



**Western
University**
OF HEALTH SCIENCES

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COLLEGE OF VETERINARY MEDICINE

CVM FACULTY GUIDELINES



Part I: Faculty Bylaws

Part II: Standards for Promotion, Tenure and Post-Tenure Review of Tenure-Track Faculty

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PART I

FACULTY BYLAWS



Mission Statement, College of Veterinary Medicine, Western University of Health Sciences

The College of Veterinary Medicine is committed to serving society and animals through the preparation of students for the practice of veterinary medicine, veterinary public health and/or veterinary research in an educational program of self-directed learning, reverence for life and clinical education through strategic partnerships. Instruction and clinical opportunities are provided in a wide variety of domestic species, including food animal, equine and companion animals. The college sustains a vibrant, diverse faculty by encouraging advancement through personal and professional development and research. This creates an environment of competent, caring, ethical professionals, where cooperative learning, public service, and scholarship can flourish in an arena of excellence.

Part I: Faculty Bylaws

I. INTRODUCTION

The purpose of these bylaws is to provide a written record of the consensus of the Faculty of the College of Veterinary Medicine (CVM) regarding its participation in shared governance. The Faculty of the CVM shall be governed in accordance with this document and in accordance with regulations, policies, and directives of Western University of Health Sciences, as outlined in the Western University of Health Sciences (WesternU) University Faculty Handbook (UFH) and the WesternU Employee Handbook. Nothing in this document shall supersede the policies, procedures, or standard operating practices of contained therein. If any such conflict should arise, policies and/or provisions of the UFH and Employee Handbook shall prevail.

II. MEMBERSHIP, RESPONSIBILITIES AND VOTING RIGHTS OF THE FACULTY

A. Membership and Voting Rights

All persons who have appointments as regular, auxiliary, or emeritus faculty in the College of Veterinary Medicine on a full or part-time basis, with or without compensation, are considered members of the CVM Faculty. Duties of faculty include any combination of teaching, research, scholarship, clinical responsibilities and/or service.

A voting member of the CVM Faculty is any faculty member, employed at least 50 % of full-time work, and who performs administrative academic duties less than or equal to 50% of his/her contractual time. Academic duties include any combination of teaching, research, scholarly activities, clinical responsibilities and/or service. In addition, this person would not have the authority to overturn a decision made by faculty, be able to reject a faculty recommendation, or have exclusive and final authority for decisions of hiring, promotion, tenure, or dismissal of faculty. Deans at any level are excluded from voting in faculty only proceedings. Faculty who assume administrative duties in excess of 50% may be included as voting members upon submission of a request to and approval by the Faculty Affairs Committee. Approval would remain in effect so long as their position status remains the same as the date of their request.

B. Responsibilities of the faculty

Faculty members of the College of Veterinary Medicine are responsible for the following:

- Establishing policies and procedures and participating in Faculty governance of the College (includes College Committees)
- Developing, evaluating, and implementing academic programs of the College
- Developing, evaluating and implementing CVM specific admissions processes
- Evaluating student performance
- Determining requirements for graduation and recommendation of candidates
- Establishing research programs and participating in continuing professional education programs
- Adhering to standards of professional conduct and collegiality as outlined in the University Faculty Handbook.

III. FACULTY MEETINGS

A. Frequency

Faculty meetings shall be convened by the Dean at least three times each year (January, May and July) to conduct Faculty business, such as actions on student progress and promotion and to keep the Faculty informed of pertinent college issues. Other Faculty meetings may be convened by the Dean as required, or upon the written request of five or more voting Faculty members.

Additionally, the Chair of the Faculty Affairs Committee (FAC) or his/her designee shall convene regular scheduled meetings of the voting Faculty at least four times per year. Other Faculty meetings may be convened by the Chair of the FAC as required, or upon the written request of five or more voting Faculty members to the Chair of the FAC.

B. Notification of Faculty

The Dean or the Chair of the FAC or his/her designee will send a notice about standing meetings of the Faculty, including a tentative agenda, to all members of the Faculty at least 3 working days in advance of the meeting. In exceptional circumstances, a Faculty meeting may be held with fewer days' notice. The Dean will chair Faculty meetings convened by the Dean, and the Chair of the FAC will chair Faculty meetings convened by that Committee.

C. Quorum

A quorum of the Faculty shall consist of a simple majority (50% plus one) of voting members of the Faculty. Unless otherwise specified in the Bylaws, motions at Faculty meetings will pass as tallied in a verbal vote, show of hands, or written ballot with a simple majority of the voting members present at the meeting. Motions decided by a written secret mail ballot will pass with a simple majority of the voting members of the Faculty.

D. Order of Business

An agenda for Faculty meetings shall be set by the Dean and/or by the Chair of the FAC or his/her designee and shall ordinarily be distributed at least 3 working days in advance of the meetings. This practice is to ensure adequate lead time for faculty to prepare for the meeting but may be truncated in circumstances of special exigency. The goals or objectives of the meeting shall be designated on the agenda. The agenda shall typically provide for the following items of business, as appropriate:

- Approval of minutes of previous meetings, if taken

General announcements of an urgent nature

- Committee reports and recommendations (other than those already presented to the Faculty by electronic means)
- Completion of items of old or unfinished business (includes discussion, action items)
- Introduction of items of new business

E. Introduction of New Business

Any member of the voting Faculty may place an item of new business on the agenda by contacting the Dean or the Chair of the FAC. If the agenda item has as its purpose to create, amend or rescind a Faculty policy at the College, a written statement in support of the proposal shall be required as provided for in Section IV.B.

F. Parliamentary Procedure

Faculty meetings shall be conducted according to Robert's Rules of Order, newly revised, in all cases to which they are applicable and, in a manner, consistent with the CVM Faculty guidelines.

G. Duration of Faculty Meetings

All Faculty meetings shall begin and end promptly as scheduled. If the meeting is anticipated to extend past its regularly scheduled time, the Faculty should be notified in advance to maximize their ability to contribute for the entire duration of the meeting.

H. Suspension of Rules

At any meeting of the Faculty, the Robert's Rules of Order governing the conduct of that meeting may be suspended by two-thirds majority of the Faculty, assuming that a quorum is present.

IV. Adoption of Faculty Policies Governing the College of Veterinary Medicine

A. Definition

For the purposes of this document, a Faculty policy is a rule, guideline, or established procedure that affects any aspect of the College of Veterinary Medicine that lies within the purview of the Faculty as a whole. Policies address issues related to Faculty governance, the curriculum, admission of prospective students, student academic performance and standards, and promotion and tenure of Faculty.

B. Faculty Policy

One or more voting Faculty members may introduce a proposed new Faculty policy, or a proposed change in an existing policy. Non-voting Faculty, staff or students of the College of Veterinary Medicine may also introduce Faculty policy proposals provided that one member of the voting Faculty agrees to sponsor the proposal. Any Faculty policy proposal must be submitted to the Dean or the Chair of the FAC in writing and must include a clear statement of the proposed policy, the rationale for the proposal, and the name(s) of the individual(s) or committee introducing the policy. If non-voting Faculty, staff, or students propose the policy, the name of the Faculty sponsor must be included in the policy proposal.

A Faculty policy proposal and its rationale will be added to the agenda under new business and presented at that scheduled Faculty meeting. The vote on the Faculty policy proposal will be held no sooner than the next regularly scheduled faculty meeting to (1) approve the policy, (2) table the proposal until the next regularly-scheduled Faculty meeting, (3) amend the proposed policy and

table the vote on the amended motion until the next regularly-scheduled Faculty meeting, or (4) reject the proposal.

Only the Dean may deem a proposed policy urgent in nature. When such a proposal is received, the Dean will call for an emergency Faculty meeting within no less than 2 working days of receipt of the proposed policy. The proposal shall be distributed to all Faculty members at least 1 working day prior to the meeting with an explanation of the need for emergency action.

Once the Chair of the FAC has declared a quorum, all policy proposals may be adopted or amended by a two-thirds vote of the total voting faculty. Faculty policies thus approved by Faculty will advance through the designated approval processes consistent with their content and purview.

C. Policy Implementation

The right to amend CVM faculty policies belongs to the parties that govern the college and the University, the Faculty of CVM, the College and University Administration and, in certain cases, the Board of Trustees. All additions and changes must be processed in accordance with the rules contained within the University Faculty Handbook before they can be considered as binding.

V. Faculty Committees (General Provisions)

A. Authority to Establish Committees

The Faculty, in consultation with the college administration, shall have the authority to establish standing committees and to designate their title, function, and size. Such standing committees must be specifically provided for in these by-laws (see Article VI); any addition or deletion to this list requires an amendment to these bylaws. Standing committees will serve from July 1 through June 30 of the next year. Committees shall meet and elect a Chair before August 15th.

The Dean and Associate Deans may also establish ad hoc committees as deemed necessary or as recommended by the Faculty. Ad hoc committees are established to accomplish specific tasks, such as Faculty searches or are structured in such a way as to bring appropriate expertise to the task, address or act upon a specific charge from the Dean or other WesternU administration, with a time limit imposed on their activities. Ad hoc committees will be dissolved on completion of assignments.

