



**DEPARTMENTAL CODE
DEPARTMENT OF ANIMAL SCIENCES
COLLEGE OF AGRICULTURAL SCIENCES
COLORADO STATE UNIVERSITY**

- I. The Department of Animal Sciences (the “Department”) shall be administered according to the following structure:
 - A. Department Head (the “Department Head”)
 1. Department Head has the option to appoint a faculty member to serve as the Associate Department Head (the “Associate Department Head”).
 - B. Department Coordinating Committee (the “Coordinating Committee”)
 - C. Director of Undergraduate Programs (the “Director of Undergraduate Programs”)
 - D. Director of Equine Sciences (the “Director of Equine Sciences”)
 1. Director of Equine Sciences has the option to appoint a faculty member to serve as the Associate Director of Equine Sciences (the “Associate Director of Equine Sciences”).
 - E. Scheduled Meetings of Department Faculty (the “Faculty”)
 1. There shall be a minimum of one Faculty meeting each term of the academic year. Department Head shall notify Faculty electronically at least one week prior to the first meeting. For subsequent meetings of each term, notice shall be at least 48 hours prior to the meeting. A quorum shall consist of at least 50 percent of Faculty.
 - F. Voting Rights
 1. Voting rights regarding Faculty matters shall be limited to Faculty with regular or special, full time or part time and transitional appointments. Faculty, for voting purposes, are defined as tenured or tenure track faculty. Electronic voting may be used.
- II. Designation and Duties of Department Head

- A. The administrative officer shall be designated as Department Head. The selection of Department Head and the term of office shall be governed by the provisions outlined in the Colorado State University Academic Faculty and Administrative Professional Manual (the “Faculty Manual”) with reference to the position of Department Head, contained in section C.2.6.2.
- B. Department Head, as the administrative and academic officer in Department, is the initial person in the administrative chain to the Dean of the College of Agricultural Sciences (“the Dean”) and the President of Colorado State University (“the President”). Faculty and staff are responsible to Department Head, who has the general responsibility for any Faculty and staff activities which may affect the professional status of Department or best interests of Colorado State University (“the University”).
- C. Specific Responsibilities of Department Head
1. Preparation of Department budget.
 2. Administration of and adherence to Department budget.
 3. Evaluation of Faculty in accordance with the Departmental Code (the “Departmental Code”).
 4. Initiation of recommendations for appointments, advancement, tenure and dismissal of Faculty and staff members, including incorporation of input from students and Faculty relating to teaching and advising effectiveness of faculty members who are being considered for reappointment, promotion, tenure, dismissal and salary increase.
 5. Management of academic and financial matters within Department to promote student achievement, equity in travel and professional opportunities for Faculty.
 6. Adjustment of Faculty workloads and salaries consistent with experience, competence, capacity, productivity and aptitude of individual faculty.
 7. Preparation of reports called for by higher authorities or by agencies of the institution charged with coordinating the general program of the University.
 8. Foster industry relationships and obtain financial support for Animal Sciences.

9. Additional responsibilities of Department Head, together with Faculty and staff, are:
 - a. Development and strengthening of undergraduate and graduate teaching, research, and extension programs.
 - b. Development and strengthening of Faculty competence within Department.
 - c. Construction of sound curricula to meet educational needs of students.
 - d. Cooperation with and assistance to other departments in matters affecting the University in its undergraduate and graduate teaching, research, and extension programs
 - e. Effective Faculty and staff recruitment.
 - f. Development and maintenance of Department morale.
 - g. Contribution to the achievement of the University's diversity and equal opportunity goals.

III. Appointment and Duties of Associate Department Head

- A. Appointment of Associate Department Head will be made by Department Head.
- B. Duties of Associate Department Head will be assigned by Department Head and provided to Associate Department Head and Faculty and staff in writing.

IV. Appointment and Duties of Director of Undergraduate Programs

- A. Director of Undergraduate Programs will be appointed by Department Head.
- B. Duties of Director of Undergraduate Programs will be assigned by Department Head and will lead to promoting undergraduate student success and providing leadership in all areas of Department's undergraduate programs. Duties will be provided to Faculty and staff in writing.

