equipment.

The PTRC will meet in the spring semester after departmental faculty activity reports are completed. After reviewing the faculty member's credentials, the PTRC will meet with the faculty member to discuss their review. Following this face-to-face interaction, within 30 days the PTRC will submit a written report to the Chair and to the faculty member. Reviews are to be constructive critiques of the faculty member that can guide the faculty member to improve his/her job performance and assist with the mission of the department. Reviewed faculty may file a written response, within 60 days of receiving the PTRC report, with the Chair relative to the PTRC report. The PTRC reports and faculty member responses are confidential and can not be distributed to anyone without the faculty member's written consent.

The Chair's role would be to use the PTRC report in the faculty member's annual evaluations to ensure the faculty member's activities are in accordance with the faculty member's position responsibility statement. Additionally, the Chair will monitor progress made with regards to the PTRC's suggestions and should discuss progress in the faculty member's annual reviews.

#### Suggested schedule<sup>a</sup> for post-tenure reviews

January 10     Chair notifies faculty scheduled for post-tenure review.

- January 25 Faculty submits suggestions for members of their PTRC to the Chair.
- February 1 Faculty receives list of proposed PTRC members and alternate.
- February 15 Faculty member communicates his/her acceptance of their PTRC.
- February 20 Chair notifies senior faculty of which PTRC they will serve on and appoints a chairperson for each PTRC.
- Feb-May All post-tenure reviews completed.
- May 15 All PTRC reports submitted to Chair.
- July 15 Individual faculty responses to their PTRC report filed with DEO.

<sup>a</sup> Dates may have to be modified to meet Administrative deadlines at the College or University level. For any of the above dates that does not coincide with a normal work day at the university (i.e., Saturday, Sunday, or a university holiday), the deadline will be extended until the next normal work day at the university

#### Section 14: Procedures for appointment of non-tenure track faculty

##### **1. Adjunct faculty**

The departments in the College of Agriculture and Life Sciences have periodic need to appoint non-tenure eligible faculty in adjunct positions. Adjunct appointments recommended by the department must be approved by the college and the provost.

Adjunct appointments are full-time or part-time renewable term positions with these possible titles: adjunct professor, adjunct associate professor, and adjunct assistant professor. Adjunct appointments will not exceed five years for each term appointment and will require a notice of one year of intent not to renew, except when the appointment is for one year or less.

The college may approve hires of adjunct faculty in the following two categories:

- 1) Adjunct Category 1: adjuncts employed part-time by the university and part- or full-time elsewhere
- 2) Adjunct Category 2: adjuncts employed only by the university

Please see the College policies for further details and descriptions of these two categories of adjunct faculty.

All adjunct faculty should be hired through established university search processes.

Each adjunct faculty member will have a position responsibility statement reflecting the nature of his/her responsibilities. Reviews will be based on the position responsibility statement and will consider performance in all areas of responsibility.

Adjunct faculty will be reviewed similarly to Animal Science tenure-track faculty except that no tenure component will be considered with the review and that the advancement materials will not be reviewed by the College and/or University promotion and tenure review committees.

- Annual review. Annual review of adjunct faculty will follow procedures outlined for the review for tenure-eligible faculty positions.
- Renewal review. Renewal review will follow procedures outlined for the renewal review of other tenure-eligible faculty, except that there is no requirement that adjunct faculty must be advanced (promoted) after a particular period of time.
- Advancement review. When an adjunct assistant professor or adjunct associate professor and the Department Chair agree that it is appropriate to seek advancement to the next adjunct level, the same faculty committee(s) which considers advancement of tenure-eligible faculty will review the record of the adjunct faculty member.
- Materials for advancement review. Materials to be submitted for review will include documentation of all areas of responsibility as specified by the Department Chair in accordance with College policies. Requests for advancement forwarded to the college and provost should include a summary of the review results and a statement regarding the continuing need of the unit. If a department does not recommend advancement, no recommendation should be forwarded to the college.

Recommendations for advancement must originate in the department and be approved by the college and provost. Because advancement is *not* a part of the promotion and tenure process, department schedules for this review may differ from university and/or college guidelines for P&T review.