B. Committee Membership

Standing committee members are elected by the Faculty in the spring of each calendar year, and/or are appointed by the Dean in consultation with the Faculty Affairs Committee. Prior to March 1 of each year, committee chairpersons should report upcoming open positions on their committees to the Executive Associate Dean. The Faculty should be informed of vacant positions, including any discipline expertise required. Faculty members will then submit a list of committees on which they wish to serve (i.e., two primary committees and two secondary committees). A ballot containing names of Faculty members with their primary committee interests will be distributed to all voting members of the Faculty. Faculty members will then rank all choices for each position and the candidate receiving the lowest number of points wins the election. Afterwards, another election will be conducted for the secondary committee choices. Elections should be completed by April 15 so that any remaining vacancies can be filled by administrative appointments, with consideration given to creating a balanced committee relative to discipline interest, specialty expertise, academic rank, diversity, and faculty interest in serving. Faculty members that are not elected to their primary or

secondary committee choices may petition the appropriate administrator to be included as an appointed member.

No faculty member shall serve on more than four standing committees in any academic year. If a faculty member is needed to serve on more than four committees, those of the university or college, or if a committee demands an excessively high workload, then an appropriate amount of “release time” from other responsibilities should be given.

At the beginning of each fiscal year, or when a new committee member is added, the responsibilities of the committee and any subcommittees should be reviewed. This should be done to ensure that new members understand the charge of the committee and their roles as a committee member. An effort should be made to incorporate all members so that work is shared equally by all committee members as much as possible.

The Chair of the Western University Faculty Senate solicits College Faculty membership on WesternU committees. Faculty members of analogous College of Veterinary Medicine committees will recommend members to fill those positions. For example, the Chair of the College Student Affairs committee may recommend a committee member to volunteer for the University Honors & Awards committee.

C. Committee Chairs

Each standing committee shall elect a Chair from among its members before August 15th of each year. The Chair shall be responsible for calling committee meetings, developing agendas, and presiding at these meetings. Chairs should ensure that accurate meeting minutes are taken, approved, and archived according to the CVM procedures and that an annual report of the committee’s accomplishments is produced for the CVM Dean by August 1, one month after the end of the one-year term. If the chair is unable to lead a meeting, he/she will request that the vice-Chair (if applicable) or another committee member presides at that meeting. Committee chairs will report on the committee’s activities at regular College Faculty meetings.

D. Right of Faculty to Attend Committee Meetings

Ordinarily, meetings of standing committees are open to all CVM Faculty members. However, some committee meetings may hold executive or closed sessions as appropriate, due to matters of personnel or student confidentiality. Those committees routinely holding such executive sessions are the Promotion and Tenure Committee and the Student Performance Committee, as detailed below.

Attendance by non-members (such as students and Faculty members in other colleges on campus) will be subject to approval by the individual committee. Only members of the committee will be allowed to vote. On-committee members shall comply with the governing rules established by each committee.

E. Operating Procedures

Each committee shall establish its own operating procedures. These procedures will be available to the Faculty for review.

VI. Standing Committees

All standing committees of the Faculty report to the Dean directly or through the Associate Deans, and to the Faculty at regular Faculty meetings.

A. Admissions Committee

The Admissions Committee (AC) is responsible for managing the College admissions process. The committee works with personnel in the WesternU Office of Student Affairs (USA) to coordinate preparation and dissemination of recruitment materials to prospective students and to plan and coordinate file reviews and interviews for applicants each year. The committee recommends to the Dean the names of students acceptable for admission to the College. At the close of each admissions cycle, members of the Admissions Committee re-examine minimal requirements for admission and consider recommendations for change that will enhance preparation and quality of applicants to the College.

The Admissions Committee is composed of at least ten members. Two CVM faculty members of the committee shall be appointed by the Dean and eight CVM faculty members shall be elected by the Faculty to serve 3-year terms. Two to 3 external members (i.e., practicing veterinarians or clinical site coordinators in the curriculum or who represent organized veterinary medicine in California) may be appointed to the Admissions Committee. External members serve in the admissions process and assist the college in addressing the issues that arise outside the academic institution. The Associate Dean for Academic Affairs serves as a non-voting, ex officio member of the committee. Additionally, representatives from the Western University Admissions Office and Recruitment Office may be included as non-voting, ex officio members.

B. Student Performance Committee

The Student Performance Committee (SPC) is responsible for oversight of student academic and conduct performance in the curriculum. Academic hearings are conducted after grades are submitted to the registrar or under special consideration of the Dean. Conduct hearings are conducted by request of the Dean. Following academic or conduct hearings, the SPC makes a recommendation to the Dean and summarizes recommendations to the faculty.

The SPC is composed of seven members. Three CVM Faculty members of the committee shall be appointed by the Dean and four CVM Faculty members shall be elected by the Faculty to serve 3-year terms. The Associate Dean of Academic Affairs serves as a non-voting, ex officio member of the committee. The Assistant Dean of Student Affairs and the Director of the WesternU Learning Enhancement and Academic Development Office (LEAD) are non-voting members. All hearings by the SPC are held in executive session and are therefore closed and confidential. Attendance of nonmember faculty will be by invitation of the Chair when relevant to the matters before the SPC.

C. Committee on Clinical Instruction

The Committee on Clinical Instruction (CCI) is responsible for overseeing the selection and evaluation of off-campus instructional sites and their instruction. The Committee establishes criteria used to select and contract with all clinical training sites. The Committee periodically reviews outcomes and assessments measures of sites and when deemed necessary, makes recommendations to appropriate curricular personnel including Directors and the Associate Dean for Academic Affairs. The Committee is responsible for the oversight of the student selection of 4th year rotation disciplines.

The Committee on Clinical Instruction includes five members (one appointed by the Dean and four elected by the faculty) who serve 3-year terms. The Committee shall determine the length of service terms for Committee members so there is gradual replacement of the Committee over time. The Director of Clinical Relations, and the Directors for the 3rd and 4th years will serve as non-voting ex officio members of the Committee on Clinical Instruction.

D. Committee on Clinical Instruction

The Curriculum Committee (CC) reviews descriptions, learning objectives, and outcome expectations of each course and each instructional unit in the College annually (years 1- 4). It monitors the potential for excessive redundancy in the curriculum and seeks out means to enhance preparation of graduates to meet the College mission. It recommends approval or modifications of the curriculum to the Associate Dean of Academic Affairs, the Dean and the Faculty, as deemed necessary for improvement of curriculum and instruction.

The Curriculum Committee consists of five Faculty members (four elected by the Faculty and one appointed by the Dean) who serve 3-year terms. The committee shall ordinarily consist of members with staggered terms. The student body will select two students to serve 1-year terms as voting members of the Curriculum Committee. The Associate Dean for Academic Affairs, the Director of Clinical Relations and the Director of Outcomes Assessment serve as ex officio non-voting members of the Curriculum Committee.

E. Faculty Affairs Committee

The Faculty Affairs Committee (FAC) is concerned with issues within the purview of the Faculty and issues that are important for the Faculty, such as shared governance, performance evaluation, and faculty workload, among others. The FAC will periodically review faculty governance documents and make recommendations to the faculty regarding proposed changes to these documents. The seven members of the FAC (three professors, two associate professors, and two assistant professors) are elected by the Faculty for 3-year terms. The committee shall ordinarily consist of members with staggered terms. The Executive Associate Dean will serve as an ex officio member of the FAC to provide a conduit of communication regarding faculty affairs to the Dean and the Dean's cabinet. The committee will elect a member to serve as chairperson each year. In the event that a member cannot complete his/her term, the Executive Associate Dean will conduct an election to fill the vacant position for the duration of the unexpired term.

F. Instructional Resources Committee

The Instructional Resources Committee (IRC) is responsible for recommending the purchase or lease of learning materials for use in the curriculum (years 1-4). It maintains a catalog of instructional materials in a computer database, with appropriate cross-references that allow students and Faculty to locate any available material in any format. The committee meets periodically with the Director of the Pumerantz Library to discuss needs of veterinary students and availability of library-based learning resources for them. The committee works with the WesternU representative responsible for Information Technology management, to prepare and annually update specifications for laptop

computers that students are required to own or lease by the time of matriculation. The committee monitors use of classrooms, laboratories, small group learning spaces, and electronic learning devices to determine if these are meeting instructional needs, and, when appropriate, recommends modifications in size, location, number or capability of these resources to the Dean.

The Instructional Resources Committee includes five members (four elected by the Faculty and one appointed by the Dean) who serve 3-year terms. The committee shall determine the length of service terms for committee members so there is gradual replacement of the committee over time. The Associate Dean for Academic Affairs serves as a non-voting, ex officio member of the Instructional Resources Committee.

G. Research Advisory Committee

The Research Advisory Committee (RAC) advises the Associate Dean for Research on all matters related to Faculty and student research in the College. Its mission is to enhance and strengthen College research. It may do so by providing advice and acting as a resource for 1) developing a grants information database, 2) research mentorship programs for young Faculty, 3) monitoring and helping develop the College's research space, 4) organizing research seminars/programs, 5) serving as a research liaison to Western University Administration, and/or 6) developing liaisons with other research institutions outside of Western University. At the request of a Faculty member, the Committee can serve as, or identify, a review panel for peer review of grant requests, manuscripts and/or assignment of internal research funds.

The Research Advisory Committee includes five members (four elected by the Faculty and one appointed by the Dean). In addition, at the committee's discretion, an additional member from another academic institution may be asked to join and participate in the Research Advisory Committee's discussions. The committee shall ordinarily consist of members with staggered terms. The Associate Dean for Research serves as a non-voting, ex officio member of the Research Advisory Committee.

