

College Code
 College of Veterinary Medicine and Biomedical Sciences
 Colorado State University
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COLLEGE CODE

COLLEGE OF VETERINARY MEDICINE AND BIOMEDICAL SCIENCES

I. Introduction

The College Code is consistent with policies and procedures described in the University's *Academic Faculty and Administrative Professional Staff Manual* (referred to as the *Manual*). The College of Veterinary Medicine and Biomedical Sciences (CVMBS) abides by procedures outlined in the *Manual*. In cases of conflict between the CVMBS Code and the University Code (Section C of the *Manual*) or departmental codes, the University Code and the codes of the departments shall take precedence (C.2.4) over the College Code (C.2.4.1 and C.2.4.2).

The Board of Governors - Colorado State University System has exclusive power over all academic faculty personnel decisions, and this authority has been delegated to the President (including hiring, termination, and tenure). Faculty and other administrators are expected to make recommendations in these matters. All appendices are integral parts of the College Code.

II. Mission Statements

As part of a Land Grant University, the College of Veterinary Medicine and Biomedical Sciences has an integrated mission in education, research and service. In fulfilling this mission, the objectives of the College are: 1) To maintain and enhance quality teaching programs in its undergraduate, graduate and professional programs; 2) To promote excellence in research aimed at advancing the state of knowledge in biomedical research; 3) To provide state-of-the-art patient care and diagnostic services that advance the standard of veterinary medical practice; 4) To provide post-graduate support of our alumni in their practice through continuing education and consulting services; and 5) To provide outreach support to the community through public health and animal welfare initiatives. The College is committed to training the next generation of biomedical researchers and veterinarians to achieve the highest standards and to maintaining and advancing its international reputation.

III. Organization and Administration of the College

A. Academic Departments

The College is administratively organized into four academic departments, each administered by a department head. The departments are:

- Biomedical Sciences
- Clinical Sciences
- Environmental and Radiological Health Sciences
- Microbiology, Immunology and Pathology

B. Other Organizational Units

- The Veterinary Teaching Hospital

The Veterinary Teaching Hospital (VTH) serves teaching, research, and veterinary patient care needs of CVMBS related to clinical veterinary medicine. The VTH provides professional veterinary medical care to the public while serving as an essential facility for educational and research programs and as a critical interface between the public and the CVMBS departments. The Director of the VTH reports to the Dean. The director must be a veterinarian.

- The Veterinary Diagnostic Laboratory

The Veterinary Diagnostic Laboratory (VDL) provides services in diagnostic veterinary medicine to the programs and constituents of the State of Colorado, the region, and the nation. It also has important roles in teaching and research. The director of the VDL reports to the Dean.

- Other Units

Programs of Research and Scholarly Excellence, University Centers, Institutes and other special units (*Manual*:B.2.6) within the CVMBS play significant roles in achieving its mission and objectives. The directors of these units are responsible to the Dean, the Vice President for Research and Information Technology, the Provost, or other University Officials as specified in their articles of organization.

C. College Administration

- Dean of the College

The Dean of the CVMBS is the principal administrative and academic officer of the College. He/she is responsible for the general administration of the College and for fostering the growth of academic excellence within the College.

Other duties and responsibilities of the Dean are outlined in the University Code (C.2.6.1) As detailed in the University Code (C.2.6.1.f. and g.), specific responsibilities of the Dean include:

- f. Analysis of teaching loads and related staff responsibilities to promote the best interests of students and maximum effectiveness of the faculty as well as their individual professional development and accomplishment.
- g. Coordination of all academic and instructional matters within the college and with other colleges and departments.

- Office of the Dean

The Dean appoints the Associate Dean for Research and Graduate Education, the Associate Dean for Professional Veterinary Medicine, the Associate Dean for Undergraduate Education, and the Assistant Dean for Admission and Advising.

- Other Administrative Officers of the CVMBS appointed by the Dean

1. Heads of each of the 4 academic departments
2. Directors of the VTH, VDL, and other laboratories and institutes within the CVMBS
3. Directors of the Programs of Research and Scholarly Excellence within the CVMBS

The Dean, in consultation with the Executive Council, may choose to appoint other Associate and Assistant Deans or Assistants to the Dean to handle specific areas of responsibility.

