

## ***Departmental Administrative Structure Policy***

In response to the Administrative Review and Recommendations for Restructuring for South Campus Units of CVMBS, provided by Joe Schwarz in April 2003, a new administrative structure will be adopted for the department **which expands the position of Assistant Department Head from one to three positions**. This does not result in any change to the role of the Advisory Committee, SCRUB or any other south campus administrative unit as part of this change.

### **Justification/rationale for three Assistant Department Head positions.**

- The goal is to improve our ability to address departmental issues in a timely and proactive manner, and to increase our ability to make informed strategic decisions as we pursue the goals of the department.
- There are several important issues and opportunities that are currently ignored because they never become so critical as to get the attention of departmental administration. A few examples from a very long list could include:
  - management of office space
  - developing new laboratory space and resources
  - improving student/faculty teaching evaluation return
  - review of residency training programs and evaluation of residency requests
- By creating a group of senior faculty to advise the department head in making departmental decisions normally made by the department head in relative isolation, we can make better informed decisions and implement them faster. The departmental administration should become more nimble and responsive.
- The new positions have areas of responsibility reflecting scholarly activities of the department, rather than clinical areas, as is the case for section heads and the Advisory Committee. Nevertheless, the incumbents should be drawn from different sections and areas of the hospital to increase our ability to be aware of regional issues and concerns.
- The areas of responsibility for these positions will be PVM teaching, resident and graduate education, and research. These areas do not embrace all the activities of the department, but will bring focused attention to the key things that we do. In this context the department head will maintain overall responsibility for all departmental activities, but will have special responsibility for faculty mentoring, recruitment and retention, and departmental budget (working with the Senior Departmental Administrator).
- The current Assistant Department Head is a 25% commitment. However, no relief from other responsibilities was provided for Dr. Baxter when he took up this appointment. With three positions the effort commitment could be of the order of 15%, and real reductions in other responsibilities should be identified for new assistant department heads.
- Initially, if adopted, this change should be implemented as a policy rather than a change to the departmental code. The success of the strategy should be reviewed annually after implementation by the department head seeking input from faculty members. If the policy is judged successful after three years then consideration could be given to changing the departmental code.

### **Formal description of new Assistant Department Head positions**

The principle changes to the current departmental code are in bold type.

#### IV. ASSISTANT DEPARTMENT HEADS

**Three** Assistant Department Heads will be appointed by the Department Head and approved by a simple majority of the Departmental Advisory Committee. In the absence of a Department Head, the Dean will appoint the Assistant Department Heads, with approval by the Departmental Advisory Committee. The assistant heads will be chosen from the tenured faculty members of the department. Prior to assuming the assistant head positions, clinical and scholarly activity duty distribution will be negotiated and agreed upon by the appointees, the Department Head, and the Dean. The Assistant Department Heads will be responsible directly to the Department Head. In the event of absence of the administrative officer during times of administrative need **the senior (based on rank, then years of**

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**service)** Assistant Department Head shall serve as head pro tem,. Following unexpected loss of the Department Head, the **senior** Assistant Department Head will immediately become the acting Department Head until such time as a new Department Head is hired or appointed. It will then be the discretion of the acting Department Head to appoint new Assistant Department Heads.

The term of the Assistant Department Heads will be 3 years, with the opportunity for reappointment. **Rotation in these positions is desirable, at least after the second term in office.** The Assistant Department Head may be removed from the position at the discretion of the Department Head.

The duties of all Assistant Department Head include, but are not limited to:

1. The Department Head, Assistant Department Heads and the departmental senior administrative assistant will constitute the Departmental Management Committee. This committee will meet on a regular basis, and no less than once a month. At these meetings operational issues will be reviewed and discussed, and plans made for addressing identified needs. The recommendations of this committee will be advisory to the Department Head, and to the Departmental Advisory Committee.
2. Assisting in the faculty evaluation process through input to the Department Head regarding faculty performance in the PVM and graduate programs, and in the VTH.
3. Attending faculty meetings, and in the absence of the Department Head, be responsible for conducting the faculty meeting.

The Assistant Department Heads will each have specific areas of oversight, with responsibility for reporting on these areas to the Departmental Management Committee. These three areas and specific responsibilities are:

#### Professional Veterinary Medicine Teaching

1. **Serve as Coordinator for the PVM curriculum senior practicum, and serving on the PVM curriculum committee in this capacity.**
2. **Develop strategies for facilitating faculty and student reviews in a timely manner.**
3. **Ensure that policies for evaluation of students by faculty, and of faculty by students are implemented.**
4. **Oversight of budgets for all teaching laboratories and activities funded from the departmental budget.**

#### Resident and Graduate Education

1. **Assist the Department Head in implementing and facilitating the resident and graduate programs of the department, and serving as an ex-officio member of the resident graduate committee.**
2. **Review residency program requests to ensure they address the goals of the department in terms of post-graduate training.**
3. **Serve as the liaison between the hospital board and the Department Head. Participating on the hospital board as a non-voting member. If the Assistant Department Head is unable to attend the hospital board, that responsibility will fall to the Department Head.**

#### Research

1. **Analyze and propose management strategies for utilization of research resources, including laboratory space and equipment within the department, with the goal of maximizing research opportunities for faculty, residents, and graduate students.**
2. **Oversee office space allocation within the department for all faculty, residents, graduate students, and staff. Develop policy for allocation of these resources.**
3. **Develop tools for orientation of new faculty to the research environment and resources at CSU.**

Adopted July, 2004

4. **Work with the department head to develop plans for ICR use and salary savings policy for the department.**
5. **Oversee relationship between the department and ACUC, Human Resources Committee, and RA/RSP to ensure smooth operations.**
6. **Attend South Campus Resources Utilization Board (SCRUB) meetings with the department head as a non-voting member (ex officio).**