H. Public Health and Safety Committee

The Public Health and Safety Committee (PHSC) is responsible for development and implementation of policy on issues of safety in all instructional areas and all laboratories in which biological or chemical hazards may exist. The chairperson of the Public Health and Safety Committee represents CVM on the University Planning and Safety Committee and works with the University Health and Safety officer. College specific safety issues in the Multidisciplinary Center, the WesternU Pet Health Center, Off-site Clinical Rotations and/or as a result of submissions to the W.A.V.E. program (Willed Animal bodies for Veterinary Education) due to animal exposure, radiation exposure and/or zoonotic disease exposure.

The Public Health and Safety Committee includes five Faculty members (four elected by the Faculty and one appointed by the Dean) who serve 3-year terms. The student body will select one second year student to serve 1-year term as a voting member of the Public Health and Safety Committee. The committee shall ordinarily consist of members with staggered terms. The Associate Dean for Research serves as a non-voting ex officio member of the Safety Committee.

I. Student Affairs Committee

The Student Affairs Committee (SAC) is concerned with the day-to-day learning and working environment of students. This committee provides oversight for the Faculty advisory system for student organizations and establishes rules for the operation of organizational activities. A representative of the committee will serve on the University Convocation Committee and ensure appropriate recognition of veterinary students and graduates during the University's annual Convocation and White Coat Ceremony, and Graduation Ceremonies. The Committee also will be involved in establishing criteria for granting of honors and awards other than financial scholarships.

The Student Affairs Committee shall include five faculty members (three elected by the Faculty and two appointed by the Dean) who serve 3-year terms and four student members who serve 2-year terms. Student representatives may be re-elected for an additional 2-year term for consistency during the clinical years. Each student representative will be chosen by his/her respective class. Student members will have full committee responsibilities and privileges including voting on issues brought before the committee. The committee shall ordinarily consist of members with staggered terms. The Associate Dean for Academic Affairs serves as a non-voting ex officio member of the Student Affairs Committee.

J. Reverence for Life Committee

The Reverence for Life Committee (RFLC) creates and implements policy for use of live and deceased animals for educational purposes. The Willed Deceased Animals for Veterinary Education (WAVE) program is the source of deceased animal specimens for learning purposes at the College of Veterinary Medicine.

The Reverence for Life Committee includes five Faculty members (four elected by the Faculty and one appointed by the Dean) to serve 3-year terms. The committee shall ordinarily consist of members with staggered terms. The Multidisciplinary Classroom (MDC) Supervisor, MDC Technician, Clinical Skills Technician, W.A.V.E. Program Director and the Associate Dean for Academic Affairs serve as non-voting, ex officio members of the W.A.V.E. Committee.

K. Promotion and Tenure Committee

The Promotion and Tenure (P&T) Committee is charged with the establishment of rules and regulations dealing with the processing of requests for promotion and/or tenure for all CVM faculties. The P&T committee will keep records of all CVM faculty ranks and will track and update individual faculty information on a yearly basis (ideally at the end of each academic year). The committee is responsible for contacting eligible faculty for mock review, or up for promotion and/or tenure, and assisting them during the process of preparation of their dossiers. The committee is responsible for reviewing the individual promotion and/or tenure candidate's dossier and writing a recommendation letter to the Dean. The committee will also advise the faculty on the promotion and/or tenure process through direct contact with the candidate or by assigning a senior faculty to mentor the candidate on P&T process. The P&T committee will oversee and evaluate post tenure reviews for all tenured faculty members and write a recommendation letter to the Dean. The P&T committee will consist of seven members elected by the college faculty at large for three years with the following breakdown: Three tenured full professors, one non-tenure tracks full professor, two tenured associate professors and one non-tenure track associate professor. The committee shall ordinarily consist of members with staggered terms. The Executive Associate Dean serves as a non-voting ex officio member of the Promotion and Tenure Committee.

VII. Miscellaneous Information

A. Faculty Grievance Procedures

A grievance proceeding may be called by a faculty member if the individual feels that:

- His/her promotion or tenure has been unfairly withheld or withdrawn.
- He/she has been dismissed without adequate cause.
- He/she has been dealt with unjustly in relation to an administrative decision

This Procedure DOES NOT APPLY to complaints involving allegations of discrimination and/or harassment, or concerns/issues of an interpersonal nature between or amongst faculty members. Please contact Human Resources for the applicable policies/procedures.

Specific details for the grievance process are available in Appendix II of the WesternU Faculty Handbook.

B. Faculty Performance Evaluation

Faculty performance will be evaluated regularly and completed before April 1st of each year. The faculty will be evaluated preferably on annual basis, unless changed in consensus between the Faculty Affairs Committee, the College Administration and the University Administration. The Executive Associate Dean shall provide detailed information regarding the Faculty Performance Evaluation process to all new Faculty members no later than 30 days after their first day of employment.

C. Decision Making Process Guidelines

It is recognized that formal (i.e., called meetings) and informal discussion occurs among members of the Faculty and administration prior to making decisions in the College. Recognizing that effective decision-making requires substantive stakeholder consultation, prior to any meeting where results of discussions will be used in the decision-making process, the following should be enacted:

- Determination of the stakeholders (i.e. persons who will be impacted by any decisions that are made).
- Provision of reasonable and adequate notice of the meeting to allow faculty to participate and provide input (i.e., generally a minimum of 2 workdays) to all stakeholders prior to any meetings or discussions where input will be received.
- Provision of alternate written means of providing input in the event that stakeholders are not able to attend the meeting, Timing of the academic cycle should be considered where possible in scheduling meetings where critical input for decisions is solicited and discussed, especially during semester breaks where other duties may draw faculty away from campus.
- Gathering of all input so that positive and negative consequences can be identified and discussed.
- Dissemination of information to all stakeholders of decisions made, and actions taken.

D. Violation of Faculty Bylaws

In the event of violation of the Bylaws, a written account by the aggrieved faculty member of the events should be submitted to the Executive Associate Dean, who will then investigate the cited violation. The Executive Associate Dean will act as a liaison and impartial arbitrator. If not satisfied with the resolution, the Faculty member may choose to file a complaint with the Faculty Affairs Committee, the Dean, and or the University Grievance Committee.

VIII. Amendments to Faculty Bylaws

These by-laws may be amended by a two-thirds majority vote of the voting Faculty conducted by written secret ballot. Written notice of the proposed amendment and a statement of the purpose and effect of the proposed amendment will be distributed to each member of the Faculty at least 7 weekdays prior to the meeting at which the amendment will be discussed.

PART II

STANDARDS FOR PROMOTION, TENURE AND POST-TENURE REVIEW OF TENURE TRACK FACULTY

**Western University of Health Sciences
College of Veterinary Medicine**

STANDARDS FOR PROMOTION, TENURE, AND POST-TENURE REVIEW OF TENURE TRACK FACULTY

I. INTRODUCTION

This document sets forth the College of Veterinary Medicine policies, criteria and guidelines for the promotion, tenure and post-tenure review of tenure track or tenured faculty. Procedures to be used for the interim and final reviews toward the recommendation of faculty for promotion and/or tenure are explained in detail. Each of these shall be conducted in accordance with the policies of Western University of Health Sciences, as described in the University Faculty Handbook.

SECTION I: FACULTY RIGHTS AND RESPONSIBILITIES

A. Definition of Faculty and Faculty Responsibilities

All persons who have been appointed as regular, auxiliary, or emeritus faculty on a full/part-time, with or without compensation, are members of the Faculty. Administrators whose functions are in part academic may be appointed to the Faculty by the Provost and the Dean.

The Faculty is responsible for establishing curriculum (both classroom and clinical), subject matter and methods of instruction, evaluation, research, and those aspects of student life that relate to the educational process. The Board of Trustees and the President, as its representative, have the authority of final review or final decision on such matters, but such authority should be exercised with appropriate justification and for reasons communicated to the Faculty through the Administration.

The Faculty and Dean determine when requirements for graduation, as set by the Board of Trustees, have been met and recommend to the Provost, who shall recommend to the President, who shall then recommend to the Board of Trustees, that the particular degree or certificate of program completion be granted.

B. Principles of Academic Freedom

WesternU1 adheres to the American Association of University Professors' statement on Freedom and Responsibility (1940, 1970 and 1990). These statements and the First Amendment to the Constitution of the United States define the parameters of academic freedom in the WesternU community and are summarized below.

- The faculty member is entitled to full freedom in research and in the publication of the results subject to performance of his/her other academic duties, but research for pecuniary return should be based upon University policy.
- Faculty are entitled to freedom in the classroom in discussing their subjects, relevant to the curriculum, and must exercise professional judgment in selecting the material they wish to use.
- The WesternU faculty member is a member of a learned profession and an academic member of an educational institution. When the faculty member speaks or writes as an individual, he/she is free from institutional censorship or discipline and must avoid identification of WesternU and CVM with his/her words or acts as an individual. As a person of learning, the faculty member must

remember that the public may judge the profession, WesternU and CVM by his/her utterances. Hence, he/she should at all times endeavor to be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should avoid indication that they are speaking for the institution unless he/she has been so designated.

Academic freedom applies to the activities of the academic community – students, faculty, administrators, trustees, and invited guests of the institution – that are closely related to or impact upon the educational, scholarly, and research purposes of WesternU and CVM. Academic freedom is not applicable to every activity, and without accountability it can be barren and unproductive. Faculty responsibilities extend beyond the classroom to include extracurricular associations with students and other professional activities. Members of each respective health care and scientific profession should have a strong sense of the special obligations that attach to their calling. They should recognize their responsibility to serve others and not be limited to pursuit of self-interest. This general aspiration cannot be achieved by edict – moral integrity and dedication to the welfare of others cannot be legislated. Nevertheless, a public statement of good practices concerning ethical and professional responsibility can enlighten newcomers and remind experienced faculty about the basic ethical and professional tenets of their profession.