- The Executive Council

The Executive Council is chaired by the Dean. Members are the Associate Dean for Research, Associate Dean for Undergraduate Education, Associate Dean for Professional Veterinary Medicine, Department Heads, and Directors of the VTH and the VDL. This council serves as an advisory body to the Dean and as a source of communication between the college faculty and the Dean's Office. This body is also responsible for advising the Dean on matters of strategic planning and resource allocation within the CVMBS. Proceedings of the meetings of the Executive Council shall be recorded and distributed to its members, to the Secretary of the Faculty (refer to VIII.A), and made available to the faculty through a copy filed in departmental offices and on the College's web site.

The Executive Council, including the Associate Deans who have specific responsibilities relating to instruction, shall advise the Dean in carrying out the mandate of the University Code sections C.2.6.f. and g. fairly, with particular attention to instructional needs when hiring new faculty.

D. College Committees

Committee members are elected by department faculty or appointed by the dean in consultation with the department heads. Committees are advisory to the Dean, the Associate Deans or an administrative officer appointed by the Dean. The terms of service for members of standing committees shall be three years, with the terms of one-third expiring each year. Terms of office for newly appointed members of all standing committees begin August 15. Faculty members may only serve two consecutive 3-year terms on any college committee. Unless otherwise specified, each committee shall elect a chair whose term of office is one year. The chair may only be elected for two consecutive terms. Each department is entitled to representation on all standing committees, but may waive representation with approval from the Dean. Written reports summarizing committee activities are filed annually as addenda to the minutes of the College Faculty Meetings. Unless otherwise specified, a quorum is defined as a simple majority of the committee members.

Biomedical Curriculum Committee

The Biomedical Curriculum Committee consists of two representatives from each academic department (appointed by Department Heads), the Associate Deans for Undergraduate Education and Research and Graduate Education (ex officio), one undergraduate and one graduate student enrolled in the College. This committee evaluates undergraduate and graduate curricula. It receives, reviews, and forwards proposals pertaining to undergraduate and graduate courses and curricula for submission to the University Curriculum Committee. It considers matters such as addition and deletion of courses, changes and overlap in course content, course adequacy, and relationships with interdisciplinary programs involving other units within the University. The objective is to monitor needs of the present curricula and programs in an effort to ensure efficient, relevant, and high quality curricula. The Biomedical Curriculum Committee shall receive minutes or reports from the Professional Veterinary Medicine Curriculum Committee. The CVMBS representative to the University Curriculum Committee shall be a member of the Biomedical Curriculum Committee—either as a departmental representative or as an ex officio member.

Professional Veterinary Medicine Curriculum Committee

The Professional Veterinary Medicine Curriculum Committee consists of two faculty representatives from each of the academic departments (appointed by Department Heads), an at large-faculty member (appointed by the Dean), the coordinator of the senior practicum, the Director of the Veterinary Teaching Hospital (ex officio), the Associate Dean for Professional Veterinary Medicine (PVM) (ex officio), four PVM student representatives, and a CVMA (Colorado Veterinary Medicine Association) representative. One student member from each PVM class is nominated annually by the SCAVMA (Student Chapter American Veterinary Medicine Association) and appointed by the Dean. In the absence of a student representative, the Vice-President of

SCAVMA may serve as an alternate class representative. The chair of the committee will be a faculty member elected annually by the committee from among the committee members. Voting members of the committee consist of departmental representatives, at-large faculty representative, senior practicum coordinator, student representatives, and a CVMA representative. This committee evaluates and monitors the PVM curriculum. It receives, develops, and negotiates recommendations pertaining to the PVM curriculum for submission to the University Curriculum Committee. The committee also makes programmatic recommendations to the Dean. It considers matters relating to addition and deletion of courses, changes and overlap in course content, adequacy and needs of the present curriculum, in an effort to insure an efficient, relevant, and high quality curriculum. It establishes pre-veterinary academic requirements upon consultation with the Veterinary Admissions Committee.

Professional Veterinary Medicine Admissions Committee

The Professional Veterinary Medicine Admissions Committee consists of at least eight members appointed by the Dean, to include at least four faculty members of the College, a practicing veterinarian, a representative from an Advocacy Office at Colorado State University, and the Assistant Dean for Admissions and Advising (ex officio). The chair of the Veterinary Admission Committee shall be elected each fall from the regular membership of the Committee. This committee evaluates applications and recommends students for admission to the professional veterinary medical program.