- Criteria for advancement from Adjunct Assistant Professor to Adjunct Associate Professor. For the department to recommend advancement to Adjunct Associate Professor, the faculty member must demonstrate effective performance in all areas of responsibility and must demonstrate excellence in scholarship (scholarship is defined in the Faculty Handbook).
- Criteria for advancement from Adjunct Associate Professor to Adjunct Professor. For the department to recommend advancement to Adjunct Professor, the faculty member must demonstrate effective performance in all areas of responsibility and must demonstrate distinction in scholarship (scholarship is defined in the Faculty Handbook).

Adjunct faculty will have the same privileges as tenured and tenure-track faculty, except that they will not cast votes in tenure and promotion-related issues.

No changes to the status, title, and privileges of persons already holding continuous adjunct non-tenure-eligible faculty positions shall be made unless requested by such a

person. These faculty will continue to be reviewed under the P&T process as specified in the Faculty Handbook.

## **2. Collaborators**

Application procedure for collaborators:

1. A letter must be provided by the potential collaborator outlining the possible contributions the person would make as a collaborator to the programs of the Department of Animal Science.
2. A letter must be provided from the collaborator's employer indicating approval of the affiliation with Iowa State University, adequate time to contribute to the Department of Animal Science, and compatibility of the collaborative status with current job responsibilities.
3. A curriculum vita describing the individual's educational and professional experience and scholarly achievements must be provided.
4. A letter from a faculty member in the Department of Animal Science that is interested in serving as a sponsor/liaison must be provided.

## **REVIEW OF APPLICATION**

1. The Chair of the Department of Animal Science will appoint a 3-person review committee that will report to the faculty their assessment of the candidate.
2. Review criteria for collaborator status:
  - a. The individual's scholarly qualifications must be at least equivalent to those of an Assistant Professor in the Department of Animal Science.
  - b. There must be a clear articulation from the potential collaborator on how his/her collaborator status will enhance the Department of Animal Science.
  - c. Commitment by a faculty member to serve as a sponsor/liaison between the collaborator and the Department of Animal Science. The sponsor/liaison will be responsible for communicating the expectations outlined below as well as obtaining the yearly report of activities.

## **Voting on the applicant:**

1. The nominee must receive an affirmative vote from a majority of the faculty in the Department of Animal Science to be a collaborator.
2. An affirmative vote will entitle the applicant to an appointment for five years as a collaborator. It is expected that each collaborator will submit a yearly report of activities to assist in evaluating reappointments.

## **Reappointment procedure:**

1. At end of the fourth year of a five-year appointment, the Collaborator will submit a request for appointment renewal to the Chair of the Department of Animal Science. In this request, the collaborator will document the collaborations with the department over the last four years.

2. The Chair of the Department of Animal Science will appoint three faculty members to serve as a review committee. The review committee will review the collaborator's contributions to the department and report to the Department Chair.
3. The collaborator is expected to provide evidence for contributions in one or more of the following activities each year to maintain collaborator status:
  - a. Evidence of active participation in a research project with a faculty member of the department.
  - b. The department will be acknowledged on the Collaborator's publications when departmental facilities (animal, laboratory) and/or personnel (faculty or graduate students) were utilized in the research.
  - c. Presentation of at least one formal lecture in an animal science course or affiliated outreach activity. Evidence of service on a program of study committee for graduate students in animal science.
  - d. Provide a unique off-campus educational experience related to animal science for graduate or undergraduate students in animal science.
  - e. Contribute to departmental committees such as organizing outreach activities (e.g., conference, web site, ICN meeting).
4. The Department Chair will either reappoint the collaborator for a new term of five years or deny the reappointment.

### **Voting rights**

Collaborators will have voting rights associated with faculty members, except for votes related to promotion and/or tenure issues.

## Section 15: Procedures for appointment, reappointment, advancement and review of lecturers and clinicians

### **Preface**

Lecturers and Clinicians are primarily used to support the instructional mission of the Department of Animal Science, College of Agriculture and Life Sciences, including involvement in resident-based and distance education teaching, laboratory supervision, undergraduate advising, coordination of student services, and supervision of student experiences in the field.