C. Principles of Professional Conduct

All WesternU and CVM faculty are expected to uphold the highest standards for professional conduct and ethical behavior. Faculty are expected to treat everyone in the work environment, including colleagues, learners, clinical and research team members, staff, patients and visitors with courtesy, respect and dignity. Faculty are responsible for cultivating a respectful and inclusive work environment, for modeling professional conduct, and for responding to unprofessional behavior on the part of others. All faculty are expected to adhere to applicable WesternU policies and procedures.

Unprofessional behavior includes that which is disruptive, intimidating, threatening, violent, inappropriate, illegal or in violation of WesternU policy. To foster a just and safe community, unprofessional behavior will be addressed with interventions aimed at promoting insight, accountability, and appropriate changes in behavior. Unprofessional behavior may result in sanctions, up to and including the initiation of termination proceedings.

Faculty are expected to exhibit professional behavior at all times. Consensual relationships between students, colleagues, and faculty cannot be completely prohibited; however, the University strongly discourages such activities, for a variety of reasons. First, sexual harassment is a violation of federal law. Additionally, even though a relationship may appear to be consensual, the power difference between faculty and students make it difficult for the student to refuse sexual advances, even though the faculty member may feel that their attitude is reciprocated. Second, such a relationship between a faculty member and the student can cause the faculty member to act more favorably towards a particular student, resulting in an unequal treatment of students in a class. This can occur even if the student is not in a course the faculty member is teaching, as the faculty member can be called on for opinion in disciplinary actions or other types of recommendation. Faculty should not be involved in the evaluation of a student or colleague with whom they have an intimate social relationship. Third, faculty have a position in relation to student that makes them fiduciaries under the law; they are to use their authority to benefit the student, not to benefit themselves. It can be argued that any apparently consensual relationship between a faculty member and student is a violation of trust between that faculty member and that student. Despite these arguments, any such consensual relationships are beyond the ability of the University to completely control; however, the University policy is to protect the student, and therefore relationships between faculty members and student shall not be sanctioned by the University. If there are

negative consequences, the faculty involved shall bear personal responsibility for the consequences, and the University will assume no liability for the outcome.

Within the limits set forth above, the faculty member is accountable to his/her colleagues and dean for his/her performance of these duties

SECTION II: FACULTY EMPLOYMENT POLICIES AND PROCEDURES

A. Appointment of the Faculty

CVM adheres to the fundamental principles of nondiscrimination and accommodation in all of its practices and academic programs as set forth in applicable federal and state regulations.

[Policy of Nondiscrimination, Anti-Harassment and Non-Retaliation](#) and [Equal Employment Opportunity](#)

1. Faculty Selection Process

The Dean will appoint a Search Committee which will, whenever possible, be composed of members of the Academic or Clinical discipline to which the new faculty member will be appointed and/or members of appropriate related fields. The Search Committee will consider each applicant according to his/her professional merit and, at all times, adhere to the stated University policy of nondiscrimination. Candidates may be invited to the University for a personal interview. The Search Committee should notify other members of the Faculty and the administration of such visits by the candidates. The candidate should have the opportunity to meet with as many faculty members as possible. Student input may be considered but is not mandatory.

Documentation of each applicant should be kept on file by the Search Committee until after an appointment is made. Hired applicants' files shall be sealed and retained by the Office of Human Resources for the duration of their appointment and will form the basis of the faculty member's personnel file.

2. Recommendation

The Search Committee will recommend the acceptable candidate(s) to the Dean. Ultimate approval rests with the Provost.

a. Classification of Appointment

As used in these rules, the term "faculty" shall include persons appointed by the Provost with regular, auxiliary, and emeritus faculty titles on full- or part-time appointments, with or without salary.

Regular Faculty: Persons with the titles of professor, associate professor, assistant professor, and instructor who serve on full- or part-time appointments with salary. Regular faculty appointments may be tenure-track or non-tenure track as indicated in the initial employment contract.

- **Tenure Track:** Full-time, contracted faculty positions in which faculty are expected to devote their complete attention and energies in carrying out the full range of their faculty roles in teaching, scholarly activity and service.
- **Non-tenure Track:** There are two types of non-tenure track appointments:
 - i. Part-time: Annually contracted appointments made for specific administrative, clinical or teaching responsibilities with less than full-time (40 hours per week) devoted to these faculty duties.
 - ii. Full-time faculty appointments that are designated a non-tenure track.

Auxiliary Faculty: Persons with adjunct titles, clinical titles, or visiting titles. The titles of adjunct/visiting/research/clinical professor, adjunct/visiting/research/clinical associate professor, adjunct/visiting/research/clinical assistant professor, and adjunct/visiting/research/clinical instructor shall be used to confer faculty status on individuals who have credentials comparable to regular faculty, who provide significant service to the instructional and/or research programs of the University and who need a faculty title to perform that service. Significant service would include teaching the equivalent of one or more courses, advising students, and serving as a co-investigator on a research project. Such individuals may be either non-university employees or university employees compensated from a non-instructional budget.

- **Visiting:** Full-time appointments reserved for individuals meeting the qualifications of a regular faculty appointment, but who are usually retained at other educational institutions, and are currently employed by the University on a term contract.
- **Research Faculty:** Full-time appointments reserved for individuals meeting the qualifications of a regular faculty appointment whose primary duties are extensively involved in the conduct of research, with limited involvement in teaching and service functions, and are currently employed by the University on a term contract.
- **Adjunct Faculty:** Short-term (less than one year or less than 10 hours per week) contracted or volunteer faculty appointments reserved for individuals who have a regular faculty appointment at another University or in another college of Western University, or who otherwise serve in the capacity of faculty members as lecturers or course instructors on a part-time or irregular basis or who otherwise do not meet the criteria for a regular, part-time faculty appointment.
- **Clinical Faculty:** Volunteer or non-volunteer (compensated from non-instructional budget) faculty appointments for licensed clinicians whose faculty role is to serve as preceptors/clinical supervisors for students participating in clinical education experiences or providing service in hospitals, private clinical practices, or other settings as are appropriate for their profession/specialty.
- **Emeritus:** Persons with the title of associate professor emeritus/a or professor emeritus/a as granted by the Board of Trustees for faculty who have retired from the regular faculty at age 62 years or greater with at least 10 years full time service at WesternU as a member of the regular faculty and having attained the academic rank of associate professor or professor. Full-time service includes sabbaticals but excludes other leaves of absence in determining emeritus eligibility.

B. Terms of Appointment

The academic year is ordinarily a 12-month period, from July 1 to June 30. The initial contract for full-time faculty members at the rank of instructor or assistant professor ordinarily will be for a period not to exceed one academic year. Subsequent contracts for non-tenured (both non-tenure track and tenure track) regular faculty positions with the University with the rank of instructor or assistant professor will ordinarily be for a period of one academic year. Once promoted to the rank of associate professor at WesternU, a non-tenure track faculty member will be granted a contract

of up to three academic years. Once promoted to the rank of full professor at WesternU, non-tenure track faculty members will be granted a contract of up to five academic years. The Dean and Provost make final the final determination regarding the contract term.

If the non-tenure track faculty member is hired at the rank of associate or full professor, the Dean, with the approval of the Provost, may grant him/her an initial contract of up to three academic years, or up to five academic years, respectively. Subsequent contracts for non-tenure track faculty who are promoted or hired at the associate or full professor rank will be for periods of up to three or five academic years, respectively as determined by the Dean and the Provost.

If a faculty member is hired on tenure track at the rank of associate or full professor, he/she will receive yearly renewable contracts subject to the results of the annual review, which may include an interim review, of the faculty member's progress toward tenure, until tenure is awarded; as described under Institutional Promotion and Tenure Policy (Section II, Part M).

For regular faculty with less than one year of service, notice of non-renewal must be made in writing to the faculty member by March 1 of the contract year. For a regular faculty member employed under a one-year contract with greater than one year but less than three years of service, the notice of non-renewal must be made by December 1 of the contract year. For regular faculty members employed on a one-year contract who have completed three years of service, the notice of non-renewal will be in the form of a one-year terminal contract, with notice being given not later than the end of the term of the contract. For a regular faculty member with a multi-year contract, the notice of non-renewal will be given not less than one-year prior to the end of the term of the contract.

If a regular faculty member holds appointments in more than one College, any notice of non-renewal will be given by the Dean of the "Home College," and shall be effective to serve as notice of non-renewal of the faculty member's contract in each College in which the faculty member holds an appointment.

The above provisions are intended to apply to full-time regular faculty members, as opposed to part-time and auxiliary faculty members. Further, the University specifically reserves the right to hire faculty on such other terms, as the University may deem appropriate from time-to-time. If the written employment contract differs from the provisions of the Faculty Handbook, the faculty member will be required to sign a statement indicating that he/she understands these differences.