V. Appointment and Duties of Director of Equine Sciences

- A. Director of Equine Sciences will report to Department Head.
- B. Director of Equine Sciences is responsible for guiding the strategic direction of all undergraduate programs within the Equine Sciences program (the “Equine Sciences” program) and oversees undergraduate curriculum development, program delivery and assessment.
- C. Director of Equine Sciences will foster industry relationships and obtain financial support for Equine Sciences.
- D. Director of Equine Sciences will be in charge of all facilities at the Foothills Campus assigned to Equine Sciences.
- E. Director of Equine Sciences will be responsible for budgets generated by activities and services of Equine Sciences.

VI. Appointment and Duties of Associate Director of Equine Sciences

- A. Appointment of Associate Director will be made by Director of Equine Sciences and Department Head.
- B. Duties of Associate Director will be assigned by Director of Equine Sciences in unity with Department Head and will be provided in writing to the Associate Director, Faculty and staff.

VII. Appointment and Duties of the Department Coordinating Committee

- A. Coordinating Committee shall be appointed by Department Head after consultation with Faculty. This committee shall consist of five faculty members in addition to Department Head.
- B. Duties of Coordinating Committee shall be to advise Department Head on all matters concerning the welfare of Department; bring to the attention of Department Head any and all matters of concern in regards to Department and to keep Faculty apprised of matters discussed in meetings of Coordinating Committee.

VIII. Department Mission Statement and Objectives

The Department of Animal Sciences has the unique mission of serving Colorado’s large and diverse livestock industries. Teaching, research and extension/outreach activities in the Department of Animal Sciences focus on developing industry leaders and improving

profitable production of horses and food animals through the application of science and technology, with emphasis on addressing contemporary issues concerning livestock production systems, meat safety and quality, animal nutrition and physiology, genetic improvement of livestock, animal behavior and welfare, and environmental stewardship of animal agriculture.

The base programs and objectives for the Department of Animal Sciences are included in the Strategic Plan. This plan is periodically reviewed and updated, as needed or required and should serve as a point of reference relative to Department goals.

IX. Department Majors

A. Animal Science

B. Equine Science

X. New or Vacated Academic Faculty Positions

The procedure for the review of candidates for academic faculty positions shall be as follows:

- A. Within the provisions set forth in the Faculty Staff Manual, Department Head will solicit names of eligible and available persons.
- B. Department Head will consult with Coordinating Committee and review with the Faculty staffing needs.
- C. Department Head will develop a staffing plan for submission to the Dean.
- D. Faculty must approve the staffing plan by a majority vote.
- E. Department Head will complete a Request to Search Form for approval by the Dean. After obtaining authorization to conduct a search, Department Head will appoint a search committee to review qualifications of candidates. The Chair of the search committee must have completed "Training for Search Committee Chairs" conducted by the Office of Equal Opportunity (OEO) and search committee appointments must be approved by OEO. All searches are conducted according to guidelines developed by OEO and all required OEO approvals must be obtained. The search committee shall make recommendations to Department Head after soliciting input from Faculty and staff relative to candidate qualifications. Department Head will obtain approval

of the Dean. Final authorization rests with the President whose authority has been delegated by the Board of Governors of the Colorado State University System.

- F. Affiliate faculty nominations will be submitted to Department Head for consideration by the faculty. Nomination should include written statement of how nominee will serve Department and a current CV. Majority departmental vote is required. Expectations include teaching and serving on graduate committee(s) and service on research project(s) or for other purposes as agreed on by Faculty.

XI. Department Review

Periodic evaluation of Department will occur at the direction of the Dean or Provost, and as required by the Faculty Manual. As requested by the Dean, Department Head, in cooperation with Coordinating Committee, shall ask appropriate consultants (internal and/or external) to review the teaching, research and extension programs of Department.

XII. Annual Review of Performance of Faculty

- A. Department Head will be responsible for conducting an annual review of the performance of each faculty member in accordance with section C2.5 of the Faculty Manual. Department Head may call upon specific Faculty and staff to help in the review process. The evaluation shall be consistent with Section E.9 of the Faculty Manual and the responsibilities of each faculty member, with appropriate weighting, given in each case to teaching/advising, research, extension/outreach and service. Full details of the review instrument are given below.

