

**DEPARTMENTAL CODE
DEPARTMENT OF CLINICAL SCIENCES
COLLEGE OF VETERINARY MEDICINE AND BIOMEDICAL SCIENCES**

August, 2006

I. MISSION

Assure the health and productivity of animals to meet societal needs through high quality educational programs for professional veterinary medical students, graduate veterinarians, and the public through a faculty and veterinary medical center of excellence. Advance and disseminate comparative biomedical knowledge in an environment of interdisciplinary collaboration.

II. DEPARTMENTAL OBJECTIVES

- A. Provide the best possible faculty, curriculum and facilities for undergraduate and graduate training in the clinical sciences, in a manner consistent with the present and anticipated needs of the department and profession.**
- B. Develop and maintain a progressive research and clinical investigative program to advance the state of the art and science of veterinary medicine and surgery.**
- C. Provide, in agreement with the College guidelines, postgraduate education for veterinarians, graduate students and practitioners at this institution and at international, national, state and local levels.**

III. DEPARTMENT HEAD

The principal administrative and academic officer of the Department of Clinical Sciences will be designated Department Head. Members of the departmental faculty and staff are responsible to him/her. The Department Head has the general responsibility for all activities, which may affect the professional status of the department and the best interests of the University. He/she is the responsible supervisor of departmental faculty and staff and is in turn responsible to the Dean of the College of Veterinary Medicine and Biomedical Sciences. Selection, duties and term of office of the Department Head shall be those specified in the Colorado State University - Academic Faculty And Administrative Professional Manual (CSU Faculty Manual) Sections C and E.

If the Department Head is temporarily absent, one of the Assistant Department Heads will serve as the acting Department Head dependent on their seniority and availability at the time of need. If all Assistant Department Heads are absent, the Department Head will appoint an Acting Department Head from the tenured faculty.

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 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 at 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. Assistant Department Heads may be removed from the positions at the discretion of the Department Head.

A. The duties of all Assistant Department Heads include, but are not limited to:

- 1. Participation, together with the Department Head and the departmental senior administrative assistant in the Departmental Management Committee. This committee will meet on a regular basis, and not 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.**
- 4. Reviewing the departmental code and appendices annually, and recommending revisions if needed to the faculty and Department Head.**

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:

B. 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.**

C. 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.**

D. 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.**
- 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.**

V. THE DEPARTMENT, VTH-BASED SECTIONS, AND RESEARCH CENTERS

The faculty within the Department of Clinical Sciences are organized academically according to their veterinary and biomedical specialty areas.

Each clinical area will have a section head with specific VTH-based duties as outlined in Appendix V. The section head will be nominated by the Department Head and VTH Director, and endorsed by a majority vote of the section. Each section head will represent the section as a member of the Faculty Advisory Committee, as outlined below in section VI. Section Head appointments are three years in duration, with the possibility of renewal. Research faculty not represented in clinical sections will be represented at the Faculty Advisory Committee by the Center Directors (ACC, ORC, APHI) and by the Assistant Department Head for Research.

VI. FACULTY ADVISORY COMMITTEE

An Advisory Committee composed of the section heads, the Directors of Centers (ACC, ORC, and APHI), and the Assistant Department Heads will provide advice and counsel to the Department Head. The Department Head shall serve as chairman of this committee and will call meetings at least four (4) times per year.

The term of office for section faculty representatives shall be three (3) years, with re-election possible with the approval of the Department Head. They should have staggered terms so that all terms do not end at one time. A faculty representative can be removed from office for reasons of ineffectiveness by the faculty he/she represents. In the event of a vacancy, an interim faculty representative may be appointed by the Department Head until a new faculty representative is elected for the remainder of the three (3) year term.

The Departmental Advisory Committee will carry out necessary evaluative activities needed within the department, reviewing programs and goals of the departmental faculty in relation to overall departmental programs.

The duties of the Departmental Advisory committee will include:

- A. Advising the Department Head on an ad hoc basis.**
- B. Serving as a conduit for information, concerns, and problems between the department and the sections.**

VII. DEPARTMENT POSITIONS

- A. Each year, a priority listing of positions needed within the department will be established by the departmental faculty at a scheduled faculty meeting.**

B. Procedures for review of candidates for new or vacated positions:

- 1. Faculty openings or vacancies will be announced to the departmental faculty. All open positions will be evaluated for alignment to the departmental and college strategic plan for continuation, reallocation or elimination. The Department Head will appoint a search committee. In conjunction with the Department Head, the Committee will develop a job description and advertise the position as appropriate in compliance with University Affirmative Action policies.**
- 2. The Committee will review applications and make recommendations to the Department Head as to the suitability of applicants for interview. When a candidate is present for interview, he/she will present a seminar to which all members of the department are invited. The selection committee shall seek comments and advice from all faculty using an evaluation form prior to making its final recommendation to the Department Head. S/he will make recommendations to the Dean, Provost and the Office of Equal Opportunity. As a matter of Colorado law the Board of Governors of the CSU System has exclusive power over all personnel decisions, and has delegated this authority to the President.**

VIII. PROCEDURES FOR EVALUATION OF FACULTY MEMBERS

The procedure for evaluating faculty performance will be developed by the Department Head with input from the Faculty Evaluation Committee in accordance with the CSU Faculty Manual (Section C) and included in the Department Code as Appendix 1.

Each faculty member will submit annually a Faculty Activity Summary (FAS) to the Department Head documenting his/her accomplishments for the past year, with goals and objectives for the next year. The Faculty Evaluation Committee will review the FAS and summarize accomplishments of the individual for the year for review by the Department Head. The Department Head will review with each faculty member in an annual personal conference (APC) the quality and quantity of their performance defining strengths and deficiencies that should be corrected. Prior to the annual evaluation of faculty members, the Department Head shall request from the Department Faculty Evaluation Committee, and the Hospital Director if the faculty member has clinical responsibilities or from the Research Program Director (Centers: ACC, ORC, and APhi) for faculty with non-clinical appointments, a written summary of the quantity and quality of work performed by each faculty member during the past calendar year. After conferring with a faculty member, the Department Head will prepare a written summary of the conference to be signed by both. The faculty member may append clarification or rebuttal statements. The document will remain in the faculty member's personnel file in the Dean's Office.

