



DEPARTMENTAL CODE
DEPARTMENT OF ANIMAL SCIENCES
COLLEGE OF AGRICULTURAL SCIENCES
COLORADO STATE UNIVERSITY
Revised August and October 2021
Approved by Department 18-October 2021

1. The Department of Animal Sciences (the “Department”) shall be administered according to the following structure:
 - A. Department Head (the “Department Head”)
 1. Department Head has the option to appoint a faculty member to serve as Associate Department Head (the “Associate Department Head”) and/or a Director of Equine Sciences.
 - B. Department Coordinating Committee (the “Coordinating Committee”)
 - C. Optional Director of Undergraduate Programs (the “Director of Undergraduate Programs”)
 - D. Optional Director of Graduate Programs (the “Director of Graduate Programs”)
 - E. Scheduled Meetings of Department Faculty (the “Faculty”)
 1. There shall be a minimum of one Faculty meeting each term of the academic year. Department Head shall notify staff and faculty [tenure track and contract, continuing, and adjunct faculty (CCAF)], electronically at least one week before each meeting. If subsequent meetings are necessary each term, notice shall be provided at least 48 hours before the meeting. A quorum, for voting purposes, shall consist of at least 50 percent of the Department that have voting rights.
 - F. Voting Rights
 1. All administrative professionals, state classified personnel, and faculty (tenure track, tenured, and CCAF [See Appendix A and Section E11 of the Colorado State University Academic Faculty and Administrative Professional Manual (the “Faculty Manual”)] have voting rights regarding departmental governance. Voting rights will adhere to the guidance provided by the Faculty

Manual for the University. All other voting issues will be handled at the Department Head's discretion.

2. Electronic voting may be used when deemed appropriate by the Department Head.

II. Designation and Duties of Department Head

- A. The administrative officer shall be designated as Department Head. The selection of Department Head and the term of office shall be governed by the provisions outlined in the Faculty Manual with reference to the position of Department Head, contained in sections C.2.4.2.2, C.2.6.2, and C.2.7.
- B. Department Head, as the administrative and academic officer in Department, is the initial person in the administrative chain to the Dean of the College of Agricultural Sciences ("the Dean"; CAS) and the Provost ("the Provost") and President of Colorado State University ("the President"). Faculty and staff report to the Department Head, who has the general responsibility for any Faculty and staff activities that may affect the professional status of the Department or best interests of Colorado State University ("the University").

C. Specific Responsibilities of Department Head

1. Preparation of Department budget in conjunction with the CAS Business Office.
2. Administration of and adherence to Department budget.
3. Evaluation of Faculty in accordance with the Departmental Code.
4. Initiation of recommendations for appointments, advancement, tenure and dismissal of Tenure-track, tenured and CCA faculty and staff members, including incorporation of input from students, staff, Tenure-Track, Tenured and CCA faculty relating to teaching and advising effectiveness of staff, Tenure-Track, Tenured and CCA faculty members who are being considered for reappointment, promotion, tenure, dismissal and salary increase.
5. Management of academic and financial matters within Department.
6. Adjustment of staff, Tenure-Track, Tenured and CCA faculty workloads and salaries consistent with experience, competence, capacity, productivity, and aptitude of individual faculty.

7. Preparation of reports called for by higher authorities or by agencies of the institution charged with coordinating the general program of the University.
8. Foster industry relationships and obtain financial support for Animal Sciences.
9. Additional responsibilities of Department Head, together with staff, Tenure-Track, Tenured and CCA faculty are:
 - a. Development and strengthening of undergraduate and graduate teaching, research, and extension programs.
 - b. Development and strengthening of staff, Tenure-Track, Tenured and CCA faculty competence within Department.
 - c. Construction of sound curricula to meet educational needs of students.
 - d. Cooperation with and assistance to other Departments in matters affecting the University in its undergraduate and graduate teaching, research, and extension/outreach programs.
 - e. Effective staff, Tenure-Track, Tenured and CCA faculty recruitment.
 - f. Development and maintenance of Department morale.
 - g. Contribution to the achievement of the University's diversity and equal opportunity goals; implementation of University Principles of Community.

III. Appointment and Duties of Associate Department Head

- A. Appointment of Associate Department Head will be made by Department Head.
- B. Duties of Associate Department Head will be assigned by Department Head and provided to Associate Department Head and staff, Tenure-Track, Tenured and CCA faculty in writing. A copy of the duties of Associate Department Head will be maintained in the main office.

IV. Appointment and Duties of Director of Undergraduate Programs

- A. Director of Undergraduate Programs will be appointed by Department Head through a fair and equitable process.

