

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

Approved April 4, 2020

I. VISION, PURPOSE, VALUES

Vision: Be the globally recognized leader in veterinary medical research, teaching and clinical care.

Purpose: Advance medicine for the benefit of animals and people.

Values: Collegiality, Excellence, Integrity, Teaching, Mentoring, Compassion, Research, Sharing Knowledge

II. DEPARTMENTAL OBJECTIVES

- A.** Provide the best possible faculty, curriculum and facilities for undergraduate, graduate, and professional training in the clinical sciences, in a manner consistent with the present and anticipated needs of the department, profession, and society.
- 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 (CVMBS). 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, the Associate Department Head will serve as the acting Department Head. If the Department Head and Associate Department Head are absent, an Assistant Department Head will serve as Acting Department Head.

IV. ASSOCIATE AND ASSISTANT DEPARTMENT HEADS

The Associate Department Head will be a majority administrative faculty position and will assist the Department Head with the day-to-day and long-term strategic

administrative and academic duties of the department. The Associate Department Head will be identified through a formal search process with faculty input, will hold the rank of Professor within the department, and will report directly to Department Head. Specific duties and responsibilities of the Associate Department Head will be determined by the Department Head with input from the Departmental Leadership Committee. Duties of the Associate Department Head will usually include assisting with the fiscal administration of the department, participation in annual faculty evaluation, representing the department at college and university meetings, oversight of PVM and graduate academic programs, leading departmental strategic initiatives, engagement with outside constituencies and organizations, and development activities. The duties of the Associate Department Head are further defined under Appendix I.

Assistant Department Heads will be appointed by the Department Head and approved by a simple majority of the Departmental Leadership Committee. The assistant heads will be chosen from either tenured, contract or continuing appointment faculty members holding the rank of Associate Professor or Professor. The Assistant Department Heads will be responsible directly to the Department Head. The duties of the Assistant Department Heads are further defined under Appendix I.

The term of the Assistant Department Heads will be 4 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.

V. DEPARTMENT MANAGEMENT COMMITTEE

The Department Management Committee will be composed of the Associate Department Head, the Assistant Department Heads and the Department Business Officer; and will provide advice and counsel to the Department Head. The Department Head shall serve as chair of this committee and will hold weekly meetings.

VI. DEPARTMENT SECTIONS, CENTERS AND INSTITUTES

The faculty within the Department of Clinical Sciences are organized into Sections, Centers and Institutes according to veterinary medical specialty and/or biomedical research areas.

Each departmental Section will have a Section Head and each departmental Center or Institute will have a Director. Section Heads will represent the section as a member of the Faculty Leadership Committee. Faculty not represented in sections will be represented at the Faculty Leadership Committee by their Center/Institute Director. Duties of Section Heads and Center/Institute Directors are outlined in Appendix I.

VII. FACULTY LEADERSHIP COMMITTEE

The Leadership Committee will be composed of Section Heads, Center/Institute Directors, the Associate Department Head, the Assistant Department Heads, the Department Business Officer and the Veterinary Teaching Hospital (VTH) Director; and

will provide advice and counsel to the Department Head. The Department Head shall serve as chair of this committee and will hold monthly meetings.

The Departmental Leadership Committee will carry out evaluative activities needed within the department, review programs and goals of the departmental faculty in relation to overall departmental programs, and serve as the primary body of faculty governance within the department.

VIII. DEPARTMENT POSITIONS

- A.** The Department has three tenure-track (TT) faculty appointment ranks (Assistant Professor, Associate Professor and Professor) and six non-tenure-track (NTT) faculty appointment ranks (Instructor, Senior Instructor, Master Instructor, Assistant Professor, Associate Professor and Professor). The minimum qualifications for each faculty rank are included in the Department Code as Appendix II. The procedure for conversion of Administrative Professionals to NTT appointment faculty at the rank of Instructor or higher is outlined in Appendix III.
- B.** Each year, a priority listing of positions needed within the department will be established by the Departmental Leadership Committee and presented to the faculty for discussion at a scheduled faculty meeting.
- C.** 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 by the Departmental Leadership Committee 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. The Department Head 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.