College Research Council

The College Research Council (CRC) consists of two faculty members from each department and the Associate Dean for Research and Graduate Education (ex officio). From each department, a faculty member with considerable research and grant experience should be selected for at least one position. The term of service is 3 years. Two to three additional faculty members, representing particular areas of expertise, may be appointed as ad hoc members by the Associate Dean for Research and Graduate Education for a one year appointment not to be repeated within 3 years. Candidates for membership on the CRC will be nominated by the Department Heads and appointments will be made by the Associate Dean for Research and Graduate Education. The Associate Dean for Research and Graduate Education will name the Chair of the CRC. This council advises the Dean on the management of the College research programs, allocation of discretionary funds, future research directions, and the desired relationship of the research program to the instructional and service programs of the College. It manages intramural competition and recommends awards of CVMBS funds available for research.

The Scholarship and Awards Committee

The Scholarship and Awards Committee consists of at least one faculty member from each department, the Assistant Dean for Admissions and Advising (ex officio) and the Associate Dean for Undergraduate Education (ex officio). A chair is elected annually by the members. This committee solicits and evaluates applications for listed scholarships and recommends recipients for all student awards and scholarships administered by the College.

Foothills Research Advisory Committee

The Foothills Research Advisory Committee is comprised of a representative number of investigators appointed by the Dean, who use the Foothills research facilities, the Director of Laboratory Animal Resources (ex officio), and the Associate Dean for Research and Graduate Education (ex officio). The chair of the Foothills Research Advisory Committee shall be appointed by the Associate Dean for Research and Graduate Education. This committee advises the Associate Dean regarding present and future needs for research facilities and appropriate animal care charges.

Commencement Committee

This committee is appointed by the Dean and is comprised of representation from all departments. The committee is chaired by the Dean or his/her representative. The committee shall plan all graduation ceremonies. The Dean's Office will be responsible for extending formal invitations to speakers and participants and for acquiring mementos and other college-wide responsibilities.

Scholastic Standards Committee

(Refer to VII for unique committee composition, terms and responsibilities)

Special Faculty Advisory Committee

This committee is composed of two special faculty members elected from each department, one special faculty member elected from the college at large, and an ex officio member appointed by the Dean. The committee shall elect a chair on an annual basis. This committee advises the Dean on issues of import to special faculty members within the college. Issues may be referred by the Dean for action, may be initiated by referral to the committee by college faculty members, or may come forth from individual members of the committee.

Other Committees

Ad hoc committees may be established at the discretion of the Dean, and members of these committees appointed by the Dean. The Dean will typically consult with the Executive Council when establishing ad hoc committees and their membership. Ad hoc committees will forward recommendations to the Dean for appropriate action.

IV. Procedures for Reviewing Candidates for New or Vacated Administrative Positions

Search and hiring procedures for administrators (“at will employees”) shall be conducted in accordance with Section E.4.3 of the *Manual*. Search procedures for department heads shall be conducted according to Section E.4.3 of the *Manual*. For administrative planning and budget purposes only (Department Heads are “at will” employees), it is anticipated that the term of appointment will be 5 years, or a shorter interim term as designated by the Dean (C.2.4.2.2.c)

V. Procedures Relating to Self-Evaluation of College Operations

Evaluation of academic programs and departmental operations shall be consistent with the *Manual*. (C.2.4.2.2.d) The Head of each department and unit must provide the Dean an annual report of activities. The annual report is based on a calendar year and is due to the Dean by June 30. It shall contain a minimum of the following items:

- Current Faculty, with a summary of position attrition and recruitment
- Other Personnel
- Faculty Publications
- Faculty Awards and Recognitions
- Current Year Grant Support
- Courses Offered and Enrollments in Each Course
- Current Graduate Students
- Degrees Awarded
- Student Awards and Recognitions
- Professional Service and Outreach Activities

The annual departmental activities reports shall be used for evaluation of department performance, strategic planning and budget allocation in the college. Periodic department and college activity and self-evaluation reports shall be completed as needed for review by accrediting agencies and university administration.