A. Faculty Evaluation Committee

- 1. The Faculty Evaluation Committee shall be appointed by the Department Head and will consist of five (5) tenured faculty holding the rank of professor in the Department of Clinical Sciences. The senior member of the committee will serve as chairperson of the evaluation committee. Committee members shall serve three (3) years. Recommendations for tenure and promotion will be based upon a tenured faculty vote.**
- 2. The procedures for faculty evaluation shall be based on the CSU Faculty Manual (Section C). Modification of the Departmental evaluation procedure will be the responsibility of the evaluation committee under the direction of the Department Head. The faculty evaluation procedures will be presented to the department faculty for their approval by a majority vote on an annual basis. The results of the faculty evaluation to be conducted annually will be presented to the Department Head.**

X. PROCEDURES FOR REVIEW AND RECOMMENDATION OF FACULTY MEMBERS FOR TENURE AND PROMOTION

- A. Procedure for review and recommendations for faculty members for acquiring tenure or for promotion in rank:**
 - 1. The general guidelines for acquiring tenure and the guidelines for promotion in rank are set forth in the CSU Faculty Manual (Section E), the General Guidelines for Tenure and Promotion of the College of Veterinary Medicine and Biomedical Sciences, and the Departmental Guidelines for Evaluation of Performance (Appendix II to this code).**
 - 2. All faculty (tenure track, tenured and special appointments) will be evaluated annually.**
 - 3. All pre-promotion faculty will be assigned a mentor committee by the Department Head as described in Departmental policies and procedures. (<http://www.cvmb.colostate.edu/clinsci/PoliciesProcedures.HTM>).**
 - 4. Comprehensive Review of Faculty: All tenure track and special appointment faculty will be reviewed by the end of their third year or at the mid-point of their probationary period as stipulated in Section E2 of the CSU Faculty Manual.**
 - 5. The Department Head, in conjunction with the Departmental Faculty Evaluation Committee, and the Hospital Director for faculty with clinical responsibilities or the Research Program Director (Centers: ACC, ORC, and APhi) for faculty with non-clinical responsibilities, should provide to the faculty member being considered for tenure and promotion a preliminary evaluation regarding their dossier and performance in years 4 and 5 of their appointment. The intent of this consultation is to insure that the Department Head, the Departmental Faculty Evaluation Committee, the Hospital Director, or the Research Program Director and the faculty member have an understanding of the faculty member's dossier and**

performance prior to submission of a formal request for tenure or promotion.

6. The Department Head or an individual faculty member may initiate a tenure/promotion request for evaluation by the Faculty Evaluation Committee. Annually, and prior to August 1st, the Department Head will review, with the Faculty Evaluation Committee, the status of all faculty who are eligible for promotion or tenure, inform the committee of those requiring and/or requesting evaluation for promotion and tenure, and provide a description of each individual's departmental responsibilities with regard to teaching, advising, research and service.
7. A faculty member submitting a tenure/promotion dossier will provide the Department Head by July 15th, names and address of not less than 6, and up to 10 individuals of equal or higher rank to evaluate their contributions in teaching, research or service. The Department Head, in consultation with the Faculty Evaluation Committee, will select seven (7) individuals from whom to request an evaluation, not more than 3 of whom will be recommendations of the candidate; all of which must be external to the University. The Department Head will send in mid-July, each of these evaluators a list of 4-8 specific questions to focus their response.
8. The faculty member being considered for tenure and/or promotion is responsible for ensuring that his/her dossier is complete and accurate, and is available for evaluation by September 1st. The Department Head will provide guidance in preparing the dossier and other documents.
9. The Faculty Evaluation Committee will review the faculty member's document, solicit an evaluation from the Hospital Director (for faculty with clinical responsibilities) or the Research Program Director (for faculty with non-clinical responsibilities), and provide the Department Head a written report indicating the strengths and weaknesses of the individual's dossier by October 1st. The report should include a recommendation to the Department Head as to whether or not the faculty member has fulfilled expectations for tenure or promotion.
10. Regarding tenure decisions, a meeting of all tenured faculty will be set to consider recommendations to grant or deny tenure to each faculty member being considered. This meeting will be called and moderated by the Chair of the Faculty Evaluation Committee. The report from the Faculty Evaluation Committee and amended dossier for each faculty member considered and external letters will be available to tenured faculty in the Departmental Office for perusal prior to voting. At this meeting, the dossier of each individual under consideration will be discussed, and this will be followed by a secret, written ballot. The tally of this vote, together with any written comments on the ballots, will be included in the tenure report and transmitted to the Department Head by October 1st. A summary of majority and minority views must be provided by the Chair of the Faculty Evaluation

Committee to the Department Head and forwarded to the Dean and Provost regardless of the department vote.

11. The written recommendation of the Faculty Evaluation Committee, together with a tally of the vote of tenured (for tenure decisions) or appropriate (for promotion decisions) faculty, will be transmitted to the Department Head who will write a review either endorsing the faculty action or recommending reversal. After the meetings and votes of tenured or appropriate faculty, the Department Head can disagree with the faculty providing compelling reasons in writing to the recommending body and the faculty member being evaluated. The tenure/promotion documents will be transmitted to the Dean for further action.
12. The Department Head will provide the faculty evaluation committee's report, and the Department Heads own evaluation, to each individual under consideration for promotion or tenure by October 15th. That individual will have seven (7) calendar days to provide additional materials for his/her dossier to the Committee, and write a rebuttal statement as appropriate.
13. The Department Head will provide complete tenure/promotion packets to the Dean's office by November 1st.

B. SPECIAL FACULTY

1. The Department may identify situations in which a faculty position may best be filled by an individual with a special appointment (non-tenure). Examples include positions involving predominately teaching, research or professional service. This may be done when it appears that it is in the best interest of the position and the department, or when funding is based on a non-recurring source. Initial special appointments and proposals to move a person from special appointment faculty to tenure track or vice versa require approval by the Dean and Provost and must appear in the letter of employment in order to avoid conducting a national search. The Assistant to the Dean for Diversity shall process the request through the Dean and the Office of Equal Opportunity. Contracts for faculty holding a special appointment are renewed annually.
2. Faculty holding special appointments may advance in rank using the same process for promotion outlined for tenure track faculty. The requirement for extramural reviewers cannot be waived for promotions to the rank of Associate or Full Professor, although for promotions to Assistant Professor from Instructor internal reviewers can be used. Faculty on special appointment do not vote on matters that are reserved for tenure track faculty, such as tenure and promotion decisions.