IX. 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 IV.

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 in the Annual Faculty Evaluation Summary Report 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 any 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 VTH Director if the faculty member has clinical responsibilities or from the Research Program Director 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 finalize the Annual Faculty Evaluation Summary Report 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.

A. Faculty Evaluation Committee

1. The Faculty Evaluation Committee shall be appointed by the Department Head and will consist of nine (9) faculty holding the rank of Professor in the Department of Clinical Sciences. The Assistant Department Head for Faculty Advancement will serve as an ex officio member of the committee. Committee members shall serve three (3) year terms. A senior member of the committee will serve as Chairperson of the evaluation committee in their third year, having been selected as Chair-Elect during their second year.
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 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/OR 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 V to this code).
2. All faculty (tenure track, tenured, contract and continuing appointments) will be evaluated annually.

3. All faculty below the rank of Associate Professor will be assigned a mentor committee by the Department Head as described in Departmental policies and procedures.
4. Comprehensive Review of Probationary Faculty: All probationary (pre-tenure) tenure track faculty will be reviewed by the end of their third year or at the mid-point of their probationary period as stipulated in Section E.14.2 of the CSU Faculty Manual.
5. The Department Head or an individual faculty member may initiate a tenure and/or promotion request for evaluation by the Faculty Evaluation Committee. Annually, and prior to June 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.
6. A faculty member submitting a tenure and/or promotion dossier will provide the Department Head by June 30th, names and address of not less than 4, and up to 7 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.
7. The faculty member being considered for tenure and/or promotion is responsible for ensuring that his/her dossier is complete and accurate. The Department Head and Faculty Evaluation Committee will provide guidance in preparing the dossier and other documents.
8. The Faculty Evaluation Committee will review the faculty member's document, solicit an evaluation from the VTH 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. 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.
9. For the purposes of promotion to Associate Professor with tenure, 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 and will occur during the first week of October each year. The report from the Faculty Evaluation Committee and amended dossier for each faculty member considered and external letters will be available to 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 electronic ballot. For promotion to Associate Professor with tenure the vote of the entire tenured faculty will constitute the vote of the "Tenure and Promotion Committee"

in accordance with the Faculty Manual. For promotion of tenured faculty to Professor, the procedure outlined above will be followed except that the meeting and vote will be by tenured Professors in the department. For promotion of contract or continuing faculty, the procedure outlined above will be followed except that the meeting and vote will be by all faculty of rank higher than the faculty member under consideration for promotion.

10. The written recommendation of the Faculty Evaluation Committee, together with a tally of the vote and any written comments on the ballots and a summary of majority and minority views of tenured (for tenure decisions) or appropriate (for promotion decisions) faculty, will be provided by the Chair of the Faculty Evaluation Committee to the Department Head and forwarded to the Dean and Provost. The Department Head will write a review either endorsing the faculty action or recommending reversal.
11. The Department Head will provide the faculty evaluation committee's report, and the Department Heads own evaluation, to each individual under consideration for promotion and/or tenure. 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.
12. The Department Head will provide complete tenure/promotion packets to the Dean's office by November 1st.

XI. PERIODIC COMPREHENSIVE REVIEWS

A Phase I Comprehensive Performance Review of all tenured faculty shall be conducted at five (5) year intervals in accordance with the CSU Faculty Manual, Section E.14.3.1.

A Phase II Comprehensive Performance Review shall be conducted in accordance with the CSU Faculty Manual, Section E.14.3.2, for all tenured faculty whose performance is determined in the Phase I Review to be sufficiently unsatisfactory. 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, standards for evaluation as defined in Appendix V and 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.14.3.2 and the faculty member will have recourse as specified in the CSU Faculty Manual Section E.

XII. DISCIPLINARY ACTION FOR TENURED FACULTY

Disciplinary action regarding tenured faculty will be handled as stipulated in section E.15 of the CSU Faculty Manual.

XIII. 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 Leadership 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).

XIV. 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.

XV. 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 Leadership 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 one of 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.