- B. Duties of Director of Undergraduate Programs will be assigned by Department Head and will lead to promoting undergraduate student success and providing leadership in all areas of Department's undergraduate programs, including in the development and implementation of the curriculum. Duties will be provided to staff, Tenure-Track, Tenured, and CCA faculty in writing. A copy of the duties of Director of Undergraduate Programs will be maintained in the main office.
- V. Appointment and Duties of Director of Graduate Programs
 - A. Director of Graduate Program will be appointed by Department Head through a fair and equitable process.
 - B. Duties of Director of Graduate Programs will be assigned by Department Head and will lead to promoting graduate student success and providing leadership in all areas of Department's graduate program. Duties will be provided to staff, Tenure-Track, Tenured, and CCA faculty in writing. A copy of the duties of Director of Graduate Programs will be maintained in the main office.
- VI. Appointment and Duties of Director of Equine Sciences
 - A. Director of Equine Sciences can be appointed by and reports to Department Head.
 - B. Duties of Director of Equine Sciences will be assigned by Department Head and provided to Director of Equine Sciences, staff, Tenure-Track, Tenured and CCA faculty in writing. In general Director of Equine Sciences will be responsible for fostering industry relationships and obtaining financial support for the Department and for oversight of all facilities at the Foothills Campus assigned to Equine Sciences (i.e., Equine Research and Teaching Center) along with any additional facilities operated for the benefit of the Equine Sciences Program. A copy of the specific duties of Director of Equine Sciences will be maintained in the main office.
- VII. Appointment and Duties of the Department Coordinating Committee
 - A. Coordinating Committee shall be appointed by Department Head after consultation with Faculty. This committee shall consist of at least five members (staff, assistant, associate, and full tenure-track faculty, CCAF, and academic success coordinators) in addition to Department Head.
 - B. Duties of Coordinating Committee shall be to advise Department Head on all matters concerning the welfare of Department; bring to the attention of Department Head all matters of concern regarding Department operations and to keep staff, Tenure-Track, Tenured and CCA faculty apprised of matters discussed in meetings of Coordinating Committee.

VII. External Advisory Committee.

- A. The coordinating committee will assist Department Head in developing an external advisory committee that represents all aspects of the department.
- B. Duties of External Advisory Committee shall be to provide input to Department on Departmental Programming and External Relations.

VIII. Department Mission Statement and Objectives

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

IX. Department Majors

- A. Animal Sciences
- B. Equine Sciences
- C. Joint (with the Department of Agricultural Resource Economics) Livestock Business Management

X. New or Vacated Academic Positions

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

- A. Department Head will consult with Coordinating Committee and review all staffing needs.
- B. Department Head will develop a staffing plan for submission to the Dean.
- C. Department Head will submit a request to search for approval by the Dean. After obtaining authorization to conduct a search, Department Head will appoint a search committee to recruit and review qualifications of candidates in adherence to a Charge to be provided at the initiation of the search by the Department Head. The Chair of the search committee must have completed "Training for Search Committee Chairs" conducted by the Office of Equal Opportunity (OEO) and search committee appointments must be approved by OEO. All searches are conducted according to guidelines developed by OEO and all required OEO approvals must be obtained. The search committee shall make recommendations to Department Head in conjunction with their Charge after soliciting input from staff, Tenure-Track, Tenured, and CCA

faculty regarding candidate qualifications. When possible, the Department Head and search Chair will attempt to include an OEO officer from a different Department or College to serve on search committees within the Department. Department Head will obtain approval of the Dean prior to offers being made. Final authorization rests with the President whose authority has been delegated by the Board of Governors of the Colorado State University System. In addition to search committee or search chair trainings offered through OEO, search committee members shall complete at least one training related to Diversity, Equity, and Inclusion annually to ensure the hiring process is equitable. Approved trainings are offered through CSU Office of the Vice President for Diversity:

<https://inclusiveexcellence.colostate.edu/education/employee-dei-trainings/>.

One training total must be completed annually and can serve as evidence of DEI training for search committee members, Tenure and Promotion Committee, CCAF promotion committee, instructors, and anyone serving in supervisory roles.

- D. If a new hire negotiates to come in at a rank higher than which they currently serve (or without a current academic rank), this must be approved by the T&P Committee.
- E. Affiliate faculty nominations will be submitted to Department Head for consideration by the faculty. Nominations should include written statement of how a nominee will serve the Department and a current CV. Majority departmental vote is required to appoint Affiliate Faculty. Expectations include teaching and serving on graduate committee(s) and service on research project(s) or for other purposes as agreed on by staff, Tenure-Track, Tenured and CCA faculty.
- F. Providing resources are adequate and that appointments match staffing plans, the Department Head may make Adjunct and Joint appointments following with agreement of faculty.