X. PERFORMANCE REVIEWS

All faculty are subject to annual and periodic comprehensive reviews of performance in accordance with the CSU Faculty Manual, Section E. In addition to the review process for tenure and promotion, tenure track faculty shall be reviewed annually and shall have a comprehensive review at the midpoint of their probationary period. All tenured faculty are subject to a periodic comprehensive review at five (5) year intervals. In phase I of the review, the faculty member to be reviewed must provide a current curriculum vitae, the past five (5) years of annual reviews, a self-analysis of her/his performance relative to job description and the departmental mission, and a statement of goals and objectives.

The phase II review committee will consist of the chairs of the Promotion and Tenure committees of each of the departments within the College of Veterinary Medicine and Biomedical Sciences. The Dean will appoint a chair and alternate members in the event there is a potential conflict of interest. This committee will be provided with all information included in and produced by the phase I review, any additional data provided by the faculty member and/or requested by the committee. This review committee will generate outcomes as dictated in the CSU Faculty Manual Section E and the faculty member will have recourse as specified in the CSU Faculty Manual Section E. Supportive documentation as defined in the Department Code Appendix II for tenure and promotion evaluation should be made available to the review committee by the faculty member and Department Head.

XI. DISCIPLINARY ACTION FOR TENURED FACULTY

Disciplinary action regarding tenured faculty will be handled as stipulated in section E of the the CSU Faculty Manual.

A Preliminary Committee consisting of no less than 6 tenured departmental faculty members will be appointed by the Department Advisory committee to review the allegations. The chair of the committee will be a non-voting, non-departmental member and will be appointed by the Dean of the College. If a majority of the Preliminary Committee determine that there is sufficient evidence to warrant a hearing, the committee shall recommend to the Dean and Provost the establishment of a "Hearing Committee"

The Hearing Committee, appointed by the Department Advisory committee, shall consist of at least 6 tenured departmental faculty members who have not served on the Preliminary committee. The chair of the committee will be the same individual as chaired the Preliminary committee.

XII. GRIEVANCE PROCEDURES

The grievant must initially request in writing a review of the decision or recommendation from the Department Head within 20 working days of the decision being promulgated. The appeal will be reviewed by the Departmental Advisory Committee which will make recommendations to the Department Head for resolving the conflict. The grievant may file a formal grievance in the event of dissatisfaction with the outcome of the internal review process. The resolution of any conflict developing between a faculty member and the Department Head concerning faculty evaluation, promotion, tenure, salary or any other problem shall be resolved according to the procedures outlined in the CSU Faculty Manual (Section K).

XIII. STUDENT APPEAL PROCEDURE

Appeals of academic and disciplinary decisions may be made in accordance with the procedures in the CSU Faculty Manual (Section I). Students may appeal academic decisions according to the guidelines approved by the Scholastic Standards Committee of the College of Veterinary Medicine and Biomedical Sciences.

XIV. DEPARTMENT EVALUATION

- A. Every seventh year, as scheduled by the Provost's Office and Dean, a self-evaluation of the Department will be performed as outlined in the CSU Faculty Manual (Section C and as required by procedures established by the Provost's Office.**
- B. The Self-Evaluation Committee shall consist of six eligible faculty members, excluding the Department Head. Based on input from the Advisory Committee, the Committee will consist of two representatives from large animal faculty, two from small animal faculty, one from special service areas and a representative from the departmental research centers.**
- C. The self-evaluation report will include a review of the Departmental code and summary of all scholarly activities of the Department in the areas of teaching, research, service and advising. Departmental administration, approaches for correcting present deficiencies, and strategic planning for future departmental development shall be included. The distribution of faculty positions among the several sub-disciplines and allocation of Departmental funds will be evaluated.**
- D. The Committee's report shall be presented to, and discussed by, the eligible faculty before preparation of the final report, and its submission to the Dean and the Provost.**

XV. DEPARTMENTAL MEETINGS

Department faculty will normally meet monthly but at least once per semester. The time and place of the meeting will be decided by the Department Head and announced, in writing, to the members in the week prior to the meeting. The Department Head (or assistant department head) will preside at all meetings.

All business of the department will be presented to the members by the Department Head at this meeting. The Department Head will make recommendations on those important items of business where action must be taken. The members will then approve or disapprove the recommendations by a majority vote of the members present. Members may vote by written proxy delivered to the Department Head prior to the meeting if unable to attend.

XVI. REVIEW OF DEPARTMENT CODE

- A. The Departmental code shall be reviewed every fifth year in accordance with Section C of the CSU Faculty Manual. The Department Management Committee will review the code annually and where appropriate, bring changes to the faculty for approval.**
- B. Amendments to the code may originate from any tenure track or special appointment departmental faculty members. All amendments shall require approval by two-thirds of eligible faculty members.**
- C. Appendices to the departmental code will outline procedures for development and evaluation of faculty, admission of graduate students, and other topics. A two-thirds majority vote of eligible faculty is necessary for adoption or modification of an Appendix.**

XVII. CLINICAL FACULTY

Departmental faculty play a pivotal role in the teaching, research and service missions of the VTH. See Appendix IV for Faculty responsibilities in the VTH.

XVIII. GRADUATE FACULTY

Faculty wishing to serve as committee members and advisers of graduate students in the Department must be appointed to the graduate faculty of the Department. See Appendix III. Faculty who are serving on graduate student advisory committees are selected through mutual agreement between the appropriate faculty member and the graduate student.

XIX. UNIVERSITY MANUAL AND THE DEPARTMENTAL CODE

The departmental code shall be consistent with the provisions of the CSU Faculty Manual relating to department matters, and the CSU Faculty Manual shall take precedence over this code in all cases. The departmental code will take precedence over the CVMBS college code, in accordance with university policies. A copy of this departmental code is provided to the Dean of the College and to each faculty member of the Department of Clinical Sciences.