XVI. 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 Associate Department Head) will preside at all meetings.

XVII. 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 departmental faculty member. All amendments shall require approval by two-thirds of 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.

XVIII. CLINICAL FACULTY

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

XIX. 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 VII. Faculty who are serving on graduate student advisory committees are selected through mutual agreement between the appropriate faculty member and the graduate student.

XX. 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.

XXI. CONSULTING POLICY

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

XXII. 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 Leadership Committee and the VTH Director, will determine annually whether a faculty member's activities constitute a conflict of interest or conflict of commitment.

Appendix I

ROLES AND RESPONSIBILITIES OF DEPARTMENTAL LEADERSHIP

Department of Clinical Sciences

DEPARTMENT HEAD

The Department Head (DH) is the chief administrative and academic officer for the Department of Clinical Sciences (DCS). The DH is the responsible supervisor of departmental faculty, residents, graduate students, administrative professionals, and staff. Primary responsibilities assigned to the DH are:

- Faculty (evaluation, T&P, hiring, mentoring, HR, salary)
- Organize and set agenda for:
 - DCS Leadership Committee meetings (monthly)
 - DCS Faculty meetings (bimonthly)
- Represent DCS at CVMBS Executive Council
- Research: programmatic and regulatory oversight
- Strategic planning and management
- Development

ASSOCIATE DEPARTMENT HEAD

The Associate Department Head (Associate DH) is a majority administrative faculty position who assists the DH with the day-to-day and long-term strategic administrative and academic duties of the department. The Associate DH serves as acting DH and represents the department at Executive Council when the DH is not available. The Associate DH is a member of the departmental Management Team, Leadership Committee, and CS/VTH Liaison Team. Primary responsibilities assigned to Associate DH are:

- Departmental Operations and Budget
- Education
 - PVM
 - Graduate/Resident Education
 - Continuing Education
 - Undergraduate
- Organize and set departmental agenda for:
 - DCS Management Team meetings (weekly)
 - DCS/VTH Liaison Team meetings (weekly)
- Represent the department on the VTH Board
- Research: programmatic and regulatory oversight
- Outreach to professional organizations (CVMA, AAVAC)
- Development

ASSISTANT DEPARTMENT HEADS

The Assistant Department Heads (Assistant DHs) are members of the faculty who serve part-time administrative roles with specific areas of oversight. Assistant DHs are members of the DCS Management Team and Leadership Committee. Assistant DHs

serve as acting DH when the Associate DH and DH are not available. Administrative effort for Assistant DHs is approximately twenty-five percent (25%). Primary responsibilities of the Assistant DHs are:

Assistant DH for DVM Teaching

- Ex officio member of the CVMBS DVM curriculum committee
- Coordination of DVM junior and senior practicum
- Supervision of the 3rd and 4th year DVM Student Coordinator
- Oversight with the Associate DH of the department DVM budget
- Assist the Associate DH in establishing and implementing policies associated with DVM teaching

Assistant DH for Faculty Advancement

- Ex officio member of the departmental Faculty Evaluation Committee
- Ex officio member of the CVMBS Awards Committee
- Ex officio member of the University Faculty & Staff Activity System (FSAS) Committee
- Assist the DH with identifying faculty for nomination for internal and external awards
- Assist the DH with programmatic oversight of departmental policies for annual reviews and promotion and tenure
- Outreach to professional organizations (e.g., CVMA, AVMA)

Assistant DH for Research

- Ex officio member and Chair of the departmental Clinical Review Board for approval of clinical trial protocols
- Assist the DH with programmatic oversight of departmental research including identification and allocation of research resources, equipment and space

Assistant DH for Resident and Graduate Education

- Ex officio member of the Resident/Graduate Education Committee (GEC)
- Oversight of graduate student (MSA, MSB, PhD) and residency training programs
 - Manage GEC review and approval of new graduate student applicants
 - Manage GEC review and ranking of existing residency training programs every 3 years
 - Manage GEC review and approval of new residency training program proposals
 - Review graduate student and resident biannual committee reports/reviews to ensure satisfactory progress is being made
 - Conduct confidential exit interviews with all residents (except where conflicted)
- Assist the Associate DH in establishing and implementing policies associated with graduate and resident training and education
- Assist with identifying candidates for graduate and resident scholarships and awards