### **Lecturer/Clinician**

*Term of Appointment* - The Lecturer/Clinician is a renewable limited term full- or part-time appointment, ranging from one semester to three years.

*Appointment and Evaluation* - Lecturers and Clinicians are hired according to established departmental and University procedures and will include input from tenured and tenure-track faculty, consistent with the department's governance document. A written position responsibility statement will be prepared that clearly indicates the duties and expectations of the Lecturer/Clinician. Hiring of Lecturers and Clinicians must be approved by the Dean.

Consistent with the procedures used for tenured and tenure-track faculty, Lecturers and Clinicians will be evaluated annually by the department chair. The annual evaluation will be

based upon an up-dated report of activities specifically developed for the lecturer/clinician appointment and will be conducted according to regular departmental procedures.

*Reappointment Review* – Lecturers and Clinicians will be considered for reappointment based upon a positive outcome of the evaluation process and demonstration of a continued need within the department. The Position Responsibility Statement will be the basis for the reappointment decision with the criteria for reappointment as are (1) demonstrated excellence in the performance of duties outlined in the Position Responsibility Statement (2) satisfactory evidence of teaching-related service activities (*e.g.* committees, *ad hoc* work groups, participation in learning communities) (3) evidence of teaching-related service activities (*e.g.* attendance and participation at professional meetings, participation in Center for Excellence in Learning and Teaching and College of Agriculture and Life Sciences professional development programs) and (4) a continuing need for the position in fulfilling the department's mission.

The decision to renew the appointment of a Lecturer/Clinician (for up to three additional years) will be made by the Department Chair in consultation with faculty. Reappointment of Lecturers and Clinicians must be approved by the Dean.

*Advancement Review* – Persons on appointment as Lecturers and Clinicians may be considered for advancement to Senior Lecturer and Senior Clinician, and advancements may be granted without conducting a faculty search. Evaluations for advancement to Senior Lecturer and Senior Clinician will be conducted by a Preliminary Evaluation Committee (PEC). The review of the candidate will be based upon: (1) demonstrated excellence in the performance of duties outlined in the position responsibility statement (2) satisfactory evidence of teaching-related service activities (*e.g.* committees, *ad hoc* work groups, participation in learning communities) (3) evidence of teaching-related service activities (*e.g.* attendance and participation at professional meetings, participation in Center for Excellence in Learning and Teaching and College of Agriculture and Life Sciences professional development programs) and (4) a continuing need for the position in fulfilling the department's mission. Materials provided to the PEC should include the annual activity reports of the individual, a narrative written by the candidate summarizing and analyzing his/her activities over the time under review, and any supporting materials the individual wishes to include (clinical reports, manuals, web pages, published papers, summaries of instructor evaluations). The PEC will provide its recommendation to the senior faculty who will vote on the promotion from Lecturer to Senior Lecturer (or from Clinician to Senior Clinician). The Department Chair must approve the senior faculty's recommendation for advancement and obtain final approval from the Dean and the Provost.

### **Senior Lecturer/Senior Clinician**

Senior Lecturers and Senior Clinicians are limited term appointments. To be eligible for appointment as Senior Lecturer or Senior Clinician, the individual must have served as a Lecturer or Clinician or its academic or professional equivalent for six years. Each Senior Lecturer/Clinician will have a written Position Responsibility Statement that clearly outlines responsibilities and expectations.

*Evaluation* – Senior Lecturers and Senior Clinicians will be evaluated annually as described above (see above under *Evaluation* for **Lecturers/Clinicians**).

*Reappointment Review* - A faculty PEC, appointed by the Department Chair, will have the responsibility of conducting a review of Senior Lecturers and Senior Clinicians at least once every five years. The criteria for reappointment at the rank of Senior Lecturer/Senior Clinician are (1) demonstrated excellence in the performance of duties outlined in the Position Responsibility Statement (2) satisfactory evidence of teaching-related service activities (*e.g.* committees, *ad hoc* work groups, participation in learning communities) (3) evidence of teaching-related service activities (*e.g.* attendance and participation at professional meetings, participation in the Center for Excellence in Learning and Teaching (CELT), participation in College of Agriculture and Life Sciences professional development programs) and (4) a continuing need for the position in fulfilling the department's mission.