XX. CONSULTING POLICY

Faculty may engage in consulting activities in accordance with the CSU Faculty Manual (Section D)

XXI. CONFLICT OF INTEREST AND CONFLICT OF COMMITMENT

The departmental policy on conflict of interest and conflict of commitment shall be consistent with the policies of the College of Veterinary Medicine and Biomedical Sciences, and University policies (see CSU Faculty Manual, Section D). The Department Head, in consultation with the Departmental Advisory Committee and the Hospital Director, will determine annually whether a faculty member's activities constitute a conflict of interest or conflict of commitment.

APPENDIX I

PROCEDURES FOR ANNUAL EVALUATION OF FACULTY

DEPARTMENT OF CLINICAL SCIENCES

I. ANNUAL EVALUATION

A. Faculty Member Responsibilities. Each faculty member shall receive an evaluation at least once per year. The evaluation is conducted by the Department Head. If the faculty member has clinical responsibilities, the Department Head will solicit input from the Hospital Director regarding their performance of clinical duties prior to the evaluation. Input from the Research Program Director will be sought for faculty with predominately research appointments. The evaluation shall be organized to address 3 major categories of faculty activity: (1) teaching/advising, (2) research/scholarly activity, (3) service/outreach. In reviewing activity in each of these areas, the review will consider collegiality/professional conduct of the faculty member. The faculty member shall provide the Department Head appropriate documentation of his/her activity based on the calendar year. The calendar year provides convenience and appropriate timing for an annual evaluation to be used in salary exercises that may occur in June or July. This information shall include the following:

1. **A Professional Activity Report, which comprises completion of the on-line Faculty Activity Summary. This document summarizes the faculty member's accomplishments in three (3) major categories.**
 - a. **Teaching/Advising**
 - b. **Research/Scholarly Activities**
 - c. **Service/Outreach**
2. **A statement of prospective goals for individual improvement or development in the upcoming year as specified in the relevant section of the Faculty Activity Summary.**
3. **A completed and signed CSU "Conflict of Interest" form.**

B. Departmental Evaluation Committee Responsibilities

1. **In accordance with the Department Code (VIII, IX) the Faculty Evaluation Committee shall devise a procedure for the annual evaluation of faculty, and present it to the faculty for approval by a majority vote. This should be accomplished by December 1st, so that the faculty have sufficient time to compile the documentation to submit to the evaluation committee by January 1st, or an alternate date if one is chosen. The committee then will evaluate each faculty member's annual activities and prepare a summary**

report to be submitted to the Department Head by a mutually agreed date in January..

2. In addition to the annual evaluation of faculty, the Department shall utilize a process to solicit evaluative information for persons who will eventually be considered for tenure and/or promotion. Faculty will be reviewed annually, and a comprehensive mid-term review shall be conducted. Feedback will be given to the individual on progress being made towards tenure and promotion. This process shall be conducted by the Faculty Evaluation Committee, as specified in the departmental code. The following guidelines apply to the process.
 - a. The Department Head will share all evaluation documents with the Faculty Evaluation Committee.
 - b. The Faculty Evaluation Committee may solicit opinion from any intra or extramural parties knowledgeable about the faculty member's performance.
 - d. The committee shall prepare a summary in a form that the Department Head may share with the faculty member, and as specified in the CSU Faculty Manual (Section E). This summary may be included in the evaluation document finalized between the Department Head and faculty member and forwarded to the Dean. The committee should identify strengths and weaknesses for the faculty member's awareness.

C. Department Head Responsibilities

Using documentation provided by the faculty member, Faculty Evaluation Committee, and the Hospital Director/Research Center Director where appropriate, the Department Head shall prepare an evaluation summary and review it with the faculty member. This evaluation summary must contain the following elements:

1. Strengths and accomplishments in the 3 activity areas.
2. Comments on progress made on the faculty member's goal structure from the previous year.
3. Identify items needing attention for improvement in any of the 3 activity areas.
4. Specific recommendations for the faculty member to address any performance or professional deficiencies, or ethical concerns.
5. Specific performance concerns related to future tenure and/or promotion considerations.
- 6 The document must be signed by the faculty member and Department Head.

7. The document must be forwarded to the Dean for inclusion in their personal file. Errors or problems will be discussed with the Department Head for correction. The completed evaluations are to be submitted to the Dean's Office by April 1st. Final copy distribution of the signed evaluation includes: the faculty member, the departmental file, and the Dean's Office (original).

D. Relationship of Evaluation to Advancement and Salary Exercises

To receive an annual evaluation, faculty must assume responsibility to accurately complete their documentation and submit it to the Department Head by a deadline established by the department. Faculty not meeting this responsibility will not be eligible for a salary increase or promotion and tenure consideration. The rationale is that an annual evaluation is required for the year immediately preceding the proposed exercise and the faculty member shares responsibility for the process. Annual evaluation summaries become a component of the P & T package.

A faculty member on a 6-year track for promotion and/or tenure has the right to be informed about progress and deficiencies on an annual basis. The rationale is that the individual deserves an opportunity to make corrective measures to their performance profile over a several year period. Therefore, the faculty member may insist on an evaluation that includes all items specified above. In the event that a Department Head is negligent in providing their documentation, the faculty member may petition the Dean in writing to intervene for the purpose of obtaining a complete evaluation.

II. CHANGES IN FACULTY ACTIVITIES AND POSITION DESCRIPTION

The position description for faculty may change as needs of the department and CVMBS evolve. The faculty members' initial letter of appointment only serves as a starting point for duties agreed upon at the beginning of the employment relationship. Many factors influence the need for faculty duties/responsibilities to change; more important factors include change in program emphasis, faculty turnover/attrition, and identification and deployment of individual strengths and weaknesses. The Department Head in negotiation may make changes with the faculty member. Levels of arbitration available to the negotiation include the departmental advisory body as specified by the departmental code and the Dean. Changes in duties or position description must be written in the faculty member's annual evaluation document, or in a revised position description.

Over time there may be changes in the guidelines for tenure/promotion. The current guidelines for tenure/promotion at the time of employment will be placed in the faculty member's file, and those guidelines will serve as a basis of evaluation of tenure/promotion. Changes in tenure/promotion guidelines that may subsequently occur will be used only if the guidelines become more favorable to the faculty member's evaluation.