DIRECTORS – CENTERS/INSTITUTES

Directors are faculty members with significant administrative oversight of CIOU approved centers and institutes within the department. Administrative effort for Directors varies from twenty-five to seventy percent (25-70%) depending on the center/institute. Primary responsibilities of Directors are:

- Programmatic and budgetary oversight of the center/institute resources
- Supervision of center staff
- Represent center/institute faculty at departmental Leadership Committee
- Assist the DH with faculty processes for faculty members of the center/institute
- Assist the Associate DH and Assistant DH for Resident and Graduate Education with academic processes associated with center/institute residents and graduate students

SECTION HEADS

Section Heads are faculty members with primary leadership and liaison roles for departmental sections. Section Heads of clinical sections are nominated by their section and appointed by the DH. Section Heads of non-clinical sections are appointed by the DH. Administrative effort for Section Heads is approximately five percent (5%). Primary responsibilities of Section Heads are:

- Represent section faculty at departmental Leadership Committee*
- Conduct monthly section meetings. Communicate and obtain feedback on departmental initiatives
- Assist departmental leadership (DH, Associate DH, Assistant DHs) with academic processes related to faculty, residents and graduate students
- Coordinate with other Section Heads to maintain positive relations between sections
- Designate a section representative to attend Leadership Committee meetings and a Point-of-Contact for the section when the Section Head is out of town or otherwise unavailable.

* Section Heads must assure section representation at all DCS Leadership Committee meetings. Regular members of leadership committees (Assistant DHs, Directors) can represent sections when the Section Head is not available. Sections may designate a regular alternate/assistant Section Head with approval of the DH.

Department Sections:

1. Livestock Medicine & Population Health
2. Equine Clinical Services
3. Small Animal Surgery
4. Small Animal Medicine
5. Oncology
6. Anesthesiology & Critical Care
7. Specialty Services
8. Education

VTH SERVICE COORDINATORS

Service Coordinators are faculty members who provide administrative leadership of clinical services. Administrative effort for Service Leaders is approximately five percent (5%). Service Coordinators are appointed by the VTH Director with input from the DH.

Primary responsibilities of Service Coordinators are:

- Coordinate clinical services within the section
- Provide VTH Director with clinical duty schedule for service faculty
- Liaison with VTH staff to assure smooth clinical operations
- Meet regularly with VTH Director to review service cost center budget
- Establish service policies and procedures that promote excellent client service and be first point of contact when client related issues arise
- Designate a representative to be point-of-contact for the service when the Service Coordinator is out of town or otherwise unavailable
- Assist the VTH Director with hospital operations and implementation of hospital policies including clinical scheduling, liaison with VTH staff, client relations, budgetary oversight, and resolution of client issues

VTH Services:

1. Anesthesiology
2. Avian, Exotics and Zoological Medicine
3. Cardiology
4. Community Practice
5. Dentistry
6. Dermatology
7. Equine Ambulatory
8. Equine Critical Care
9. Equine Medicine
10. Equine Reproduction
11. Equine Sports Medicine and Rehab
12. Equine Surgery
13. Livestock Medicine & Surgery
14. Neurology
15. Oncology
16. Ophthalmology
17. Small Animal Emergency/Critical Care
18. Small Animal Internal Medicine
19. Small Animal Urgent Care
20. Small Animal Theriogenology
21. Small Animal Surgery

APPENDIX II FACULTY APPOINTMENTS

Tenure-track Faculty Appointments: Tenure-track (TT) faculty appointments in the Department of Clinical Sciences have a minimum of 25% effort distribution in the category of “Research and Other Creative Activity”. It is important to note that scholarship/creative activity may be achieved within teaching and outreach as well as research. The Department has three TT faculty ranks (Assistant Professor, Associate Professor, and Professor).