Faculty members are required to submit their goals for the next year and their accomplishments for the past year (calendar year is used for evaluation purposes) in January. These materials should include, but not be limited to the following:

- 1. Resident Instruction
 - Courses taught (level, number of students, etc.)
 - Student evaluation (scores and comments)*
 - Course improvements
 - Books, manuals and other materials published
 - Undergraduate advisees
 - Advising student clubs
 - Awards
 - Other supportive materials
 - New course development

- 2. Research

- Publication (Refereed, Popular, Other)
- Proposals submitted
- Grants received
- Presentations
- Graduate students (co)advised
- Graduate committee service
- Awards
- Other supportive materials

3. Extension

- Programs developed
- Ongoing programs
- Meetings and presentations
- Events and expositions
- Publications
- Radio and television
- Awards
- Other supportive materials

4. Other

- Public service (State, National, International)
- Committees
- Miscellaneous

*Student Course Surveys will be used to evaluate teaching effectiveness as specified in section I.8 of the Faculty Manual. All course evaluation forms and summary sheets are to be submitted to Department Head, along with other materials required for the annual review of Faculty performance. All course survey forms and summary sheets shall remain the property of the individual faculty member.

B. Faculty Productivity and Workload Expectations

The standard upon which Faculty productivity and workload expectations are based is a 9-month, 100% RI-funded, regular faculty appointment. Effort distribution for faculty members with this standard appointment is defined as 50% teaching, 35 to 40% research or other creative activity, and 10 to 15% service and/or outreach. For faculty members with Agricultural Experiment Station (AES) appointments, effort distribution for teaching is reduced and effort distribution for research is proportionately higher. For the purposes of defining workload expectations and evaluating faculty productivity, activities associated with CSU Extension are considered "teaching." Extension teaching activities are described in the Colorado State University Extension Specialist Roles and Responsibilities. Most faculty

appointments in the Department are funded by more than one funding source (i.e., RI/AES, RI/CE, AES/CE or RI/AES/CE). Effort distribution for individual faculty appointments is determined at the time of appointment with mutual agreement between the faculty member and Department Head, with approval by the Dean. Effort distribution of a faculty member's appointment may be modified as responsibilities change to meet programmatic goals. Any changes in effort distribution must be approved by Department Head and the Dean. Effort distribution is used as the basis for determining Faculty workload expectations, which are specifically outlined for each individual faculty member on the Colorado State University Annual Faculty Evaluation Summary Report.

C. Determination of Merit Salary Increases

Salary recommendations will be based on the annual evaluation, but may also consider cooperative and unselfish efforts by the faculty to accomplish Department's mission. Faculty members who are willing to lend support and effort to general Department programs for the welfare of Department as a whole should be rewarded.

D. Review of Faculty Eligible for Reappointment, Promotion and/or Tenure:

1. Tenure and Promotion Committee

- a. Members of the Tenure and Promotion Committee will consist of full-time tenured, full professors appointed and housed in the Department. One Tenure and Promotion Committee member will be elected by the Committee each year to serve as Chairperson.
- b. The Tenure and Promotion Committee will be responsible for review of the quantity, quality, and applicability of the candidate's work toward promotion and tenure. The Tenure and Promotion Committee will review its findings and make recommendations to Department Head for promotion and/or tenure.
- c. Committee members having minimal exposure to, or spending less than six months of their time in general contact with Faculty to be reviewed for tenure and promotion are not eligible to evaluate that faculty member.
- d. Candidates being considered for tenure shall require recommendations by a majority vote of tenured faculty members that do not serve on the Tenure and Promotion Committee. Likewise, candidates applying for promotion to a higher academic rank shall also require recommendations by a

majority vote of those faculty members currently at or above the higher rank sought that do not serve on the Tenure and Promotion Committee.

- e. Tenure and Promotion Committee will evaluate the quality and quantity of academic contributions for all non-tenured, tenure-track faculty at a mid-point of their progress towards tenure and/or promotion (i.e., for most faculty, at approximately three years following their appointment date). This review will be used by Department Head in the reappointment decision.
- f. The Department Head has the prerogative to override the recommendation only for compelling reasons, which shall be stated in writing.