VI. Procedures for Evaluation and Review of Administrative Officers

The Dean is responsible for annual evaluation of department heads (Section C.2.7. of the Manual) and other administrative officers of the College.

Department Heads

For department heads, the Dean shall annually solicit written evaluations from all academic faculty of the respective departments. The Dean will summarize this information in a written document that will be reviewed with the head. The Dean may remove a head from office at any time for reasons of failure to lead the department towards fulfillment of its mission or failure to administer departmental programs in accordance with established policies and procedures. Refer to C.2.4.2.2 of the Manual for “Terms of Office of Department Head.”

Based on the annual reviews, the Dean shall determine the appropriateness of continuance. Reappointment to a new term shall start with establishing written intent between the Dean and Head no later than October 15th of the 5th year. If the Head wishes to be considered for another term, the Dean shall solicit faculty input. Continuance shall require the positive approval of all parties: the Dean, the Head, and a simple majority of academic faculty in the respective department. A decision regarding continuance shall be made no later than December 15 of the 5th year so that a replacement or search process may be initiated, if appropriate. The departmental faculty, the Provost, and the President shall be notified in writing of the continuance decision by the December 15 deadline. For interim or short-term appointed Heads, the Dean shall make decisions regarding renewal or replacement on an annual basis.

Other Administrative Officers

For other administrative officers, the Dean shall annually solicit written evaluation from a sampling of CVMBS faculty with whom the officer works directly. The Dean will summarize this information in a written document that will be reviewed with the respective person. The Dean shall make decisions for administrative officer position renewal, replacement, or abolishment on an annual basis.

VII. Procedures for Addressing Academic Matters

The Scholastic Standards Committee of the Professional Veterinary Medical (PVM) Program consists of five faculty members (at least two representing the first two years of the PVM Program and at least two representing the second two years of the PVM Program), and the Associate Dean for the PVM Program (ex officio). Terms for faculty representatives will be for one year renewable. The Dean shall in addition appoint two PVM student representatives to the Committee for the duration of appeals initiated by students. This committee recommends to the faculty and to the Dean all academic standards, policies and procedures applicable to PVM students matriculating in the College. The committee serves as an appeals body for all PVM student grievances derived from academic decisions made in the PVM Program. The committee also makes recommendations on PVM student appeals for readmission. The College PVM *Scholastic Standards, Policies, and Procedures* document contains material pertinent to academic standards, academic probation, dismissal from the PVM Program, and appeals processes. Scholastic standards, policies, and procedures for undergraduate and graduate students in the College are those of the University as described in the *Academic Program Guide* that contains material pertinent to “Student Rights and Responsibilities” and “Scholastic Standards and Grading.”

VIII. Procedures for Calling and Convening College Faculty Meetings

A. Meetings

The CVMBS academic faculty shall meet at least once each semester. Meetings are called by the Secretary of the Faculty, directly by the Dean, or by written petition to the Secretary of the Faculty by 20 tenured faculty members.

Written notice of academic faculty business meetings shall be distributed to the academic faculty at least one week before the meeting and include the meeting agenda. Reports from the College Committees will normally be received at the Spring meeting. The Dean serves as the Chairperson, an Associate Dean as the Vice Chairperson, and the Secretary of the Faculty as the recorder. All academic faculty members, as defined in the *Manual (E.4)* are eligible to vote. Business shall be conducted by a simple majority vote of academic faculty members present. Students and others who are not academic faculty may be given permission to speak at the meetings. Only eligible faculty may vote to amend the Code. For meetings called to address Code issues, the Secretary of the Faculty shall call the meeting of eligible faculty, disseminate the proposed amendment(s) to the faculty, chair the meeting, prepare and disseminate the ballots to the faculty, and tabulate the results of the balloting.

The Dean will conduct business according to Robert's Rules of Order.

B. Secretary of the Faculty

The Secretary of the Faculty shall be elected from the tenured faculty in October of the third year of the previous Secretary's service. The outgoing Secretary will solicit nominations for Secretary and after certifying that the candidates are willing to serve, distribute a ballot with the list of candidates to the eligible faculty. The Faculty Council representatives from CVMBS and the Secretary will tabulate and report the results to the Dean and the faculty.