Non-Tenure-Track Faculty Appointments: Non-tenure-track (NTT) faculty appointments in the Department of Clinical Sciences have a maximum of 20% effort distribution in the category of “Research and Other Creative Activity” unless the appointment is supported by research grants or contracts in which case the % effort in this category may exceed 20%. The Department has six NTT faculty ranks grouped into four levels of ranks:

1. Instructors
2. Senior Instructors and Assistant Professors
3. Master Instructors and Associate Professors
4. Professors

The minimum qualifications and criteria for promotion for each faculty rank are:

Instructor: A Master of Science degree and 3 years of experience or a doctoral degree (e.g., PhD, DVM or equivalent) or equivalent professional experience directly applicable to the primary area of instruction.

Senior Instructor: A Master of Science degree plus 8 years of applicable experience or a doctoral degree (e.g., PhD, DVM or equivalent) plus 5 years of applicable experience and convincing evidence of achieving excellence as a teacher.

Master Instructor: A Master of Science degree plus 13 years of applicable experience or a doctoral degree (e.g., PhD, DVM or equivalent) plus 10 years of applicable experience and a sustained record of excellence in teaching.

Assistant Professor: A doctoral degree (e.g., PhD, DVM or equivalent), and completion of specialty board certification or a 3-year postdoctoral research fellowship or equivalent professional experience.

Associate Professor: A doctoral degree (e.g., PhD, DVM or equivalent) plus 5 years of experience at the Assistant Professor rank or equivalent and be nationally recognized for their scholarship and expertise in their professional field.

Professor: A doctoral degree (e.g., PhD, DVM or equivalent) plus 5 years of experience at the Associate Professor rank or equivalent and be nationally and internationally recognized for their academic and professional accomplishments.

Appendix III

PROCEDURE FOR CONVERSION OF ADMINISTRATIVE PROFESSIONALS TO NON-TENURE-TRACK FACULTY

There are times when it is in the interest of the department and college to convert Administrative Professionals to non-tenure-track faculty. These individuals can have primary roles in research, teaching, or service. They would typically be supported on funds other than departmental base such as research grants, revenue, or development funds. The following outlines the procedures that must be taken at the department, college, and university level for such conversions to non-tenure-track faculty.

Department:

- A current faculty member must first request that an Administrative Professional under his/her supervision or mentorship be appointed as a non-tenure-track faculty member by submitting a letter of nomination to the Department Head, accompanied by the nominee's CV and a formal position description. For research appointments, the faculty member submitting the nomination letter will typically also be providing financial support for both research and salary for the faculty nominee until he/she can obtain independent funding. For service or teaching appointments, the nominator is generally a faculty member who is providing direct supervision and, particularly in the case of service positions, is using generated revenue to support the salary of the individual. The nomination letter should provide a detailed description of current and future financial support, space allocation and plans for research or service/teaching mentoring of the nominee by the faculty member who is submitting the letter. The letter must also describe the nominee's strengths in research, teaching and/or service, as well as the nominee's interest in participating in other department duties associated with a faculty appointment. .
- The Department Head will forward the nomination package to the Faculty Evaluation Committee to review the nominee's credentials for a faculty appointment at the proposed rank. The committee will consider the letter from the nominating faculty member, the evidence for likely independence in research funding (if applicable), the evidence of a significant contribution to the department's service/teaching roles (if applicable), and the potential of the nominee to contribute to accomplishing the overall goals of the department. The Faculty Evaluation Committee will vote to: 1) deny the application, 2) ask for more information, such as additional letters of support, or 3) advance the nomination.
- The Department Head will forward the nomination package to the Associate Department Head and the department Business Officer for an independent audit to confirm that the nominating faculty member has provided reasonable assurance that sufficient resources will be available to support the nominee for at least 3 years (100% of a 9 month or 12 month appointment). At this time any agreements regarding commitment of departmental base funds for the position will be outlined in an MOU specifying both amount and duration of commitment.
- After successful completion of the above reviews, the Department Head will invite the nominee to present a seminar to the faculty. The seminar

announcement will indicate that the presenter is a candidate for a non-tenure-track faculty appointment. After the seminar, the Department Head will bring all nomination materials and reports to the Leadership Committee for discussion and vote.