The faculty PEC will make a written recommendation for or against reappointment to the Department Chair. The Department Chair must approve each reappointment and must obtain final approval from the Dean and the Provost.

*Departmental rights* - The Lecturer, Clinician, Senior Lecturer, and Senior Clinician shall have all rights and responsibilities of non tenure-track faculty. They are not eligible to cast votes in promotion and/or tenure-related matters.

#### Section 16: Procedures for review of the department Chair

Sub-section A: The appointment of the Department Chair is 100% administrative. The position responsibilities are as follows. Provide effective, visible leadership to department. Maintain strong, positive relationships with major stakeholder organizations. Serve as department's advocate and point-of-contact with college administration. Coordinate activities of departmental administrative team. Effectively and responsibly manage department's fiscal, physical and personnel resources. Allocate program resources in recognition of priorities, needs, and performance. Assess performance of faculty; provide constructive feedback and appropriate reward through salary and other recognition. Supervise departmental administrative staff. Enhance diversity in departmental programming. Maintain open communication channels with faculty, staff, students and external stakeholders. Pro-actively plan future directions of department. Prioritize needs for new faculty; recruit and hire excellent new faculty; facilitate their success. Set standards of excellence for all departmental activities. Provide regional and national leadership for programs that enhance animal science programs.

Sub-section B: Annual review of the Department Chair is to be conducted by the Dean of the College of Agriculture and Life Sciences (or his/her designee). All faculty members in the Department of Animal Science shall be provided an opportunity to provide feedback to the Dean during this review process. To be consistent with the evaluation of non-administrative faculty, the position responsibility statement for the Department Chair should be made available to the faculty. Faculty are asked to provide positive reinforcement as well as constructive criticism. Evaluations should be conducted during the spring of each year.

Sub-section C: Prior to reappointment, the Dean of the College of Agriculture and Life Sciences will initiate an evaluation of the Chair of the Animal Science Department. This evaluation shall include the opportunity for input from all Animal Science Department faculty members. The focus of the evaluation shall be on the performance of the Department Chair and his/her administrative units, considering:

- a) the Departmental mission statement and strategic plan
- b) leadership in developing, articulating, and implementing improvements in teaching, research, and outreach programs in the Animal Science Department
- c) progress in acquiring financial support and high-quality faculty and staff to achieve program objectives and to effectively administer those programs
- d) relationships with Animal Science Department faculty, staff, and students, administrators in the College of Agriculture and Life Sciences, faculty and administrators in other colleges at Iowa State University, and agricultural industry leaders

The review and evaluation procedure shall consist of:

- a) a self-assessment by the Department Chair, which will be distributed to the Animal Science Department faculty. The self-assessment document, which should be no more than 3 pages in length, should include goals the Chair had set at the beginning of his/her current appointment, progress toward achieving those goals (highlight major accomplishments), as well as goals for the term of reappointment.
- b) an evaluation of the Chair by departmental faculty, provided directly to the Dean. This evaluation opportunity should be available to all faculty, regardless of rank, and may take the form of responses to a brief survey or other mechanism deemed appropriate by the Dean.
- c) input from stakeholder groups such as livestock commodity groups, students, and others who may be knowledgeable regarding the function of the Department

#### Section 17: Procedures for filling a vacant department Chair position

When the position of Chair of the Animal Science Department becomes vacant, The Dean of the College of Agriculture and Life Sciences shall be responsible for filling the vacancy. All appointments, whether on an interim or regular basis, should not be made until after the Animal Science Department faculty have been consulted and given the opportunity to provide input to the Dean.

For appointment of a Chair on an interim basis, it is recommended that the Dean notify all Animal Science Department faculty members of the vacancy and solicit their nominations for an Interim Chair. It is recommended that the Dean then meet with the Department internal advisory committee to identify the three most qualified candidates to appoint. The Dean shall then appoint the Interim Chair.