APPENDIX II
GUIDELINES FOR EVALUATION OF FACULTY FOR
TENURE AND PROMOTION
DEPARTMENT OF CLINICAL SCIENCES

The Department of Clinical Sciences follows the general institutional philosophy relating to tenure and promotion as defined in the University Faculty and Staff Manual, and the College of Veterinary Medicine and Biomedical Sciences Operating Procedures. The CSU Faculty Manual (Section E) outlines, in general terms, scholarly activity in the areas of teaching, advising, research, outreach and service. A balanced combination of teaching, advising, research and service activities is desirable. However, in the evaluation process, flexibility will be exercised, balancing, as each case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in other areas depending upon the individual faculty member's job responsibilities. The Department is committed to the philosophy of diversity in terms of gender and ethnic or racial background. Consequently, a faculty member's contributions toward achieving departmental diversity goals are included in the evaluation process.

I. TENURE AND PROMOTION

A. General Philosophy

- 1. For promotion to Associate professor and awarding of tenure, a faculty member has to meet or exceed expectations for the areas: teaching/advising, research/scholarly activities, and service/outreach. The candidate must meet expectations in collegiality/professional conduct in all areas.**
- 2. For promotion to professor a faculty member has to meet expectations in all areas, including collegiality/professional conduct. Faculty who are promoted to professor will have consistently achieved excellence in one or more areas, as documented by scholarly works. Such professorial accomplishments will be readily recognized by academic professors in peer institutions in the USA and abroad who serve as external referees.**
- 3. The department endorses the concept that the VTH is an essential laboratory for teaching clinical veterinary medicine to PVM students, residents, interns, and graduate students. The VTH is also an essential resource for clinically based research endeavors. As such, the contributions of individual clinical faculty members to the maintenance of a viable teaching caseload in the VTH, and to the smooth operation of the**

teaching facility, are critical components in any decisions regarding tenure and promotion.

B. Procedures

The following procedures apply to tenure and promotion considerations, consistent with the CSU Faculty Manual (Section E):

- 1. Unless otherwise stipulated new faculty may not be considered for tenure until their 6th year of employment, with tenure becoming effective in July of the 7th year. An exception to this would be new faculty hired as an associate professor or full professor. For these individuals, tenure may be considered earlier than the 6th year of employment at CSU. This agreement must be detailed in the faculty member's letter of employment offer and approved by the Dean and the provost. The calendar year of the appointment date determines the course of the tenure clock, which starts on July 1st of the year of employment, independent of the specific date of appointment during that year (i.e. for any appointment date from January 1st to December 31st, the tenure clock begins on July 1st, and the faculty will be in their first year of their position (for tenure purposes) until July 1st of the subsequent calendar year.**
- 2. Faculty may not be tenured as an Assistant Professor.**
- 3. Individuals will have completed five years at the rank of Associate Professor before they are considered for promotion to Professor. If previous institutional experience at the rank of Associate Professor is to be considered as part of the 5 years, this agreement must be detailed in the faculty member's letter of employment offer and approved by the dean and the provost.**
- 4. Special Appointments shall be considered for promotion, where applicable, using the same guidelines, timetable, and methods as for tenure track faculty.**

C. Faculty Responsibilities

Faculty are responsible for accumulating and maintaining documentation required for the promotion and tenure application process. This includes the following items:

- 1. Self-assessment description. Faculty members shall prepare a 1-2 page document describing their vision of their retrospective and prospective contributions in their position. This should be organized in the 3 categories of faculty activity. This is intended to convey the faculty member's perspective about their role in pursuit of the CVMBS and Departmental mission.**

2. **Evaluation of teaching quality.** The faculty member should regularly obtain student evaluations of their classroom and clinical teaching responsibilities and submit copies with their annual activities report. For PVM courses, the Department Head and course coordinators will facilitate this process through the Associate Dean for Professional Veterinary Medical Curriculum. The faculty member should make every effort to obtain peer evaluations of teaching. The Associate Dean for Professional Veterinary Medical Curriculum and department offices have a CVMBS form for the purpose of peer evaluation of teaching.
3. **Documentation of teaching quantity and content.** This information is contained in properly prepared annual activity reports. The faculty member should keep these reports organized for ease of extraction of this information.
4. **Documentation of advising activity.** This will include a record of advisees. Undergraduate advising may be assessed by evaluation forms used by the department. For graduate advising, documentation of effectiveness may include record of student placement or accomplishment and evaluation letters from both current and former advisees.
5. **Documentation of scholarly activity.** This includes publications, presentations, record of funding proposals submitted, record of funding support, and other evidence of creative productivity. Only publications in print or accepted for publication should be included as documentation.
6. **Documentation of University service and outreach.** This includes departmental/CVMBS/University Committees, service in one's professional specialty, and outreach programs. Outreach includes and is not limited to continuing education programs for professional and lay groups.
7. **Documentation of Clinical Service.** This includes written evaluations from the Hospital Director and appropriate section head. Information regarding clinical service should also be contained in properly prepared annual activity reports.

D. Department Head Responsibilities

The Department Head, using the departmental guidelines for promotion and tenure, is responsible for initiating the promotion and tenure application. If the faculty member has clinical responsibilities, the Department Head should consult with the Hospital Director before initiating the application process. The faculty member and Department Head will discuss progress toward tenure during annual evaluations. The application process is initiated in July of each year. It is desirable that a statement of intent to make application for promotion and/or tenure be included in the annual evaluation document preceding application time.