E. Periodic Comprehensive Reviews of Tenured Faculty

- I. Phase I Comprehensive reviews will be conducted in accordance with the Faculty Manual, Section E.14.33.1.
- II. Phase II Comprehensive reviews will be initiated when Department Head determines that a tenured faculty member's performance was unsatisfactory in the Phase I review. The initiation of a Phase II review is not a grievable action by the faculty member.
 - a. A Phase II review committee shall consist of three departmental peers at the same or higher rank, representing at least two program areas within the department, one of which is the faculty member's area.
 - b. The Phase II review committee shall be elected by the Tenure and Promotion Committee, as the need arises. Department Head shall not be a member of this committee.
 - c. The Phase II review committee shall consider the criteria for evaluation of faculty performance found in the Faculty Manual, Section E.12 and Departmental Code, Section VIII, part A.
 - d. The Phase II review shall be based upon the annual summaries of faculty member's performance and accompanying materials submitted and Department Head's evaluations since the last comprehensive review or the acquisition of tenure, whichever is more recent. The self-analysis should address performance in general and specifically the areas evaluated as "does not meet expectations" and "poor" for the period in question.

- e. Additional information requested by the Phase II review committee or submitted by the faculty member can be considered in the Phase II review.
- f. Procedures to resolve grievances between members of Faculty and Department Head shall be those described in the Faculty Manual, Section K.

XIII. Standing Committees

Appropriately qualified faculty members shall be appointed to committees by Department Head. Committees should be structured to include faculty members representing those disciplines, areas of expertise, or responsibilities concerned with the particular committee. Individuals may request appointment to committees. Voluntary membership shall be encouraged. Student representation on committees shall be considered where appropriate.

The following shall be the standing committees of Department:

A. Curriculum Committee (the “Curriculum Committee”)

- 1. Responsible for continuous review and updating of curricula and course requirements and for submission of policy recommendations to Department Head.
- 2. Director of Undergraduate Programs shall serve as Chair for this committee.

B. Graduate Review and Research Committee

- 1. Committee members (minimum of 3) are appointed by Department Head.
- 2. Committee is responsible for reviewing graduate student applications, programs, progress and problems as specified in Departmental Graduate Student Handbook.

C. Tenure-Track Mentor Committee

- 1. Each new faculty member in a tenure track position will be assigned a mentoring committee consisting of two faculty members appointed by Department Head.
- 2. Committee will review the professional credentials of faculty members annually and until the title/rank of Associate Professor and/or tenure is granted.

3. This mentorship may continue until rank of full Professor is achieved.

XIV. Graduate Student Committees

- A. Once the major advisor has received permission from Department Head to accept a graduate student and the offer letter from Department Head has been signed by the graduate student, a graduate student committee can be assembled.
- B. The members of the graduate student's committee are chosen by the student and the major advisor, taking into account the area of study and the guidelines and requirements of the Graduate School.

XV. *Ad Hoc* Committees

- A. *Ad hoc* committees will be designated by Department Head when committee action is deemed desirable to implement responsible decision-making and program planning.
- B. Each committee Chair (assigned by Department Head) will be responsible for developing an outline of duties and responsibilities for the committee, and for submitting the minutes of the committee activities and an annual report to Department Head. These materials will be available at the discretion of Department Head for subsequent committee review.

XVI. Academic Appeals Procedures

- A. Appeals must be filed no later than thirty (30) calendar days after the first day of classes of the following spring semester for appeal of grades recorded for the fall, and no later than thirty (30) calendar days after the first day of classes of the following fall semester for grades received in the spring or summer semester. If no appeal is filed within this time period, the grade shall be considered final.
- B. Students will first attempt to resolve the grievance with the instructor.
- C. Burden of proof lies with the student.
- D. If an agreement is not reached between the student and the instructor, Director of Undergraduate Programs will attempt to resolve the differences between the student and faculty member involved. If this attempt is unsuccessful, both individuals will be asked to put in writing their critical assessment of the situation.

- E. The written materials will be submitted for review to an appeal committee, designated by the Department Head in accordance with University policy. The decision reached by the appeal committee is the final decision of the university.
- F. The appeal committee's composition and procedures must adhere to the Faculty Manual, Section I.7.

XVII. Departmental Code

- A. The Departmental Code can be reviewed by Faculty at any scheduled meeting and can be changed at a subsequent meeting by a majority vote of Faculty, contingent upon approval by the Dean.
- B. A review of the Departmental Code shall take place in the year prior to the end of each term of Department Head or in connection with the evaluations of academic programs and departmental operations.

This Departmental Code was approved by the Department of Animal Sciences faculty on *January 22, 2016*