XI. Department Review

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

XII. Annual Review of Performance of Tenure-Track, Tenured, and CCAF

- A. Department Head will be responsible for conducting an annual review of the performance of each faculty member in accordance with section C2.5 of the Faculty Manual. Department Head may call upon specific staff, Tenure-Track, Tenured and CCA faculty to help in the review process as a committee. The evaluation shall be

consistent with Section E.9 of the Academic Faculty and Administrative Professional Manual and the responsibilities of each faculty member, with appropriate weighting, given in each case to teaching/advising/extension, research, and service. Full details of the review instrument are given below.

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

1. Teaching/Advising Courses taught (level, number of students, etc.)
 - Course improvements
 - Books, manuals, and other materials published
 - Undergraduate advisees
 - Advising student clubs
 - Awards
 - Other supportive materials allowed by the Department Code and Faculty Manual/New course development
 - Programs developed
 - Ongoing programs
 - Meetings and presentations
 - Events and expositions
 - Publications
 - Radio and television
 - Awards
 - Trainings related to Diversity, Equity, and Inclusion and efforts to integrate these principles into teaching, outreach, and mentorship
 - Other supportive materials
2. Research/Scholarship
 - Publication (Refereed, Popular, Other)
 - Proposals submitted
 - Grants submitted
 - Grants received
 - Presentations
 - Graduate students (co)advised
 - Graduate committee service
 - Awards
 - Gifts
 - Other supportive materials
3. Outreach/Engagement/Extension

4. Service

Department, College and University Committees
Public service (State, National, International)
Miscellaneous

Following submission of goals and at the end of the annual evaluation, a written statement of mutual expectations will be agreed upon by the faculty member and Department Head for the following year. If Department Head and the faculty member cannot agree on mutual expectations, the Tenure and Promotion Committee will be asked to determine if the expectations of the department are within reason or not and provide an explanation in writing to Department Head. If the Department Head and the faculty member still cannot resolve differences, grievance procedures between members of the faculty and Department Head will be followed as described in the Faculty Manual, Section K.

B. Faculty Productivity and Workload Expectations

The standard upon which Faculty productivity and workload expectations are based is a 9-month, 100% RI-funded, faculty appointment. See section E.9.2 of the Faculty Manual for workload expectation.

C. Effort Distribution for Tenure-track, tenured and CCAF (See Section E.9.2 of the Faculty Manual.)

Effort distribution between teaching, research and extension/outreach/service will be detailed initially in the faculty member's appointment letter. Effort distribution is re-evaluated annually, and as appropriate, revised based on circumstances of individual faculty. Changes to effort distribution are made collaboratively between the faculty member and Department Head and will be recorded in writing. The Tenure and Promotion committee will be notified before changing a faculty member's annual effort distribution.

Effort distribution is used as the basis for determining faculty workload expectations, which are specifically outlined for each individual faculty member. Faculty will be evaluated based on their appointment and as outlined in Sections E12.1 – E.12.3 of the Faculty Manual and as mutually determined by Department faculty and staff in the Expectations Guidelines.

1. Teaching and Advising
 - a. Resident Instruction
 - b. Advising of undergraduate and graduate students
2. Research and Other Creative Activities

3. Outreach, Engagement, Service
 - a. University Service
 - b. Professional Service
 - c. Extension

D. Determination of Merit Salary Increases

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

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

1) Tenure and Promotion Committee (Section E.10 of the Faculty Manual)

- a. Members of the Tenure and Promotion Committee will consist of all tenured department faculty members. One Tenure and Promotion Committee member will be elected from the pool for Full Professors by the Committee each year to serve as Chairperson at the Fall departmental meeting. A representative from the Office of Equal Opportunity will be asked to serve as an ex-officio member of the committee as available.
- b. The Tenure and Promotion Committee will be responsible for review of the quantity, quality, and applicability of the candidate's work toward promotion and tenure. The Tenure and Promotion Committee will review its findings and make recommendations to Department Head for promotion and/or tenure.
- c. Members of the Tenure and Promotion committee shall complete at least one training related to diversity, equity, and inclusion annually to ensure equitable evaluation of candidates. Approved trainings are offered through CSU or external sources identified and approved by the department. Completion of training will be verified during annual evaluation.
- d. Members of the Tenure and Promotion Committee who have not been employed by the department for 6 months or more, cannot vote on candidates.