The Department Head is responsible for initiating the application process in a timely fashion to allow (1) collection of all necessary documentation and (2)

completion of the departmental review process before applications are due in the Dean's Office. The Department Head shall meet with the faculty member to initiate the process during the summer. The following sequence of events, with an approximate timetable, is a summary of the process:

1. **January:** The Department head consults with the chair of the Faculty Evaluation Committee and the Hospital Director (if the faculty member has clinical responsibilities) regarding the impending application process for tenure and promotion. An applicant's activities within the VTH and contributions to overall section goals should be important considerations in the tenure and promotion process. Any concerns from this early evaluation should be communicated to the applicant in their Annual Personal Conference.
2. **July:** Faculty member and Department Head agree that the application is to be submitted that year, and the faculty member provides a list of possible external referees to the Department Head, as per section X.A.7 of the Departmental Code.
3. **August:** It is the faculty member's responsibility to organize and present documentation described above to the Department Head by an agreed upon deadline.
4. The Department Head will solicit external reviewers to evaluate the faculty member's documentation. External reviewers are regarded as an important component of the application. The faculty member and Department Head shall agree on a list of reviewers. Guidelines for reviewer selection include the following:
 - a. Reviewers will be identified according to section X of the Departmental code. Reviews will be solicited in July, with the expectation of gathering all reviews by the end of August.
 - b. There should be a mix of reviewers selected by the faculty member and reviewers selected by the Department Head. The latter may be the most objective if they do not personally know the candidate (see section X of Departmental Code).
 - c. Reviewers should be of an academic rank or professional stature/experience greater than that of the candidate.
 - d. Some of the reviewers shall have previous experience with tenure and promotion processes; for example, Department Heads.
 - e. The Department Head will provide reviewers a documentation file by mail. It is essential that the reviewer be provided with materials to evaluate criteria specified in the instruction to the reviewer. For example, a CV is insufficient for evaluating teaching and advising effectiveness.

5. The Department Head will aid the faculty member transcribing information onto the University tenure/promotion documents. Letters from reviewers will be compiled with the application.
6. September: The departmental review process, specified in departmental codes, must be completed.
7. October: The review body and Department Head complete their respective review summaries. The summaries are compiled with the application. The Department Head must ensure that the review body includes a statement indicating the level of consensus in the review process along with the rationale of those parties with a negative recommendation.
8. November: The application is forwarded to the Dean's Office. At the instruction of the Dean, the Executive Council will review applications and make recommendations to the Dean. The Dean writes his/her summary and compiles it with the application. The application will be forwarded to the Office of the Provost for final review and submission to the Board of Governors for approval.
9. July of following year: Promotion and tenure become effective July 1st if approved.

E. Appointment Months, Relationship to Tenure and Retirement Plans

Faculty are tenured for nine (9) months in the CSU system. Faculty are appointed for either 9 months or 12 months dependent on annual agreement renewal at the departmental level. Faculty may be converted from one appointment base to the other only after thorough consideration by the Dean, respective Department Head, and involved faculty member.

II. PROMOTION GUIDELINES

The requirements for promotion become progressively more stringent for advancement to the final level of Professor. Promotion from Assistant Professor to Associate Professor carries with it the belief, based on performance to date, that the individual has the potential to eventually attain the rank of Professor. However, years in rank will not be sufficient to ensure promotion. A Professor is expected to have demonstrated scholarly leadership as evidenced by the attainment and demonstration of clear goals in his/her scholastic program and the potential for continued growth and productivity. Recent accomplishments as well as collective achievements are important as evidence of sustained professional growth.

The following illustrate the types of evidence used when considering promotion from Assistant to Associate Professor or Associate Professor to Professor. Written documentation is important.

A. Teaching/Advising

- 1. Promotion to Associate Professor.** The individual must have demonstrated the ability to effectively teach and advise students at the undergraduate, and/or PVM, or graduate level in a classroom and clinical setting, instruct graduate students in research techniques, and advise graduate students. If the individual has a significant clinical commitment, they must contribute to the overall maintenance of the VTH as a productive and viable teaching laboratory for PVM students, residents, and interns.
- 2. Promotion to Professor.** The individual must provide evidence of continued excellence in teaching and innovation in teaching, particularly at the graduate level. The individual must have documented ability to advise students and supervise the programs of residents/graduate students. If the individual has a significant clinical commitment, they must provide evidence of continued efforts at maintaining and improving the VTH caseload and teaching environment for PVM students.

B. Research/Scholarly Activities

- 1. Promotion to Associate Professor.** The individual must have demonstrated the ability to sustain a productive research program. Receipt of extramural funding as a Principal Investigator, prompt publication of research results in refereed scientific journals, and the direction of student study and research are evidence of productive research, and indicate ability to function as an independent scholar. The Committee will consider the quality of the publications named by the individual being evaluated. For individuals with 50% clinical appointment, it is generally recommended that a minimum of six (6) first author or senior author refereed publications meets expectations.
- 2. Promotion to Professor.** An individual must have a contemporary identity as a major contributor in his/her field of specialization outside of the Colorado State University community. Continued leadership in the pursuit of knowledge and ongoing evidence of extramural research support is desirable. For individuals with 50% clinical appointment, it is generally accepted that national and international recognition will be attained.

C. Service/Outreach

The number and nature of service related activities are anticipated to increase as an individual proceeds to a higher rank. Willingness to accept various assignments will be taken into consideration as being a contribution to the Department, the University and the profession.

- 1. University Service.** University service includes contributions to the governance and leadership of the University through participation in the formulation and implementation of department/college/university policies

via membership on committees, councils, and advisory groups and participation in administrative activities. University service also includes advising student organizations.

2. **Professional Service.** Service in professional organizations includes editorial activities for professional publications; service as an officer or committee member of a professional society; participating in or organizing research conferences, workshops or professional meetings; reviewing grant proposals; and service on academic review or accreditation boards.
3. **Outreach** involves education and information transfer activities for constituencies typically not traditional students. Outreach includes presentations, workshops, or training sessions; professional consultation; service on local, state, national or international commissions, advisory boards, corporate boards, or agencies; participation in a professional capacity in programs sponsored by student, faculty, or community groups; participation in distance and continuing education instructional activities including those in an organizational or advisory capacity for University programs; technology transfer and non-credit lectures to groups; and public relations activities that serve the University's interests.

D. COLLEGIALITY/PROFESSIONAL CONDUCT

The Department endorses the concept that collegiality of the faculty member will be a component of the annual evaluation process for purposes of assignment of merit increases and will be a criterion for consideration in promotion/tenure decisions. The rationale is that ability to work within groups and organizational structures is an important trait for success in the academic setting, the business world, and in personal life. Because we contribute to the student's preparation to successfully participate in any of these settings, it is important to recognize that faculty are constant role models and that students are highly impressionable. In the conduct of daily activities, faculty are a constant example of adaptation to organizational structures and interpersonal relationships. Professional conduct consistent with the AVMA guidelines will be expected.