For appointment of a Chair on a non-interim basis, it is recommended that the Dean notify all Animal Science Department faculty members of the vacancy. It is recommended that the Dean appoint a screening and search committee that shall consist, as a minimum, of at least six departmental faculty members (one assistant professor, two associate professors, and three full, University, or Distinguished professors), as well as two members from Iowa livestock

commodity organizations. The screening and search committee shall identify a minimum of two and maximum of five candidates that shall be brought to campus for personal interviews. All departmental faculty shall be given the opportunity to participate in the interview process and to provide input to the Dean (either directly, or via the screening and search committee) prior to a hiring decision. After consideration of input from departmental faculty and interested others, the Dean shall appoint the Chair.

Section 18: Anti-discrimination statement

In accordance with University policy, the Animal Science Department prohibits discrimination, which can include disparate treatment directed toward an individual or group of individuals based on race, ethnicity, sex, pregnancy, color, religion, national origin, physical or mental disability, age (40 and over), marital status, sexual orientation, gender identity, status as a U.S. Veteran (disabled, Vietnam, or other), or other protected class, that adversely affects their employment or education.

Section 19: Modification of the departmental faculty governance document

The policies and procedures described herein are effective upon adoption by a two-thirds affirmative vote of the faculty. Revisions of this document may be initiated at any time by written petition signed by one-third of the faculty, or by a majority affirmative vote of the faculty present at a regularly scheduled faculty meeting. Before a vote to amend this document is taken, at least one faculty meeting must be held at which the proposed amendment(s) shall be explained and discussed. Once a proposed change has been presented and discussed, the Chair shall conduct a written vote of the faculty, with a two-thirds affirmative vote being required for adoption. The departmental faculty governance committee may make non-substantive changes (e.g., correct spelling errors, adopt language/policies mandated by the college and/or university) to this document without the need for a 2/3 vote.

## APPENDIX 1.

**Curriculum Vitae**

- I. Name of Faculty Member                      Departmental Affiliations
- II. Proposed Rank
- III. Degrees Held Institution Date
- IV. Summary of Professional Experience  
(This section should itemize your years of experience in teaching, research, and extension/professional practice work and should not be limited to the years of service at Iowa State.)
- V. ISU Personnel Record
- |               |                 |                     |   |
|---------------|-----------------|---------------------|---|
| Ranks<br>Held | Date of<br>rank | Appointment<br>base | Proportion of assignment in teaching,<br>research, and extension/professional<br>Practice |
|---------------|-----------------|---------------------|---|
- VI. Professional Associations  
List membership in professional associations.
- VII. Awards, Honors, and Recognition  
List all awards, honors, or other recognition received.
- VIII. Responsibilities (last five years or since last promotion)  
Please indicate by the following categories the activities in which you have been involved.
- Teaching. Describe responsibilities for teaching. List catalog number, title, number of credit hours, and approximate number of students for courses taught.
- Research and Creative Activity. Describe the status and objectives of your research program.
- Extension and/or Professional Practice. Describe your responsibilities for extension and/or professional practice activities.
- Institutional Service. Summarize your committee assignments and activities for department, program, college and university; professional/scientific societies; trade associations; and public, private or international organizations. When other than a committee member, describe your contributions.
- International Assignments. Summarize international assignments including project title, number of months served, and major accomplishments.

Other. If you have major responsibilities outside the categories listed above, please describe their nature.

IX. Productivity of Faculty Member in Teaching, Research, and/or Extension.

If you have an assignment in more than one area (teaching, research, extension/professional practice), list all of your publications, presentations, reviewer responsibilities, and proposals submitted only once in the appropriate area. Even if you do not have an assignment in an area but are active in that area, list your accomplishments in the appropriate area and indicate 0% assignment.