D. Compensation and Benefits

Salary Adjustment

Each year, as part of the general University budgeting process, every regular faculty member may be considered for an annual salary adjustment. Salaries must be commensurate with faculty rank, responsibilities, and performance record. When salary inequities exist, salary adjustments may be made by the appropriate Dean in consultation with the other administrative officers. Recommendations for a change in faculty salary shall be based on parity considerations, a change in duties or responsibilities, and/or merit. Salary adjustments based on parity or changes in responsibilities may be recommended by the appropriate Dean. Merit salary increases shall be based on a faculty member's record of performance in teaching,

scholarly activities, and professional service (as documented by the faculty member's annual performance evaluation and other information), and shall be made by the Dean in consultation with other administrative officers.

Fringe Benefits

Fringe benefits for full time faculty include but are not limited to health care coverage, retirement benefits, life insurance coverage, and tuition remission program. Further information related to available benefits can be obtained from the Human Resources Office/Employee Handbook. In consideration of ongoing changes in applicable federal and governmental regulations and the needs of the University to retain necessary operational flexibility in the administration of policies and procedures, the University reserves the right to change or revise policies, procedures, and benefits without notice, whenever the University determines that such action is warranted.

Professional Development

Each full-time faculty member is allowed a minimum of \$2,500.00 toward the expenses of attendance at scientific meetings or conferences or other professional development activities or expenses that will improve his/her effectiveness as an educator or scholar at WesternU. Preference for full funding will be given to those presenting papers. Attendance at such meetings does not count as vacation time. Approval of the appropriate Dean is required for these expenses.

E. Institutional Faculty Workload Policy

Introduction

Faculty workload should reflect the purposes of the institution and the talents of faculty, including sufficient time for professional development and renewal. Faculty workload combines teaching, scholarship and service. This unity of components is meant to represent the seamless garment of academic life, and it defines the typical scholarly performance and career. All these are vital components to the work of faculty and ideally reinforce each other to the benefit of the students and institution (AAUP, 2006).

Principles

The administration of WesternU and CVM acknowledge faculty time and talent as its most important resource. It will, therefore, strive to ensure that an environment exists that facilitates quality work, preserves academic freedom, is sensitive to the changing needs of individuals, fosters teamwork, and commits to the continuous development of faculty talent. The workload for each faculty member is negotiated, as appropriate for the academic unit, with the department chair, dean or unit head at the time of hire. The letter of offer may contain the specific workload percentages for teaching, research/scholarship, university service, and clinical service as negotiated for the individual. Workload percentages may be subsequently renegotiated on an annual basis, but all workload percentages must be contained in the faculty member's annual contract. Every regular faculty will be directly involved in annual workload planning with the responsible supervisor.

It is assumed that each budgetary unit has a clear and well-understood concept of a full workload (i.e., full-time work) for each of the positions in its budget. It is understood that assignments of duties and responsibilities in addition to the full load (i.e., overload assignments) are sometimes necessary in order to meet unforeseen contingencies, provide flexibility, meet student demand, and permit the completion of research projects, for example. Overload assignments should be renegotiated (distribution of efforts) if it happens for one semester or more. Overload assignments should not be used when it would be more appropriate to create a new position.

In assigning teaching load, several factors should be considered such as nature of the discipline, mode and level of instruction, class size, development of new courses or lectures, evaluation procedures (grading/examinations), coordination of course/system/modules, off-campus teaching and supervision and student advisement/counseling. Teaching assignments must also take into consideration available support services and time engaged in all other assignments.

Scholarship includes research, publications and other endeavors that are peer-reviewed and non-peer reviewed and which lead to significant advances in new information and knowledge. These endeavors may be conducted in many different environments, including the research laboratory, the classroom, and the patient care setting. Special emphasis is placed upon publication of the results of faculty scholarship in the accepted literature of the field. All regular faculty members are expected to participate in scholarly activities consistent with their career goals. Scholarship workload must take into consideration the amount of time designated to the faculty for such activity as well as institutional resources, including intramural funds, technical assistance, supplies and laboratory space.

In conjunction with teaching and scholarship, faculty participation in service activities within and outside the University constitute a core responsibility. Service to community groups, and to local, state, national, and international governmental or non-governmental groups not only provides these organizations with faculty expertise but also helps to fulfill the University and CVM's mission of service. Faculty service on appropriate CVM and University committees and participation in administrative tasks are essential to the effective functioning of the University as is the mentoring of junior faculty colleagues. Leadership of professional organizations and participation in other professional activities such as reviewing works submitted to professional journals or conferences are also important to the mission of the University, as well as to the advancement of one's profession or discipline.

Procedures

The CVM shall, in consultation with its regular faculty, develop and implement faculty workload guidelines consistent with the University's mission, philosophy, and the strategic plan. Each faculty workload guideline will be based upon the previously described University policy. Such a guideline shall serve as the basis of agreement between faculty members and the Dean, chairperson, or unit head. Each faculty member's duties, objectives, and assignments for the academic year will be defined within the scope of the University's faculty workload policy. The time devoted to teaching, professional development, research, scholarly activity, college and university service and clinical service will be determined jointly by the Dean, chairperson, or unit head in consultation with the faculty member. Faculty members may petition the Dean, within the guidelines of the University faculty workload policy, for release-time from other academic

duties to devote more time to research or other academic pursuits. Similarly, appropriate release-time may be allocated to faculty members who require additional time to prepare and participate in other teaching programs, to engage in patient care activities and/or to participate in continuing education programs. The Dean must determine the appropriateness of individual requests relative to the reapportioned workload that would be placed on other faculty members and the obligations of the program.

A faculty member may accept outside employment that is not detrimental to his/her professional status or the performance of his/her professional responsibilities at the University. This right is accompanied by the obligation that such outside employment not be allowed to interfere with his/her obligations to the University. The designation of "exempt" already makes the determination that the faculty decides what they must do to fulfill 100% faculty appointment. The University must be the main concern of their workload. Beyond this, refer to individual faculty contracts for more specific obligations.

A faculty member may accept short-term lectureships in his/her area of expertise on or off campus. The request to be a guest lecturer must be made in advance to the appropriate supervisor. Because the University recognizes the importance of continuing scholarly activities, a faculty member has the right to participate in projects at other institutions. The Dean must approve the time spent away from the campus for such activities. These activities must not interfere with the academic program of the institution.

All full-time, on-campus faculty members are responsible for informing the Dean and/or designee when they will be away from campus for significant periods of time during the academic day.

F. Vacation, Sick Leave, Leave of Absence, Resignation, Retirement, Dismissal, Personnel File

See University Faculty Handbook for these sections.

E. Institutional Promotion and Tenure Policy

Introduction

This document sets forth the core standards, criteria and procedural guidelines to be used at CVM for: 1) proposing the appointment of new faculty to the non-tenure/tenure tracks or appointment with tenure, 2) interim and final reviews toward the recommendation of faculty for promotion and/or tenure, and 3) post-tenure/post-promotion review of faculty. The college will determine the specific criteria and procedural guidelines that shall conform to the core standards contained herein and shall be conducted in accordance with the policies of WesternU. In the case that any provision of the college criteria and procedures contradict those contained herein, WesternU standards will prevail.

Scope

This pertains to Faculty hired after July 1, 2018. Faculty members hired prior to July 1, 2018 may elect to undergo the review process as stated below or refer to Appendix V of the University Faculty Handbook.

Description of Professional Development

Faculty Appointments

1. Tenure Track

A full-time regular voting faculty member at WesternU shall follow a professional development program which leads to the attainment of a continuous appointment, or tenure. Tenure with all its attendant privileges represents the most significant commitment the University can make to a faculty member; hence, the criteria for tenure consideration include high standards for scholarly, teaching and service activities. Service encompasses clinical, administrative, professional, College and WesternU service. Criteria and procedural guidelines for promotion and/or tenure of tenure track faculty are detailed below. In addition to fulfilling the expectations noted above all appointees are expected to demonstrate professionalism as defined below.

2. Non-tenure Track

Regular voting faculty members at WesternU will follow a professional development program that is evaluated on a predetermined schedule for promotion and continual review but does not lead to tenure. Additionally, as a means of assuring continual growth and development, performance of non-tenure track faculty will be evaluated on a yearly basis via the annual faculty evaluation and development process. In addition to fulfilling the expectations noted above all appointees are expected to demonstrate professionalism as defined below.

Auxiliary faculty will follow a program for professional development with no restrictive time frame. In addition to fulfilling the expectations noted above all appointees are expected to demonstrate professionalism as defined below.

Initial Appointment

At the time of the initial appointment, all negotiations will be made regarding the College of primary appointment, initial rank/track, credit for time in rank at other institutions, time remaining until eligibility for the next step in promotion/tenure, and tenure status. Consideration will be given to the faculty member's prior academic rank and tenure status, level of prior achievements, and promise of future achievements. All consideration of prior academic rank and experience toward promotion/tenure and rank and appointment must be included in the initial letter of appointment.

Transfer Between Non-tenure track and Tenure Track Appointments

A faculty member who wishes to transfer from a tenure track to a non-tenure track appointment or from a non-tenure to a tenure track appointment may submit such a request in writing to the Promotion & Tenure Committee (P&T) of the CVM. The CVM P&T will then make a recommendation to the Dean. A decision will be made within 3 months of submitting the request and will be communicated by the Dean to the Provost, faculty member and the P & T

Committee in writing. A maximum of two years obtained under the non-tenure track option may be applied to the tenure track probationary period.

The request to apply years served on the non-tenure track to the probationary period for tenure must be made along with the request to transfer to the tenure track. Otherwise, the probationary period for tenure consideration will begin with the date of the new appointment. A faculty member may request to transfer from one track to another only one time during his/her WesternU employment. Final approval of the aforementioned requests will be made by the Provost.