APPENDIX III
Faculty Graduate Student Committee/Advising Guidelines

The participation of academic faculty on a graduate student advisory committee is an extremely important commitment. The graduate faculty status for an individual is determined by the Department Resident/Graduate Committee and the Department Head with input from the faculty member. The criteria for establishing graduate faculty status and their role on graduate committees in the Department of Clinical Sciences are listed below.

	Committee Member (MS or PhD)	Major Advisor Masters Degree	Major Advisor PhD Degree
Academic Qualifications	Any faculty including affiliate faculty	Faculty with a MS or PhD degree and graduate committee experience for at least 1 year at CSU OR Participation as a committee member or advisor of at least one graduate student that has successfully completed a MS or PhD program at CSU or another academic institution	Faculty with a PhD and graduate committee experience for at least 1 year at CSU OR Participation as a committee member or advisor of at least one graduate student that has successfully completed a PhD program at CSU or another academic institution

- A. Faculty is defined as an individual with an appointment in the Department of Clinical Sciences (including joint appointments) who has a regular or special appointment at the professor, associate professor, assistant professor, clinical instructor, or lecturer level.**
- B. Affiliate faculty are allowed to serve on graduate committees or as co-advisors but may not serve as the major advisor for either Masters or PhD students.**
- C. If the above advising guidelines are not met and an individual wishes to be an advisor (e.g. new faculty, faculty without PhD degree) a co- advisor can be appointed. The co advisor is not intended to share equally with the duties of the major advisor, but is to guide the major advisor and student through the degree process as an active committee member. The co advisor should meet the Department of Clinical Sciences faculty advising guidelines.**

- D. Individuals seeking exceptions to this policy are requested to petition the Department Resident/Graduate Committee and Department Head in writing.**
- E. Graduate committee selection will be reviewed by the Department Office at the time of submission of the GS Form 6 to the Graduate School. Committee members that do not meet the guidelines listed above will be referred to the Department Graduate/Resident Committee and the Department Head for consideration.**

APPENDIX IV

TEACHING AND SERVICE RESPONSIBILITIES OF

FACULTY CLINICIANS IN THE VTH

In accordance with the Department of Clinical Sciences Code and the operation of the animal health practice in the Veterinary Teaching Hospital, faculty members are assigned to the VTH for a percentage of their faculty appointment. Their workload distribution is determined by the Department Head of Clinical Sciences and the Director of the Veterinary Teaching Hospital to meet the clinical service and teaching mandate of the PVM and post-graduate teaching programs. Above all, the faculty clinician must champion the role of developing a collegial working relationship, assuring that they, and those on their service, works closely with staff of their own and other services, office staff and administration so that everyone can carry out their job in a pleasant and respectful environment. All hospital staff, veterinarians and students, must work jointly to provide excellent client and patient care, a superb educational opportunity and a caring environment for everyone. Faculty members are professional role models for the students and have a major responsibility in preparing the students for entry into the profession of veterinary medicine.

The faculty clinician is expected to use current and past patient case material, specimens and models, instructional technology, and topic discussions to provide the best possible clinical training for PVM students, residents and interns. PVM students must have training, by direction or by example, regarding the professional interaction with faculty, residents, interns, and their classmates, as well as the professional use and support of staff and interaction with clients and referring veterinarians. Faculty members are responsible for, and must oversee teaching conducted by post-doctoral fellows, residents and interns under their supervision.

The faculty member on clinic service duty (faculty clinician) is responsible for maintaining the quality of his or her service at a level expected of a tertiary referral hospital to deliver medical and/or surgical care to all patients presented to the VTH. This requires that each faculty clinician insure that proper medical care is provided to all patients under their Service's care. Faculty clinicians may need to leave the VTH for a variety of purposes, such as giving lectures/recitations/labs on main campus or attending meetings. The faculty member must make arrangements for an appropriately trained individual to oversee their service in their absence, and the faculty member must be available to come to the VTH if needed. For those times during the regularly scheduled week that the faculty clinician must be away from the Hospital and unavailable to return to the VTH, such as when out of town for consulting or providing continuing education, a clinician of appropriate capability from the same service must be available to handle the patient and teaching workload of the service.

Faculty from other services cannot take over the teaching and service commitments for an additional service at the same time they are committed to being on clinics. In other words, it is not appropriate for one faculty member to run two services simultaneously. Faculty must be available, or they must delegate an appropriately trained individual, to be available to come to the VTH if needed for the treatment of hospitalized patients during weekends and holidays. The delegation of all service responsibilities to a resident or intern clinician is not acceptable. Under special circumstances, services may shut down temporarily with the approval of the Hospital Director and the Department Head. For example, a service may shut down in order for all faculty in that section to attend a national specialty meeting. On such occasions, students will not be assigned, and the service must make arrangements for emergency cases normally handled by that specialty.

A faculty clinician is the responsible leader for the clinical service to which he/she is assigned, even those that a senior resident is allowed to direct (resident service). The faculty clinician must be available to review and participate in all activities of the resident service, and monitor and critique the performance of the third-year resident's clinical service and their teaching of PVM students and interns.

The faculty clinician is responsible for the documentation of timely communication to the client of accurate information regarding results of diagnostic tests, procedures and treatments, patient progress and prognosis and plans for further medical care. Clients must be given information needed to understand the medical problem(s); diagnostic and treatment options and costs to allow the clients to make decisions based on their personal situation and desires. The faculty member must take action to insure patient comfort and balance client concerns with good medical practices for diagnosis and treatment. The clinician should be the patient's advocate in this relationship. A client's reluctance to provide optimal medical care for the patient should be noted in the record.

The referring veterinarian must be provided appropriate information in a timely manner to properly advise their client and provide follow-up patient care. The faculty clinician is responsible for the accuracy of fee estimates and charges to all clients served by their service. Accurate fee estimates and timely fee estimate updates are the responsibility of the primary clinician at each step of patient care. Each time a new clinician becomes involved in patient care, the client must be introduced to the clinician and an accurate estimate given to the client for proposed medical care of the patient. Clients must be given estimates of charges in a timely fashion so that the final bill is within 10-15% of the final estimate.