The Secretary of the Faculty serves three years, assuming office on January 1 following his/her election.

The Secretary of the Faculty shall consult with the Dean to establish appropriate faculty meeting times, be familiar with sections of the *Manual* pertaining to College meetings, in consultation with the Dean, compile and distribute the agenda for faculty meetings, keep and distribute the *Minutes of the College Faculty Meetings* within 2 weeks of the meeting.

IX. Conflict of Interest

Faculty, administrative professionals, graduate students, residents and interns are subject to Colorado State University's Conflict of Commitment and Conflict of Interest Policies, the Conflict of Interest Policy promulgated by the Board of Governors-Colorado State University System, and the College of Veterinary Medicine and Biomedical Sciences Guidelines for the Determination of Conflicts of Commitment and Conflicts of Interest approved by faculty vote on 21 June 2001 as an Appendix to the College Code.

X. Procedures for Amending the Code.

Recommendations for amendments to the code of the CVMBS may be initiated by committees including the Executive Council, Departments, or by petition of 20 percent of the faculty. An ad hoc committee shall be responsible for forwarding the recommendations to the eligible faculty for approval. The Code may be amended by a 2/3 vote of the eligible faculty. The code and amendment shall be effective following approval by the Provost (as specified in C.2.4.3) and after written communication of the amendment to the eligible academic faculty.

Appendices to the Code

The code of each department in the College provides procedures for review of candidates for positions, procedures relating to tenure, promotion and reappointment, and procedures for conducting annual and periodic comprehensive reviews of the performance of faculty as required in section C.2.5 of the *Manual*. This appendix to the college code is intended as a guideline for standardization of procedures for faculty development among the departments of the college.

A. Annual and Periodic Comprehensive Reviews of Performance

All faculty in the college are subject to annual and periodic comprehensive reviews of performance as prescribed in section E.14.1 of the *Manual* and as described in each Departmental Code.

B. Promotion and Tenure

Refer to Departmental Codes and E.10 of the *Manual*.

C. Sabbatical Leave

The CVMBS endorses the University concept and policies pertaining to sabbatical leaves. Pertinent University policies are outlined in Section F.3.4 of the *Manual*. In particular, factors such as eligibility, duration, salary, benefits, employment considerations, pay-back clause, and final report are detailed in the *Manual*. The *Manual* specifies that colleges will have criteria and procedures for granting sabbatical leave.

General Procedures

The following recommended guidelines apply to sabbatical leave applications:

a. Application Due Date

Applications for sabbatical leave are due in the Dean's Office by October 1 of the year preceding the academic year in which the sabbatical will take place.

b. Application Document

Applications shall consist of the University form available on the Web. Important elements include proposed objectives of the leave and arrangements for covering assignments. These should be written in narrative form and appended to the application.

c. Decision on Granting Sabbatical Leave Request at the College

The department head shall approve the sabbatical application before it is forwarded to the Dean. A final decision to grant or deny a request for sabbatical leave at the College level will be made by the Dean. The Dean shall utilize the consultation of the department head. Faculty must realize that factors considered in granting a sabbatical will depend on merit of the proposal, impact of the leave on existing programs, and the fact that applications may exceed the number of sabbaticals that may be granted in a given year. The department head will convey the decision and supporting rationale to the faculty member in writing. Appeals of the decision will follow procedures in the *Manual*.

d. Criteria Used in Merit Assessment of Sabbatical Leave Requests

The following criteria are arranged in priority order:

1. Merit of activity and objectives of proposed leave, with emphasis on the relationship to the applicant's professional development.
2. Probability of success in meeting stated objectives.
3. Feasibility of the plan for covering core responsibilities during leave.
4. Length of time since previous leaves, if any

Examples of objectives which are may be regarded as unacceptable in a sabbatical leave request include:

1. Leave from responsibilities to "catch up" on manuscript writing, preparation of teaching materials, proposal writing.
2. Participation in research or other activity unrelated to the applicant's area of expertise or professional development
3. Organizational service to a professional society or group