Definition of Ranks

Instructor

The rank of Instructor should be used for a salaried faculty member who contributes to the teaching mission of the College.

Assistant Professor

For appointment to the rank of Assistant Professor, the faculty member shall hold a doctoral degree, a professional degree, or equivalent degree in his or her discipline and show promise in the areas of teaching, scholarship and service (including clinical, administrative, professional, college and WesternU service, where applicable).

Associate Professor

For promotion or appointment to the rank of Associate Professor with or without tenure, the faculty member will be evaluated in teaching, scholarship and service. To receive the rank of Associate Professor-with tenure, the faculty member must have satisfied the criteria for the rank of Assistant Professor, document a sustained record of accomplishment in all areas, and demonstrate excellence in teaching and scholarship with quality participation in service appropriate to rank. If tenure is to be granted at the time of appointment, the CVM P&T committee must review the appointment dossier and provide a written recommendation to the Dean and Provost. To receive the rank of Associate professor without tenure, the faculty member must have satisfied the criteria for the rank of Assistant Professor, document sustained record of accomplishment in all areas, and demonstrate excellence in teaching with high standards in either scholarship and/or service.

Professor

For promotion or appointment to the rank of Professor with or without tenure, the faculty member will be evaluated in teaching, scholarship and service. Expectations for service at this rank are higher than those of the associate rank. Demonstrated professional leadership is an expectation for promotion to the rank of Professor. To receive the rank of Professor-with tenure, the faculty member must have satisfied the criteria for the rank of Associate Professor, document a sustained record of accomplishment in each area, demonstrate excellence in teaching and scholarship, with high standards in service and demonstrated leadership in his/her field. If tenure is to be granted at the time of appointment, the CVM P&T committee must review the appointment dossier and provide a written recommendation to the Dean and Provost. To receive the rank of Professor without tenure, the faculty member must meet the criteria for the rank of Associate Professor, document a sustained record of accomplishment in

all areas, and demonstrate excellence in teaching and either scholarship or service, with high standards in the remaining categories including demonstrated leadership in his/her field.

Policies, Criteria, and Procedural Guidelines for Promotion, Interim Reviews, and Continual Review

Promotion is based on merit and is earned by achievement as evidenced by the faculty member's total contribution to the overall mission of the CVM and University. Tenure is granted based upon the expectation of sustained excellence and productivity. Promotion and tenure are ordinarily considered together. Under extraordinary circumstances, the Provost may treat them as separate issues, and in cases where promotion alone is awarded to a faculty member, the promise of eventual tenure is not implied by the promotion. The performance record of a faculty member being considered for promotion and/or tenure will be evaluated in the following areas: teaching, scholarship and service (including clinical, administrative, professional, college and WesternU service, where applicable). Individuals must simultaneously obtain or hold the academic rank of Associate Professor or higher to be awarded tenure. The awarding of tenure considers past academic contributions in all areas, professional achievements and evidence of a continued upward trajectory of professional development. Achievements since hire at WesternU will carry more weight than those activities achieved prior to hire.

Individual faculty members may contribute in some areas more than others. Therefore, in evaluating the candidate's qualifications for promotion and/or tenure, reasonable flexibility shall be exercised at both the college and university levels.

Policies and Timeline for Promotion and/or Tenure

Applications for promotion and/or tenure must be submitted by a deadline established by the CVM P&T committee.

Time in rank. To apply for promotion from Assistant Professor to Associate Professor, the individual must have completed five years of service at the rank of Assistant Professor, unless credit was granted at the time of the initial appointment. Promotion would ordinarily occur at the end of the sixth year of service.

The probationary period for tenure track faculty hires is ordinarily 6 years. Tenure review occurs once an individual has completed five years of service at the rank of either Assistant or Associate Professor. Exceptions include credit granted in the letter of initial appointment, or if there has been an extension recommended by the CVM P&T committee and approved by the Dean and Provost. In these cases, the timing of the expected final review for tenure will be contained in the letter of appointment or document granting the extension.

Credit toward promotion/tenure based on prior service at other institutions is to be negotiated with the Dean at the time of initial appointment and must be included in the letter of appointment as noted above.

Policies for Exclusion of Time during the Probationary Period

All requests for exclusion of time during the probationary period must be made in writing to the Dean and the Provost. Other documentation may be required by the WesternU Office of Human Resources, as described in the Employee Handbook. It is the obligation of the faculty

member to be aware of and comply with those requirements, in addition to any additional requirement specified herein.

Expectations for productivity cannot be increased as a consequence of exclusion time granted under the terms of this section. A request to exclude time for any reason will not be granted after a non-renewal notice has been issued, nor will previously approved requests to exclude time from the promotion schedule in any way limit the university's right not to renew an employment contract.

Policies related to the Tenure Clock and Faculty Leave:

- Sick Leave/Emergency Leave – Tenure clock stops until return.
- Military Leave – Tenure clock stops until return.
- Leave of Absence without Pay – Tenure clock stops until return.
- Family and Medical Leave – Tenure clock stops until return.
- Scholarly Leave/Sabbatical Leave – this is faculty development and contributes to fulfilling requirements for tenure; Tenure clock continues.
- 100% Administrative Appointment – Tenure clock stops until return to faculty status.
- Less than 100% Administrative Appointment – Tenure clock continues.
- All of the policies related to the tenure clock shall apply to post-tenure review timelines as well.

The faculty member also may be granted an extension of the probationary period if it is detailed in the CVM specific criteria and procedural guidelines, in accordance with the policies of WesternU.

Procedural Guidelines for Promotion and/or Tenure Review

The “Home College” is designated as the college where the majority appointment is held, based on contractual percent effort in the original letter of appointment. Subsidiary College appointments are those in which a faculty member has an FTE allocation, but which is less than that of the designated “Home College”. If the joint appointment is 50:50, then the faculty member, Dean and Provost will decide on which college will serve as the “Home College”. All faculty members being considered for promotion and/or tenure undergo an interim review in their home college prior to their 4th year of employment, unless timing for final review is altered by credit granted at the time of the initial appointment or by extension. In these cases, the timing of interim review should be agreed in writing in advance by the faculty member and Dean. An interim review may also be conducted for faculty promotion from Associate Professor to Full Professor, at the faculty member’s request. Promotion of an Associate Professor to Professor is based solely on criteria and does not carry a particular time frame for consideration.

In the case of Faculty members who have a subsidiary appointment(s) exceeding 10% (each), at least one member of the Promotion and Tenure Committee of each subsidiary college(s) must be included in all formal deliberations, written and verbal, regarding the candidate by the home college Promotion and Tenure Committee. Subsidiary P & T member(s) will participate in all deliberations and access all materials utilized during that candidate’s evaluation. Deans of all WesternU Colleges where a faculty member has an appointment will receive a copy of the P&T recommendation letter written by the Home College P&T Committee.

Interim Review

The purpose of the interim review is to help guide the faculty member on their progress towards promotion and/or tenure and provide guidance for continued professional growth and development. The immediate supervisor works with the P&T Committee to initiate the interim review. The faculty member submits an interim review dossier to the P&T committee by a deadline to be established by the CVM P&T Committee

The interim review dossier, at a minimum, will consist of:

- a. Current curriculum vitae
- b. A personal statement (a maximum of 10 pages)
- c. Portfolios in the areas of: teaching, scholarship, and service, including clinical, administrative, professional, College and WesternU service (where applicable).
- d. Distribution of Effort (as coded by FTE assignment) as contained in all Annual Employment Agreements to date.

The CVM may require additional dossier elements consistent with their established peer review practices. The P&T Committee will evaluate the dossier for completeness. If the dossier is deemed to be incomplete, the P&T Committee will request that the faculty candidate provide further documentation to complete the dossier. Internal and external letters of recommendation will not be required for this interim evaluation process.

The CVM P&T Committee will provide a written interim review report including recommendations to the faculty member's immediate supervisor, the Dean and the reviewed faculty member. Tenure-track faculty have the right to be informed in writing of any deficits in their performance that would affect their candidacy for tenure. The faculty member's immediate supervisor, the Chair of the P&T Committee and the faculty member will meet jointly to review the written interim review report, by a deadline to be established by the CVM P&T committee. The interim review report will be added to the faculty member's personnel file.

Final Review

The purpose of the final review is to determine whether or not a faculty member is to be promoted or awarded tenure and provide guidance for continued professional growth and development. The immediate supervisor works with the P&T Committee to initiate the final review. The faculty member submits the final dossier in the format and medium established by WesternU and the CVM to the P&T Committee by a deadline to be established by the P&T Committee. Following the final review, recommendations of the CVM P&T Committee are sent to the Provost and copied to the Dean(s) and the candidate. The Dean will conduct a review which will include the candidate's dossier and P&T committee's recommendation letter. The Dean's recommendation will be forwarded to the Provost and copied to the P&T committee chair and candidate. The P&T committee and Dean letters will be submitted to the Provost by March 1 of the year of the expected award. The Provost as Chief Academic Officer will consider the recommendations and make the final decision. If the candidate has met all deadlines, then the review must be completed within the same academic year as submitted. If promotion and/or tenure are awarded, the appointment at the new rank (if applicable) will be effective at the start of the following fiscal year. If tenure is granted, the faculty member will be issued a

contract of continuous and indefinite duration subject to termination only for adequate cause, as stipulated by the Faculty Handbook. If tenure is denied to a faculty member, the faculty member is ordinarily given a one-year terminal contract. If the Provost defers the tenure decision, written documentation to the candidate must specify the date for resubmission, and specific goals and criteria to be fulfilled prior to reconsideration for tenure.