The faculty clinician is responsible for developing a patient caseload on their service that is sufficient for teaching of PVM students, residents and interns and to maintain revenue to cover Hospital expenses and provide for program growth.

The clinician must assure that fees for service are charged and that the client is informed of the estimated costs prior to the service being carried out.

Weekend duty is considered part of a faculty clinician's responsibility. She or he must be present for rounds or be available, when needed, to participate in the care of any patient assigned to their service or must have a clinician capable of equivalent medical care delivery available to provide this care. The faculty clinician is responsible for the care delivered even though such care is delegated to another clinician.

Emergency duty is a responsibility of VTH clinicians to provide out-of-hours patient medical care appropriate for a tertiary referral hospital. Emergency clinicians must have support of back up faculty at all times who are available for the purpose of consulting and assisting in patient care.

The faculty clinician is responsible for the accuracy and timely completion of all medical records on his or her service. Every patient using service(s) of the VTH must have a medical record generated. The clinician of record and the faculty clinician serving as the service leader must sign the record and are legally responsible for assuring that the content of the record is a complete description of all information pertinent to the patient's stay in the VTH. This includes the verification of dates and client/RDVMs communications for accuracy. The record must be available for the next hospital visit by the patient. In those situations where results of key diagnostic tests are not available, final completion of the record is required within 7 days of the diagnostic information being available. In the latter situation, the clinician must have as much of the remaining record completed while waiting for the missing tests. Clinicians should provide a written account of verbal communications with the client and referring veterinarian to be included in the medical record. The Section Head of the service is ultimately responsible for completion of all medical records not completed by clinicians (faculty, residents or interns) that have left their service(s).

The faculty clinician is responsible for the proper care and use of equipment and supplies provided by the Hospital for testing and treatment of patients and instruction of students on their service.

The faculty clinician must provide leadership in carrying out hospital radiation safety, biosecurity and controlled substances protocols. All clinicians must support all hospital policies enacted by the VTH Board and the Director. Inappropriate or antiquated policies should be brought to the attention of the Director, who may seek advice from the VTH Board for consideration of changes.

Additionally, all VTH clinicians should be familiar and compliant with the State of Colorado's Veterinary Practice Act and AVMA's Principles of Medical Ethics. Matters of possible noncompliance with state statutes, standards of care, and the Hospital's policies need to be reported to the Director, who may seek advisement

from the Hospital's Medical Review Board and other parties as needed. The VTH reserves the right to suspend a clinician's hospital privileges when such action is deemed necessary by the appropriate review process for reasons of compliance or discipline.

Faculty clinicians have a variable number of administrative duties depending on their Hospital assignments. All clinicians participate in staff training and evaluation within their service, helping staff to work appropriate hours (which includes having lunch breaks and leaving work on time), peer performance evaluation, VTH committees, and scheduling of service activities. Section Heads have additional administrative duties related to mediating grass-roots personnel issues in their Sections, serving on the VTH Board, and bringing issues to the Board from their Sections and returning Board decisions to their Sections. In addition, Section Heads meet with the Hospital Director to discuss problems concerning their Section and the Hospital and review yearly evaluation of faculty within their Section.

Faculty clinicians are responsible for accurate and timely student evaluation as mandated by the Associate Dean for the PVM program, and the Assistant Department Head for PVM (Senior Practicum Coordinator).

APPENDIX V

DEPARTMENTAL AND VTH SECTIONS

The faculty within the Department of Clinical Sciences tend to be organized along similar academic lines according to clinical specialties and research. Each area will be represented by elected section head with specific VTH-based duties.

- A. Faculty Sections.** Sections will be comprised of faculty and hospital staff within appropriate areas of common interest in the department and/or veterinary teaching hospital as follows.
1. Food Animal Services (Food Animal Surgery, Medicine, and Field Services)
 2. Equine Services (Equine Surgery, Medicine, Critical Care, and Field Services)
 3. Small Animal Surgery (Small Animal Soft Tissue and Orthopedic Surgery)
 4. Small Animal Medicine (Small Animal Medicine, Community Practice, Emergency and Critical Care, and Zoological/Exotic Animals)
 5. Oncology
 6. Anesthesiology
 7. Special Services (Dermatology, Ophthalmology, Cardiology, and Neurology).
- B. Section Heads Appointments.** The elected section heads shall represent the academic areas of large animal medicine and surgery, small animal medicine and surgery, specialty areas, and research represented within the Department of Clinical Sciences. The section head will be nominated by the Department Head and VTH Director, and endorsed by a majority vote of the section. The term of office for a section head shall be three (3) years, with re-election possible with the approval of the Department Head and Hospital Director. A section head can be removed from office by the faculty he/she represents for reasons of ineffectiveness. They should have staggered terms so that all terms do not end at one time. In the event of a vacancy, an interim faculty representative may be appointed by the Department Head to complete the current year, and until a new faculty member is elected for the remainder of the three-year term.
1. Section heads will serve with approval of the Department Head and Hospital Director.
 2. A section head must hold the rank of Associate or Full Professor.
 3. Section heads will be elected for 3-year terms with re-election possible. Section heads will be evaluated annually by the Department Head, Hospital Director or Research Program Director as appropriate. Duration of

appointment is unlimited depending on the wishes of the section and Department Head.

C. Responsibilities and Duties of Clinical Section Heads

- 1. Attend designated management meetings for the Department and the Hospital, such as monthly Hospital Board meetings.**
- 2. Report information from Hospital Board meetings and Department Head to all members of the section in a timely manner.**
- 3. Organize and oversee section meetings to discuss issues of the section, hospital and department. These meetings should occur at least monthly.**
- 4. Aid in the evaluation process of the clinical aspects of work performed by faculty and staff in the section. This information will be provided to the Hospital Director.**
- 5. Voice recommendations and concerns of the section to the Hospital Director and Hospital Board.**
- 6. Coordinate administrative and personnel issues of the section with the Hospital Director.**
- 7. Voice recommendations and concerns of the section concerning the PVM program to the Assistant Department Head for PVM and Associate Dean for PVM.**
- 8. Assume appropriate fiscal responsibilities for the section.**
- 9. Coordinate resolution of problems of any kind between members of the section or between different sections.**
- 10 May serve on the Departmental Faculty Advisory Committee if elected by the section, with approval of the Department Head.**