- e. Candidates being considered for tenure shall require recommendations by a majority vote of the Tenure and Promotion Committee. Candidates applying for promotion to a higher academic rank shall require recommendations by a majority vote of those faculty members currently at or above the higher rank sought on the Tenure and Promotion Committee.
- f. Tenure and Promotion Committee will evaluate the quality and quantity of academic contributions for all non-tenured, tenure-track faculty at a mid-point of their progress towards tenure and/or promotion (i.e., for most faculty, at approximately three years following their appointment date). Tenure and Promotion Committee will review all materials (CV, mentoring committee letters, and other supportive materials). This review will be used by Department Head in the reappointment decision.
- g. Members of the Tenure and Promotion Committee at or above rank of applicants will evaluate the quality and quantity of academic contributions for all tenured faculty every five years post receipt of tenure.
- h. Department Head has the prerogative to override the recommendation only for compelling reasons, which shall be stated in writing.

2) CCAF Promotion Committee

- a. Members of the CCAF Promotion Committee will consist of three faculty members: one Tenured Full Professor, one Master Instructor, and one CCAF Associate/Full Professor. If the composition of the department committee does not include an CCAF of higher rank, then a representative from outside the department will be identified for inclusion on the committee. Membership shall be determined by the Department Head annually.
- b. One CCAF Promotion Committee member housed within the department will be elected by the Committee each year to serve as Chairperson at the Fall departmental meeting.
- c. The CCAF Promotion Committee will be responsible for review of the quantity, quality, and applicability of the candidate's work toward promotion. The CCAF Promotion Committee will review its findings and make recommendations to Department Head for promotion.
- d. Members of the CCAF Promotion Committee who have not been employed by the department for 6 months or more, cannot vote on candidates.

- e. If there are more than two CCAF employees of the department, not serving on the CCAF Promotion Committee, then candidates being considered for promotion shall require recommendations by a majority vote of CCAF members. Likewise, candidates applying for promotion to a higher academic rank shall also require recommendations by a majority vote of those faculty members currently at or above the higher rank sought that do not serve on the CCAF Promotion Committee.
 - f. The CCAF Promotion Committee will evaluate the quality and quantity of academic contributions for all CCAF at a mid-point of their progress towards promotion (e.g., at approximately three years following their appointment date). This review will be used by Department Head in the reappointment decision.
 - g. Following submission of goals and at the end of the annual evaluation, a written statement of mutual expectations will be agreed upon by the faculty member and Department Head for the following year.
 - h. Department Head has the prerogative to override the recommendation only for compelling reasons, which shall be stated in writing.
 - i. Members of the CCAF Promotion committee shall complete at least one training related to diversity, equity, and inclusion annually to ensure equitable evaluation of candidates. Approved trainings are offered through CSU or external sources identified and approved by the department. Completion of training will be verified during annual evaluation.
- F. Periodic Comprehensive Reviews of Tenured, Master Instructor, and CCAF Full Professor faculty.
- 1. Phase I Comprehensive reviews will be conducted in accordance with the Faculty Manual Guidelines.
 - 2. Phase II Comprehensive reviews will be initiated when Department Head determines that a tenured or CCAF member's performance was unsatisfactory in the Phase I review and will be conducted in accordance with the Faculty Manual Guidelines. The initiation of a Phase II review is not a grievable action by the faculty member.

XIII. Standing Committees

- i. Appropriately qualified faculty and staff members shall be appointed to committees by Department Head. Committees should be structured to include faculty members representing those disciplines, areas of expertise, or responsibilities concerned with the particular committee. Individuals may request appointment to committees. Voluntary membership shall be encouraged. Student representation on committees shall be considered where appropriate.
- j. Members of all standing committees shall complete at least one training related to diversity, equity, and inclusion annually to ensure equitable evaluation of candidates. Approved trainings are offered through CSU or external sources identified and approved by the department. Completion of training will be verified during annual evaluation.

The following shall be the standing committees of Department:

A. Curriculum Committee (the “Curriculum Committee”)

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

B. Graduate Review and Research Committee

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

C. Diversity, Equity, and Inclusion Committee

1. Membership (Application Process, Committee Decides and should include at least one member from each category listed below:
 - a. Directors of Undergraduate & Graduate Programs
 - b. At least One faculty representative from each position classification.
 - c. At least One administrative professional representative.

d. At least One undergraduate and one graduate student from the Department of Animal Sciences

e. At least One member from the College of Agriculture's Diversity Catalyst Team.

2. Responsibilities

a. Recommend, to Department Head actions to enhance diversity, inclusivity, and equity within the Department faculty, staff, and student body.

b. Determines what type of diversity, inclusion, and equity training and educational programming is appropriate for all staff, faculty and students as needed.-

c. Our Department will align with CSU's mission, vision and areas of focus, with special attention given to populations historically underrepresented or excluded from participation in higher education.