The final review dossier, at a minimum, will consist of:

- a. Current curriculum vitae
- b. A personal statement (a maximum of 10 pages)
- c. Portfolios in the areas of: teaching, scholarship, and service, including clinical, administrative, professional, College and WesternU service (where applicable)
- d. Distribution of Effort (as coded by FTE assignment) as contained in all Annual Employment Agreements to date.
- e. Letters from external reviewers
- f. The interim review reports

CVM may require additional dossier elements consistent with their established peer review practices.

The P&T Committee will evaluate the dossier for completeness. If the dossier is deemed to be incomplete, the P&T Committee will request that the faculty candidate provide further documentation to complete the dossier, by a deadline to be established by the P&T committee.

In addition to the list of external reviewers provided by the faculty candidate, the P&T Committee must develop a separate list of external peer reviewers. Reviewers providing letters of recommendation must hold a rank that is equal to or higher than the rank that is being sought by the candidate. These reviewers must be capable of rendering an objective opinion regarding the candidate's merit for promotion. A minimum of four external letters of recommendation, with at least two selected from the P&T committee's list, will be required for inclusion in the candidate's dossier. The Chair of the P&T Committee will solicit letters of recommendation.

The Standards for Promotion & Tenure of Tenure-track/Tenured Faculty from the university and the candidate's college, the candidate's CV and the personal statement will be provided to the external reviewers. The faculty member's interim review report will NOT be included in the dossier accessible by the external reviewers. Each reviewer shall be instructed to base his/her recommendation on documented achievements and the written promotion criteria. These letters will remain confidential with the P&T Committee, the Dean and the Provost or their designees only, and must not be shared with the candidate or any other faculty member. Committee discussions and deliberations must also remain confidential.

The candidate may provide additional updated information to the Chair of the P&T Committee after the initial submission of his/her dossier prior to its final review evaluation, and recommendation. However, the acceptance of the updated information will depend on the review status at the time of submission as defined by and at the discretion of the P&T Committee.

The P&T Committee will utilize information provided by the candidate in his/her CV, personal statement, and the dossier to assess for continual growth and efforts in improvement. All eligible members of the P&T Committee, except the Chair, are required to

vote “in favor” or “not in favor” of the promotion and/or tenure according to their rank status and tenure position, and the vote must be conducted using a secret ballot. The Chair of the P&T Committee will only provide his/her vote should there be a tie in the voting of the committee members. In case of lacking three eligible faculty members available to vote on the P&T committee, the College faculty will nominate and vote for a committee member from outside their college to serve on the CVM P&T committee.

At the completion of the final review, the P&T Committee will prepare a written report, including a summary of the votes of the P&T Committee, the Committee recommendations and a basis for those recommendations. The complete dossier, including the P&T Committee written report, will be made available to the Dean by a deadline to be established by the Dean. The Dean will submit his/her written recommendation to the Provost. All materials, including the P&T Committee written report containing the voting results and recommendations, the candidate’s dossier and the Dean’s written recommendation must be submitted to the Provost on or before March 1st, for further action to occur.

The Provost’s approval is the final step in the process for promotion and/or tenure. If the promotion and/or tenure is denied, the reasons for the denial must be clearly communicated with the faculty member. If the faculty member feels that the promotion and/or tenure decision was unfairly determined, he/she has the right to an appeal through the Grievance Procedure as outlined in the University Faculty Handbook.

Upon completion of the promotion process and after a final decision has been made, a copy of the candidate’s dossier will be archived electronically by the Provost’s office/WesternU. A copy of the provost letter should be included in the faculty member’s personnel file.

Procedural Guidelines for Post-Tenure Review

The primary goal of the post-tenure review process is to support professional renewal. Achieving tenure is the rigorous process by which the academic community acknowledges that a faculty member has a sustained record of high productivity in supporting the mission of the college and university.

Tenured faculty will continue to participate in their annual review process. All continuously tenured faculty members hired after July 1, 1998 will undergo automatic post-tenure reviews every six years following the date of initial tenure. Faculty members with joint administrative and faculty positions are required to undergo post-tenure review for the academic portion of their appointment pursuant to tenure clock guidelines. The post-tenure review process should be designed to advance faculty development and growth. Once tenure has been granted, the normal presumption is that it will continue. Guidelines described under “Institutional Tenure Policy Statement” in Appendix V of the University Faculty Handbook shall also apply.

For cause, as described in the University Faculty Handbook, the faculty member’s department Supervisor or Dean may initiate a formal post-tenure review prior to the scheduled post-tenure review. The P & T Committee will meet and evaluate the merits of the request. If the request has merit, the P&T Committee will initiate a post-tenure review. The clear intention of this review is for the faculty member to regain a position of strength within the college.

The post-tenure review process will be initiated in the sixth year and every sixth year

following to evaluate performance in the same areas as stated for the awarding of tenure.

1. The faculty member will provide evidence of continued excellence in teaching, scholarship and service and continued professional growth. This evidence shall, at minimum, include current curriculum vitae, a personal statement (a maximum of 10 pages), portfolios in the areas of teaching, scholarship, and service (clinical, administrative, professional, College and WesternU service where applicable).

The evaluation shall be weighted by the P&T Committee according to the contractual distribution of effort as measured by faculty time equivalent (FTE). The Committee will consider distribution of effort (as codified by FTE) as contained in all Annual Employment Agreements up to the review date, as well as Annual Faculty Evaluations and/or development documents of all years of employment.
2. The faculty member will comply with the stated goals and mission of the College, the program to which he/she is appointed and the University.
3. In the event that the post-tenure review is favorable to the faculty member, a report of such will be forwarded to the Dean, the faculty member and the Provost.
4. In the event that the post-tenure review is not favorable to the faculty member, the P&T Committee will submit a report to the Dean and the Provost outlining recommendations for actions that the faculty member should take to remediate his/her performance. The P&T Committee, the Dean, and the Provost, will devise a plan of remediation, with a specified time period for completion, in consultation with the faculty member and his/her Supervisor. The remediation process will be directed toward the growth and development of the faculty member.
5. Following the specified time period, the P&T Committee will evaluate the faculty member's progress toward achieving the goals specified in the remediation plan. If the P&T Committee finds that remediation has been unsuccessful, it will make recommendations to the Dean and Provost as described under "Institutional Tenure Policy Statement" in Appendix V of the University Faculty Handbook. Final approval of these recommendations resides with the Provost.

Definitions Relevant to Promotion and Tenure at the CVM

Academic Qualifications. Credentials, knowledge, skill and judgment of a Faculty member that are relevant and available to him/her in the course of carrying out responsibilities of a particular rank. These include a) knowledge of the literature, and b) skills to make contributions to the discipline and/or to make a social contribution. These qualifications are usually met by academic training. However, in some instances such qualifications can be attained through practical experience and creative professional activities.

Dimensions. Categories of criteria that are evaluated in the consideration of promotion and/or tenure of Faculty members at the College of Veterinary Medicine. Dimensions include Teaching (Teaching ability and Facilitating ability), Scholarship (Scholarly research), Service (Contributions

to the College, University, Clinical and administration activity and/or Community) and Professionalism (Collegiality).

Teaching: Teaching refers to the broad area of student-faculty interactions for educational purposes including preceptorship and other practice-related teaching.

Teaching Ability. Teaching ability is the ability to assist students in developing competence in a subject area and a sense of whole knowledge. Teaching ability is a dimension or category of evaluation for faculty seeking promotion and/or tenure at the CVM. Evidence of teaching ability is provided by peer (defined as any qualified educator) evaluations and student evaluations, which are required parts of the dossier for the candidate seeking promotion and/or tenure. In addition, this dimension also includes course development and advising. Some examples of documentation of teaching ability include:

- A. Excellence in teaching courses taught in professional and graduate programs.
- B. Development of peer-reviewed Innovative approaches to instruction, including development of new teaching techniques, pedagogies or innovations (problems, exercises, models, experiments, notes, audio-visual media materials, educational software, etc.).
- C. Peer-reviewed effectiveness in curriculum review (appraisal of objectives and effectiveness of course design, incorporation of new courses in light of these reviews); updating course materials
- D. Peer recognized contributions of significance to the College's instructional program through leadership and development.
- E. Peer recognition of flexibility and cooperation with faculty and staff in teaching assignments.
- F. Peer recognition of involvement and effectiveness in resident and graduate student supervision.
- G. Peer recognition of excellence in teaching activities outside the College.

Facilitating Ability. The ability to facilitate students to become self-directed, life-long learners. The ability to assist in the development of a process of learning that will keep the student current in their career of choice following graduation. A dimension or category of evaluation for faculty seeking promotion and/or tenure at the College of Veterinary Medicine. Evidence of facilitating ability is provided by peer evaluations and student evaluations, which are required parts of the dossier for the candidate seeking promotion and/or tenure.

Scholarship

Scholarship refers to research, publications and other endeavors that are peer-reviewed and non-peer reviewed and which lead to significant advances in new information and knowledge. These endeavors may be conducted in many different environments, including the research laboratory, the classroom, the design studio and the patient care setting. Special emphasis is placed upon publication of the results of faculty scholarship in the accepted literature of the field. All regular faculty members are expected to participate in scholarly activities consistent with their career goals.