**Teaching (assignment \_\_\_\_\_%)**

- (i) Evidence to evaluate teaching effectiveness, including student evaluation summaries.
- (ii) Identify new courses developed and innovative teaching techniques introduced.
- (iii) Indicate the number of students advised per semester. Describe your club or other advising activities.
- (iv) Publications
  - a. peer reviewed publications to include:
    - refereed journal articles – published – in press – in the review process (not to include articles that are currently in preparation)
    - book chapters and reports
    - other
  - b. non reviewed journal articles, newsletters, and conference proceedings in technical, semi-technical, and popular publications
  - c. books and chapters in books
  - d. published book reviews
  - e. published abstracts
  - f. published letters or comments to the editor
  - g. general-audience publications such as bulletins, pamphlets, brochures, state-of-the-arts updates, fact sheets, home study materials
  - h. non-print educational materials developed and prepared, such as packaged programs and program components utilizing slides, slide-tapes, overhead transparencies, and/or audio and video tapes; displays; posters
  - i. other contributions to print, broadcast, and electronic media
- (v) Proposals submitted listing you as principal or co-principal investigator – funded – not funded – pending review
- (vi) Hosting visiting scientists or postdoctoral students. List names, specialties, and achievements.
- (vii) Significant presentations outside normal activities – invited – other
- (viii) Reviewer and editorial responsibilities – reviews of manuscripts, theses, external research proposals – editorial activities – departmental/program reviews – grant review panels
- (ix) List any consultation with legislative groups. Briefly indicate the nature of these relationships
- (x) Other

**Research (assignment \_\_\_\_\_%)**

- (i) Summarize the most important accomplishments and their significance.
- (ii) Publications
  - a. peer reviewed publications to include:
    - refereed journal articles – published – in press – in the review process (not to include articles that are currently in preparation)
    - book chapters and reports
    - other
  - b. non-refereed journal articles, newsletters, and conference proceedings in technical, semi-technical, and popular publications
  - c. books and chapters in books
  - d. published book reviews
  - e. published abstracts
  - f. published letters or comments to the editor
  - g. general-audience publications such as bulletins, pamphlets, brochures, state-of-the-arts updates, fact sheets, home study materials
  - h. non-print educational materials developed and prepared, such as packaged programs and program components utilizing slides, slide-tapes, overhead transparencies, and/or audio and video tapes; displays; posters
  - i. other contributions to print, broadcast, and electronic media
- (iii) Patents, or new plant or animal varieties.
- (iv) Identify theses and dissertations titles directed. Give name of student, year graduated, and whether M.S. or Ph.D.
- (v) Indicate the names and degrees sought of students for whom you currently serve as major professor. Indicate the number of other student POS committees on which you serve.
- (vi) Hosting visiting scientists or postdoctoral students. List names, specialties, and achievements.
- (vii) Proposals submitted listing you as principal or co-principal investigator – funded - not funded - pending review.
- (viii) Significant presentations outside normal activities – invited – other.
- (ix) Reviewer and editorial responsibilities – reviews of manuscripts, theses, external research proposals – editorial activities – departmental/program reviews – grant review panels.
- (x) List any consultation with legislative groups. Briefly indicate the nature of these relationships.
- (xi) Other

**Extension/Professional Practice (assignment \_\_\_\_\_ %)**

- (i) Summarize your accomplishments and significance of contributions to your clientele. (This listing is not meant to be all- inclusive. Description may include such items as
    - a. Nature of activity, e.g., meetings, conference, workshops, in-service
    - b. Nature and degree of involvement;
    - c. Subject matter;
    - d. Type of clientele;
    - e. Number of clientele contacts.)
  - (ii) Publications
    - a. peer reviewed publications to include:
      - regional or national outreach publications
      - refereed journal articles – published – in press – in the review process (not to include articles that are currently in preparation)
      - book chapters and reports
      - other
    - b. non-refereed journal articles, newsletters, and conference proceedings in technical, semi-technical, and popular publications
    - c. books and chapters in books
    - d. published book reviews
    - e. published abstracts
    - f. published letters or comments to the editor
    - g. general-audience publications such as bulletins, pamphlets, brochures, state-of-the-arts updates, fact sheets, home study materials
    - h. non-print educational materials developed and prepared, such as packaged programs and program components utilizing slides, slide-tapes, overhead transparencies, and/or audio and video tapes; displays; posters
    - i. other contributions to print, broadcast and electronic media
  - (iii) Proposals submitted listing you as principal or co-principal investigator – funded – not funded – pending review
  - (iv) Hosting visiting scientists or postdoctoral students. List names, specialties, and achievements.
  - (v) Significant presentations outside normal activities – invited – other
  - (vi) Reviewer and editorial responsibilities – reviews of manuscripts, theses, external research proposals – editorial activities – departmental/program reviews – grant review panels
  - (vii) List any consultation with legislative groups. Briefly indicate the nature of these relationships
  - (viii) Other
- X. Other Intellectual Properties and Activities (last five years or since last promotion)  
List other professional contributions you have made during the last five years or since last promotion and not listed elsewhere.