2. Faculty Responsibilities concerning a Sabbatical Leave

a. Development of Plan with Department Head

In order to develop/confirm the necessary local and visitation arrangements that are incorporated into the application, the faculty member shall initiate development of the application by April 1 for submission to the Dean's Office by October 1. The faculty member will work in concert with the head to plan the sabbatical objectives and all necessary arrangements. At the direction of the department head, the faculty member will be responsible for making the necessary arrangements with the pertinent parties. The faculty member is responsible for completing the arrangements and application process by the due date.

b. Arrangements for Coverage of Responsibilities

The Department Head will consult with the faculty member in efforts to provide alternative arrangements for the faculty member's absence from the department. Arrangements will include:

- Teaching and professional service responsibilities
- Graduate student assignments
- Committee assignments
- Administrative assignments

Arrangements for a temporary graduate student advisor should be made during the period of the leave. It is not acceptable to supervise and mentor graduate students by a long distance relationship.

c. Report

The faculty member shall submit a report to the Dean concerning his/her professional activities during the sabbatical leave.

3. Head Responsibilities

- a. The head is responsible for approving all arrangements before they are negotiated with third parties.
- b. The department head will forward the completed application to the Dean by the due date.

- c. The department head will ensure adherence to the University policies pertaining to sabbatical leave that are contained in the *Manual (F.3.4)*.

D. Faculty Records

Personnel file records to be housed in the Dean's Office include the following documents:

- Letters of Employment Offer (original)
- Annual evaluations
- Annual Consulting/Conflict of Interest Form (original)
- Promotion and Tenure Applications (original)
- Sabbatical Requests
- Other documents as determined by the Dean

E. Conflicts of Commitment and Conflicts of Interest

I. Policy Statement from the CVMBS College Code¹

All employees are subject to Colorado State University's Conflict of Commitment and Conflict of Interest Policies as well as the Conflict of Interest Policy promulgated by the Colorado State Board of Agriculture. Pursuant to those policies, those individuals may not engage in practices where such actions would conflict with or interfere with the individual's primary obligations and commitments to the University and where such actions compete with or are adverse to the interests of the University (D.7.5; D.7.6; D.7.7 of the *Colorado State University Academic Faculty and Administrative Professional Manual*).²

II. Responsibilities

A. Employees. Employees must declare all potential conflicts of commitment (COC) and conflicts of interest (COI) using the official University disclosure form and submit the signed form at the time of each annual evaluation, or when a *potential*³ COC or COI arises.⁴ Completed forms are kept on file by each employee's Department Head or Director. If there is a change in circumstances, it is the employee's responsibility to file an amended form. The following activities must be declared if they are potential conflicts:

1. All paid or fee-for-service outside activities including, but not limited to, consulting, continuing education, extension, or practice activities, if they are potential conflicts.
2. Any university or outside work activity that might result in personal financial gain if it is a potential conflict.⁵
3. Partnership or ownership in any non-university business, with interests greater than 5% or \$10,000, whichever is greater, if it is a potential conflict.
3. Any university or outside research activity that might result in conflicts among sponsoring entities or a sponsor and the CVMBS.

Employees are required to report the nature of each activity and the time required for its conduct. The revenue generated by these activities need not be declared. An employee with a *potential* COC/COI, as determined by the Department Head, may be required to provide written justification for these activities and a rationale for why these activities do not constitute an *actual*⁶ COC/COI, or why the *actual* COC/COI may be *manageable*⁷ under the guidelines outlined in Sections III, IV, and V.

B. Department Heads.⁸ Department Heads are responsible for understanding the University's COC and COI policies, for examining disclosures reported to them, and for making one of the following determinations:

1. The reported activity is permissible because it falls within the scope of acceptable professional conduct, it serves the interests of the institution, and has been fully disclosed as required by law and to the satisfaction of the supervisor.

2. The reported activity constitutes an *actual* COC or COI, and the employee should be informed as soon as possible that the activity in question might constitute a violation of CVMBS policies and be subject to a management plan.

3. The reported activity constitutes a *potential* COC or COI for which the supervisor cannot make a final determination of propriety, or the employee contests the supervisor's assessment of an *actual* COC or COI, or the employee and supervisor cannot agree on a management plan. The activity in question should be referred to the CVMBS COC/COI Review Committee for examination, and the employee should be informed of this action.