Scholarly Research at the CVM. A dimension or category of evaluation for faculty seeking promotion and/or tenure at the CVM. Scholar contributions to a discipline are to be

distinguished from the practice of a discipline (such as consulting activities or public performance by artists) by evidence that the frontiers of the state of the discipline or profession have been advanced, or something of cultural value has been created as a result of the activity. This activity includes the scholarships of discovery, integration, application and teaching described by Ernest Boyer (1990) in his paper, "Scholarship Reconsidered: Priorities of the Professoriate". Each of these is defined more specifically as follows:

Scholarship of discovery is a commitment to knowledge, to freedom of inquiry, and to following a disciplined investigation, wherever it may lead. This comes closest to what most academics refer to as pure research.

Scholarship of integration is serious disciplined work that seeks to interpret, draw together, and bring new insight to bear on original research. It gives meaning to isolated facts and helps put them in perspective. This involves making connections across disciplines, placing specialties in a larger context, illuminating data in a revealing way, and often educating non-specialists.

Scholarship of application moves toward engagement and is defined by responsible application of knowledge to consequential problems. Service activities may be considered as scholarship of application if they are tied directly to one's special field of knowledge, relate to and flow directly out of this professional activity, and observations are made available for peer review. It is possible that new intellectual understandings can arise out of the act of application, whether in medical diagnosis, shaping public policy, or serving clients. In such activities, theory and practice vitally interact, and one renews the other.

Scholarship of teaching begins with what the teacher knows; it has been stated that teaching is the highest form of understanding. Those who teach must be well informed and steeped in the knowledge of their fields. Teaching is a dynamic endeavor involving all the analogies, metaphors, and images that build bridges between the teacher's understanding and the student's learning. Instructional methods must be carefully planned, continuously examined, and relate directly to the subject taught. Great teachers stimulate active learning and encourage students to be critical, creative thinkers, with the capacity for life-long learning.

Measurable products of scholarly research in all scholarships may include

- Funded research grants and contracts
- Research projects completed and in progress
- Peer-reviewed, data-based publications (preferred), other peer-reviewed publications, abstracts, non-peer reviewed publications, book chapters and books,
- Teaching development and innovation such as educational models, simulators, conferences organized, etc.,
- Invited presentations at scholarly conferences,
- Scholarly reputation among peers locally, nationally and, internationally,
- Memberships in scholarly and professional organizations,
- Offices held in regional, national and international professional organizations, and/or
- Leadership/organization of scholarly conferences and professional development activities.

Service

1. College/University Service

College Service refers to the efforts devoted to service on committees within individual colleges whether related to the candidate's primary appointment or service to another college.

University Service refers to efforts devoted to service on a university-wide committee and task force.

University and College Governance and Functioning refers to efforts devoted to participation in the governance of the University and the College.

2. Clinical/Administrative Service

Clinical Service refers to efforts devoted to patient and/or population care, as well as consultations, and education to health care providers, patients and animal owners.

Administrative Service refers to efforts devoted to the College or University in a capacity that impacts the governance of the college or university and is part of the job title and contract. Administrative positions would include regional coordinators, directors, assistant/associate deans and/or any new position deemed "administrative" by the Dean.

3. Service Contributions to the Community.

A dimension of service performance that recognizes that the university operates in the context of a larger community. The University is dependent on the community to provide resources necessary to maintain it. Because of this dependence, the University must monitor the needs of that environment if it is to minimize the risk of losing support and maintaining relevance to larger society. The major responsibility for monitoring the demands of society on the University rests with the organization's executive level, but individual Faculty members also can play a part in this activity, and such voluntary contributions should be valued. The commitment to collaboration with strategic partnership sites is a founding principle of the College and is accomplished by providing competent veterinary students and maintaining collaborations to advance the field of veterinary medicine.

Professional service and Professionalism

Professional Service refers to the work that a faculty member performs on behalf of his/her scientific discipline, including but not limited to peer review and leadership in professional organizations, and other applicable activity for the CVM, WesternU, non-WesternU institutions, and the public community.

Professionalism refers to exemplary behavior relating to the performance of a faculty member's academic and clinical duties. The faculty member must conduct him/herself with appropriate discretion, adherence to applicable laws, WesternU policy and procedure, and responsibility for student and patient well-being in a manner consistent with accepted health professions and academic standards and norms. Faculty are expected to exhibit professionalism when interacting directly or indirectly with fellow faculty as well as exhibiting ethical conduct in all scholarly endeavors.

Colleagues are those explicitly united in a common purpose and respecting each other's abilities to work toward that purpose. Professionalism connotes respect for another's commitment to the common purpose and goals of WesternU and the College and ability to work toward it in a non-belligerent manner. Collegial professionalism generally includes, but is not limited to the following behaviors:

- A. Collaborates with others
- B. Fosters Teamwork
- C. Promotes rapport among colleagues.

Collegiality. The capacity or ability of an individual to relate well and constructively to faculty, staff and students within the institution. A professional criterion relating to the performance of a faculty member's duties within the College; should be distinguished from sociability or congeniality. A required dimension or category of evaluation for faculty seeking promotion and/or tenure at the College of Veterinary Medicine. Collegiality is marked by power or authority vested equally in each of a number of colleagues. Interpretation about a candidate's collegiality should not intrude upon the academic freedom of an individual and should not be confused with the rights of a faculty member to dissent. Intellectual disagreement should not be confused with non-cooperation or dissent with disobedience. Principal criteria for assessment of collegiality include recognition through selected and/or appointed positions, collaborative efforts, engagement in shared academic and administrative tasks, professionalism and integrity, and mentorship efforts. These activities are documented in the Annual Faculty Evaluation, Curriculum Vitae and letters of evaluation.

<p style="text-align: center;">APPENDIX 1. Proposed Format and Contents of Dossier For Promotion and/or Tenure and/or Post-Tenure Review College of Veterinary Medicine, Western University of Health Sciences</p>

Title Page

Table of Contents

Chapter

Self-Reflective Statement by the Candidate (2-3 pages)

1. Curriculum Vitae
2. Documents in Support of Teaching Ability (list of courses taught during the probationary period; student and peer evaluations required; PBL cases written, module leadership; may include candidate's teaching portfolio; honors or awards, perhaps short samples of exams or exam items written).
3. Documents in Support of Facilitating Ability (list of facilitating assignments and student evaluation data)
4. Documents in Support of Scholarly Research: Representative publications and first pages of funded research grants (selected by the candidate). For both publications and grants, candidate should describe his/her role in the research.
5. For candidates with other work products (computer assisted instruction, models, conferences, this section may contain photos, descriptions, or CD-ROM's documenting the nature and quality of the work products.

6. Documents in Support of Service to the College, University, Discipline or Community (list of committee memberships, leadership, roles in specialty groups, letters of appreciation, honors and awards)
7. Documents in Support of Collegiality (Letters of Reference)

8. Letters of Reference from External Referees and Evaluators; each letter should be preceded by a short (~ 1 paragraph) description of the qualifications of the evaluator.
9. Letter from the Associate Dean for Academic Affairs
10. Letter from the Dean
11. Letter from the Executive Vice President, Academic Affairs
12. Further comments from the Candidate (optional)

**Appendix 2. Proposed CV Format
For Promotion and/or Tenure and/or Post-Tenure Review
College of Veterinary Medicine, Western University of Health Sciences**

month, year

CURRICULUM VITAE

NAME: Jane Madison Doe

PRESENT POSITIONS: Assistant Professor, College of Veterinary Medicine
Western University of Health Sciences

309 East Second Street, Pomona, CA 91766-1854 USA

ph: 909-469-5628 FAX: 909-469-5635

email: jdoe@westernu.edu

EDUCATION: (chronological, oldest first)

1. University of Iowa, Iowa City, Iowa; 1973-1977. Bachelor of Science with Honors, Biochemistry.
2. Iowa State University, Ames, Washington; 1977-1981. Doctor of Veterinary Medicine.
3. University of Wisconsin, Madison, Wisconsin; 1981-1985. Doctor of Philosophy Degree, Veterinary Pathology. Thesis Title: XXXXX.

HONORS: (chronological, oldest first)

PROFESSIONAL POSITIONS: (chronological, oldest first)

VETERINARY LICENSURE: Iowa (1977-the present)

BOARD CERTIFICATION: Diplomate, American College of Veterinary Pathologists, 1984

MEMBERSHIP IN PROFESSIONAL SOCIETIES: (list alphabetically)

PROFESSIONAL, GRADUATE & UNDERGRADUATE TEACHING: (chronological, oldest first)

COMMITTEE MEMBERSHIPS: (chronological, oldest first, include dates of service)

FUNDED RESEARCH: (chronologically, oldest first)

1. **Doe, J.E.**, and Robertson, E.C.: Pathogenesis of parvoviral cardiac lesions in the dog. (1987-1989). Morris Animal Foundation. \$75,000. (*Primary investigator and pathologist*)

PROGRAM SPEAKER: (chronological, oldest first)

A. Scientific Program/Abstracts

1. **Doe, J.E.**: Pathogenesis of parvoviral cardiac lesions in the dog. Annual Meeting of the Conference of Research Workers in Animal Diseases, Chicago, IL, Nov, 1990.

B. Invited Presentations - Veterinary Groups

C. Invited Presentations - Lay Groups:

PUBLICATIONS (chronological, oldest first)

- A. **Refereed Journals**
- B. **Books**
- C. **Chapters in Books**
- D. **Reports in Nonrefereed/Lay Publications**