## APPENDIX 2. SCHOLARSHIP IN ANIMAL SCIENCE EXTENSION

Scholarship is providing tools and information to address problems that allows change in behavior and/or practices to occur when solutions and outputs (spreadsheets, publications, educational tools, etc.) are implemented.

Scholarship is demonstrated by providing evidence of having the creativity, ingenuity, and expertise to solve the current, critical problems. Indicators of scholarship include

- Development of tools/information and use of those tools/information by the public domain. Patented tools or tools designed for the private sector are of equal value. These tools might include:
  - software development,
  - production of video,
  - distance education programs,
  - decision tools,
  - electronic educational materials including website development and maintenance,
  - presentations that are developed as part of curricula
  - presentations that are posted to a website for broad use
  - end-user oriented materials including conference proceedings, fact sheets, and departmental proceedings.
- Peer-reviewed publications that address problems and pose solutions and have been reviewed and approved by peers (peer-review process). This may include journal articles, conference proceedings and fact sheets that have undergone an external peer-review process.
- Non-reviewed publications that address problems and pose solutions and have been reviewed and approved by peers (peer-review process). This may include journal articles, conference proceedings, abstracts, departmental reports, and fact sheets that have not undergone an external peer-review process.
- Publications that address the pedagogy of extension
- Invitations to share solutions locally, nationally, and internationally at public and private forums
- Partnerships with industry and allied service providers (viewed as the credible, objective partner) in problem-solving forums (applied research activities, involvement in committees that shape the future direction of the industry, training sessions)
- Acquisition of financial support for problem-solving efforts (income generation, sponsored funding)
- Development of workshop, meeting, and conference contents targeted at stakeholders or scientists; specifically the intellectual aspect of the organizational effort
- Documented impact (change in procedures, thought, or performance goals)
  - Surveys or other measures (i.e. cull rate, efficiency measures, water quality, etc.)
  - Extent of adoption

Scholarly efforts (publications, tools, etc.) should not be weighted as they are specific components of the program as a whole and it is the sum of efforts that demonstrate the importance and / or impact of the program (see the following assessment matrix). Outputs may

be the product of team efforts while the program as a whole reflects the scholarship of the individual.

Most Extension scholarly activities and daily faculty efforts contribute to the profitability and sustainability of the clientele we serve and the state of Iowa in general. Fact sheets, decision making tools, interpretation of research results (from personal contacts to popular press media), and technology transfer represent a few of the many means in which profitability, sustainability, and economic development are impacted through effective Extension programming efforts.

### Assessing Scholarly Work

ELEMENT OF DEFINITION	CORRESPONDING ASSESSMENT QUESTIONS
“creative, intellectual work”	<p>How does the work build upon the knowledge, research, or practice in the field?</p> <p>How does the work respond to an identified need for new knowledge, a new approach, or a new method, or the creative adaptation of existing knowledge, approaches, or methods?</p> <p>How did the work result in the development of new information or the development of new or creatively adapted methods or approaches?</p>
“reviewed by the scholar’s peers who affirm its value”	<p>How has the scholar’s work been shared in published articles, academic presentations, exhibitions of work, creative performances, or in other public venues in which peers independently evaluated this work?</p> <p>How has the scholar’s work resulted in the receiving of an award, honor, or some other public recognition by peers?</p> <p>How has the scholar’s work resulted in testimonials, letters of recommendation, or adaptations that affirm the value of this work?</p>
“added to our intellectual history through its communication”	<p>How has the work been shared with colleagues?</p> <p>How has the work added to the body of knowledge?</p> <p>Where is the work accessible?</p>
“valued by those for whom it was intended”	<p>What actions did the intended audience take as a result of this work?</p> <p>What measurable impacts occurred as a result of the effort (e.g. individual, family, community – knowledge gained, information shared, behavior changed)?</p> <p>How were the developed materials or processes subsequently used by others?</p> <p>What were the implications, either positive or negative, beyond those anticipated for the intended clientele and/or community?</p>