C. College Administration. In order to determine and manage a COC or COI, detailed faculty job descriptions must be specified in writing, including well-defined workload accounting with minimum limits for individual categories of academic activities (teaching, research, service/outreach, etc.). The employee and his/her immediate supervisor must agree upon workload assignments, in order to effectively use that information to evaluate potential COC or COI issues.

D. CVMBS COC/COI Review Committee. This standing College committee is charged with evaluating potential COC and COI activities; referred for review by an employee's Department Head or by an employee who contests the supervisor's assessment of an *actual* COC or COI. The Committee also works with the employee and Department Head to create an acceptable management plan.

1. The Committee is comprised of faculty representing each College academic unit, and staffed by 3-year appointments in proportion to the number of faculty in each unit, based on the current faculty census. Appointments to the Committee shall be made by the Dean from nominations submitted by Department Heads. A Chair is elected by the Committee membership for a term of one year that is renewable.

2. University, College, and Departmental COC/COI Policies, as well as these *Guidelines*, serve as the documentation upon which the Committee's deliberations are based. The Committee is guided by principles that will foster the entrepreneurial spirit in faculty, as long as fair guidelines are applied and followed. The Committee must balance the risk to faculty retention if enforcement of COC/COI rules becomes excessively stringent by exceeding the intent of these *Guidelines*.

3. Upon referral of a *potential* COC/COI case for review, the Committee will examine available documentation, and may request additional documents or oral testimony. Recommendations for action concerning each case will be made in writing to the referring Department Head and employee. The Committee may find that the activities in question constitute an actual COC/COI, but may be *manageable* following implementation of appropriate oversight procedures with the employee's supervisor, or other management tools. Any appeal by an employee of a Department Head's decision shall be in the form of a letter addressed to the Dean of the College stating the case for why the activities in question do not constitute an *actual* COC/COI, or how the *actual* COC/COI may be managed.

III. Guidelines for Conflict of Commitment

A. The *CSU Faculty and Administrative Professional Manual* clearly states that "A conflict of commitment arises when a faculty member or administrative professional undertakes external commitments which substantially burden or interfere with the employee's primary obligations and commitments to the University." This must be evaluated relative to the individual's defined work assignments, I.C. above. These *Guidelines* interpret the *CVMBS College Code* to allow application of this policy to residents and interns as well.

B. There are two tests that must be met for evaluating *potential* COCs. First, the faculty member must show that their total effort for the CVMBS meets the minimum standard, excluding the paid or fee-for-service outside activity. Second, this activity must not interfere with "defined expectations of availability" as stated in the employee's job description. That is, the faculty member must be available for regular assigned duties including day-time student advising, service duty to CVMBS service units (Veterinary Teaching Hospital, Veterinary Diagnostic Laboratory), teaching of lectures or laboratories, etc.

1. A COC might be identified when faculty fulfill less than 100% workload, but are claiming workload credit for activities outside those defined in the individual's job description (section II.C.).

2. A COC would exist if a disproportionate amount of outside activities, relative to job assignments agreed upon by the employee and his/her supervisor, has been claimed to achieve a 100% workload.

3. Irrespective of III.B.1. and III.B.2. above, College policy requires that outside activities may not exceed two workdays per month during the period of employment (12 months or 9 months, depending upon the individual's appointment) without prior written permission from the employee's immediate supervisor. This policy applies equally to special appointment and regular appointment faculty. This time allotment may be accumulated over the course of one fiscal year (July 1 to June 30), similar to that for annual leave for 12-month employees, but may not be carried forward to future fiscal years. If additional time is required for outside activities, it should be conducted using employee annual leave days, or by negotiation with the Department Head for additional time to conduct the activity.

4. Examples of outside activities that *may* constitute a *potential* COC, regardless of remuneration, if they exceed an individual's commitments in III.B.1-3 above:

- a. outreach credit for continuing education (CE) activities
- b. service credit for activities in support of professional, scientific, educational, artistic, cultural, civic, government or other organizations

IV. Guidelines for Conflict of Interest

A. The economic impact on the CVMBS of an individual's off-campus activity should be one criterion for evaluating potential COIs. This should be based on a determination of whether the individual is conducting an activity for profit that would otherwise be performed by CVMBS personnel (not necessarily the individual in question), and whether the magnitude of this activity significantly affects CVMBS revenue.