D. Tenure-Track and Contract, Continuing, and Adjunct Faculty (CCAF) Mentoring Committee.

1. Each new faculty member in a tenure track or CCAF position will have a mentoring committee consisting of at least two faculty members appointed by Department Head.

2. Committee will review the professional credentials of faculty members annually and until the title/rank of Associate Professor and/or tenure and/or Senior Instructor, and/or CCAF Associate Professor is granted.

3. This mentorship may continue until rank of Full Professor and/or Master Instructor and/or CCAF Full Professor is achieved.

XIV. Graduate Student Committees

A. Once the major advisor has received permission from Department Head to accept a graduate student and the offer letter from Department Head has been signed by the graduate student, a graduate student committee can be assembled.

B. The members of the graduate student's committee are chosen by the student and the major advisor, considering the area of study and the guidelines and requirements of the Graduate School.

C. Departmental members of all graduate committees shall complete at least one training related to diversity, equity, and inclusion annually to ensure equitable mentorship. Approved trainings are offered through CSU or external sources identified and approved by the department. Completion of training will be verified during annual evaluation.

XV. *Ad Hoc* Committees

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

XVI. Academic Appeals Procedures

- A. Appeals must be filed no later than thirty (30) calendar days after the first day of classes of the following spring semester for appeal of grades recorded for the fall, and no later than thirty (30) calendar days after the first day of classes of the following fall semester for grades received in the spring or summer semester. If no appeal is filed within this time period, the grade shall be considered final.
- B. Students will first attempt to resolve the grievance with the instructor.
- C. Burden of proof lies with the student.
- D. If an agreement is not reached between the student and the instructor, Director of Undergraduate Programs will attempt to resolve the differences between the student and faculty member involved. If this attempt is unsuccessful, both individuals will be asked to put in writing their critical assessment of the situation.
- E. The written materials will be submitted for review to an appeal committee, designated by Department Head in accordance with University policy. The decision reached by the appeal committee is the final decision of the university.
- F. The appeal committee's composition and procedures must adhere to the Faculty Manual, Section I.7.

XVII. Principles of Community

The Department is committed to the Principles of Community (POC): Inclusion, Integrity, Respect, Service, and Social Justice as outlined by CSU. The Department will

emphasize a caring and supportive community where everyone's contributions are valued, academic and professional standards are maintained, and all voices are heard. The Department has a goal of increasing diversity of thought among faculty, staff, and students and creating a welcoming and inclusive climate. Offering student, staff, and faculty training in cultural competence will result in alumni who are qualified to succeed in our diverse world.

Faculty and staff are expected to uphold, strengthen, and contribute to the POC by treating others in accordance with the values expressed in the POC. Contributions and strengthening activities include, but are not limited to: attending trainings offered at CSU that focus on POC, working with student groups to improve POC, having in-class discussions and guest speakers that address current issues surrounding POC, etc. For all professional activities, POC should be discussed and adhered to during engagement with students, staff, faculty, and stakeholders. Adherence to and championing of the Department's POC will be evaluated for all faculty and staff during annual evaluations and be included in each employee's goals for the following year.

XVIII. Reporting

Staff or faculty who have experienced, witnessed, or otherwise have knowledge of a possible incident of bias or other behavior incongruent with the POC or other University policies are strongly encouraged to report the behavior as soon as possible to the Department Head or Associate Department Head. Reports of concern to the Department Head or Associate Head will be looked into and addressed as appropriate. Due to the nature of some concerns, the Department Head or Associate Department Head may consult with other, confidential University entities such as the Office of Equal Opportunity, Human Resources, or the Office of the Vice President for Diversity.

Resources:

[Tell Someone](#)

[Bias-Related Incident Reporting](#)

[Employee Assistance Program](#)

[Employee/Faculty Resources for Conflict Resolution](#)

XIX. Departmental Code

- A. The Departmental Code can be reviewed by Faculty and staff at any scheduled meeting and can be changed at a subsequent meeting by a majority vote of Faculty and staff, contingent upon approval by the Dean.

- B. A review of the Departmental Code shall take place in the year before the end of each term of Department Head or in connection with the evaluations of academic programs and departmental operations.
- C. The Departmental Code is superseded, when discrepancies exist, by the University Faculty Manual.

This Departmental Code was approved by the Department of Animal Sciences faculty and staff on October 18, 2021.

Approved:

Department Head, Animal Sciences

Date

Dean, College of Agricultural Sciences

Date