B. The impact of an individual's off-campus activity on the prestige of the CVMBS should be another criterion for evaluating potential COIs. This should be based on a determination of whether the individual is conducting an activity that would otherwise be performed by CVMBS personnel (not necessarily the individual in question), and whether the magnitude of this activity significantly affects the professional reputation or function of the CVMBS.

C. The impact of an individual's activity on the perception of his/her professional integrity should be another criterion for evaluating potential COIs. This may be based on a determination of whether the individual is conducting an activity utilizing resources provided by an entity whose mission may be discordant with that of the CVMBS or with conflicting support by another entity.

D. The individual faculty member is responsible for documenting in writing, in advance of the planned activity, the case that there is no economic or professional competition between his/her activities and those of the CVMBS.

1. A COC need not constitute a COI if it merely represents a violation of workload limitations in the individual's job description.
2. Examples of outside activities that *may* constitute an economic COI:

- a. paid continuing education (CE) activities
 - b. paid consulting activities
 - c. remunerated activities in support of professional, scientific, educational, artistic, cultural, civic, government or other organizations
 - d. ownership or fees-for-service in private businesses that compete with University activities
3. Examples of outside activities that *may* constitute a professional COI:
- a. professional activities that draw clientele or patients away from the CVMBS without major economic impact, that nevertheless diminish institutional prestige
 - b. instructional activities that divert teaching materials or experiences away from the CVMBS, thereby impairing the education of our students, interns, or residents
 - c. research activities that are financially supported by more than one funding entity or in conflict with a mission of the CVMBS

E. In order to provide needed services to the public, it may be useful for College personnel to perform services that overlap directly with their usual duties as employees of the CVMBS. These activities may be conducted on the individuals' own time (annual leave or after-hours), without use of CVMBS resources, and constitute a service that could not be fulfilled during regular work hours or would not have economic impact on the College. If the service is provided for free, or if the fees generated are donated to the University, then it does not constitute an improper COI.

V. Guidelines for Combined Conflicts of Commitment and Interest

A. Potential individual COC and COI activities may interact to create an unmanageable conflict. That is when the individual has not exceeded the limits of his/her defined workload, and is not significantly affecting CVMBS revenue or prestige, but is conducting some activity for profit that he/she might otherwise perform for the CVMBS.

1. The *CSU Faculty and Administrative Professional Manual* clearly states that "Employees whose regular assignment normally includes outreach/extension may not engage in compensated consulting activities for individuals or organizations that are entitled to the same help without cost." These *Guidelines* interpret this to mean that an employee whose principal assigned duties (>50% workload) are for outreach may not engage in similar outside activities for compensation, unless written permission is received in advance from that individuals' Department Head.
2. The *CSU Faculty and Administrative Professional Manual* states that "Services to professional, scientific, educational, artistic, cultural, civic, business or other organizations that enhance the value of the employee to the University and do not adversely affect the employee's primary commitment to the University" are permissible activities that "would not require disclosure as an actual conflict of interest". These *Guidelines* interpret this to mean that activities such as paid CE or outside diagnostic services are allowable, as long as the time commitment and financial or educational impact pose no significant competition to CVMBS activities.

Footnotes

1. Approved by CVMBS Faculty on 16 October 2000.
2. <http://www.colostate.edu/Orgs/FacultyCouncil/table.html>
3. A "potential" COC or COI is defined as an activity that may have the appearance of a contentious activity as described by these *Guidelines*, but may be manageable following appropriate disclosure and review.
4. <http://www.colostate.edu/Depts/AcadAffairs/2resources.htm>
5. Investment activities that result in personal financial gain are not prohibited *de facto*.
6. An "actual" COC or COI is defined as an activity that has been definitively determined to be a contentious activity by these *Guidelines*, but may be manageable following appropriate disclosure and review.
7. A "manageable" COC or COI is defined as a contentious activity that may be allowed following

- appropriate negotiation of oversight procedures with the employee's supervisor.
8. For certain units within the CVMBS, a supervisor other than a Department Head may be responsible for employee COC/COI disclosure oversight. Examples include the Veterinary Teaching Hospital Director, Veterinary Diagnostic Laboratory Director, and the Dean.

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