- After approval by the Leadership Committee, the Department Head will meet with the nominee to discuss the conditions and expectations of employment. These will be outlined in writing, generally in the form of a draft offer letter. The Department Head will discuss with the nominee that the ongoing appointment will be contingent on continued availability of funds as outlined in the nominating letter. In the case of research appointments, this will usually be tied to future grant success. It will also be discussed that there is no implicit agreement that the position will be converted to a regular (tenure-track) faculty position at some point in the future.

College:

- The Department Head will prepare and submit a Provost's Search Request form to CVMBS Executive Council for discussion and vote. The nominating faculty member will assist the Department Head in preparation of the search request by providing details of the teaching, research or service components and a rationale/justification for the position. Major issues the council will examine are what the candidate brings to CVMBS, the candidate's qualifications, college/departmental resources that are to be committed, and equity of position structure with similar hires across the college. If approved, the Dean will forward the Search Request to the Provost for approval.

University:

- A formal position description, the nominee's CV, and a request for a search waiver (Alternative Appointment Request form) will be submitted to OEO for approval
- A background check will be conducted

A formal offer letter will be generated by the Department Head, approved by the Provost, and sent to the candidate by the Dean

APPENDIX IV
PROCEDURES FOR ANNUAL EVALUATION OF FACULTY
DEPARTMENT OF CLINICAL SCIENCES

I. ANNUAL EVALUATION

Each faculty member shall receive an evaluation at least once per year. The evaluation is conducted by the Department Head with input from the Faculty Evaluation Committee. If the faculty member has clinical responsibilities, the Department Head will solicit input from the VTH 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 and mentoring; (2) research, scholarship and creative activity; (3) service and outreach. In reviewing activity in each of these areas, the review will consider collegiality/professional conduct of the faculty member.

A. Faculty Member Responsibilities.

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 (FAS). This document summarizes the faculty member's accomplishments in three (3) major categories.
 - a. Teaching, Advising and Mentoring
 - b. Research, Scholarship and Creative Activities
 - c. Service and Outreach
2. A statement of prospective goals for individual improvement or development in the upcoming year as specified in the relevant section of his/her FAS.

B. Departmental Faculty Evaluation Committee Responsibilities.

In accordance with the Department Code (IX, X) the Department Head with input from the Faculty Evaluation Committee will develop a procedure for the annual evaluation of faculty and present it to the faculty. 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.

C. Department Head Responsibilities.

Using documentation provided by the faculty member, Faculty Evaluation Committee, and the VTH Director/Research Center Director where appropriate, the Department

Head shall prepare an evaluation summary report and review it with the faculty member. This evaluation summary report must contain the following elements:

1. Strengths and accomplishments in the 3 activity areas.
2. Comments on progress made on goals 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 tenure and/or promotion.
- 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.

APPENDIX V

GUIDELINES FOR EVALUATION OF FACULTY FOR

TENURE AND/OR PROMOTION

DEPARTMENT OF CLINICAL SCIENCES

The Department of Clinical Sciences follows the general institutional philosophy relating to tenure and promotion as defined in the CSU Academic Faculty and Administrative Professional Manual, and the College of Veterinary Medicine and Biomedical Sciences Operating Procedures. The CSU Faculty Manual (Section E) outlines, in general terms, how decisions concerning tenure and promotion are linked to the faculty member's productivity in the three categories of teaching and advising, research and other creative activity, and University and professional service and must be consistent with, and based upon, the effort distribution established for each faculty member. 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 also meet expectations in collegiality/professional conduct in all areas.
2. For promotion to professor a faculty member will have consistently achieved excellence in one or more areas, as documented by scholarly works and will have met or exceeded expectations in all other areas, including collegiality/professional conduct. 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 DVM 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. Contract and Continuing 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 tenure and/or promotion 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 DVM 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 VTH Director and appropriate Service Leader. 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 VTH 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 June 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. May: The Department head notifies faculty eligible for promotion and/or tenure and requests a current CV for preliminary review by the Faculty Evaluation Committee. The Department head consults with the chair of the Faculty Evaluation Committee and any concerns identified from this preliminary evaluation should be communicated to the applicant.
2. June: 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. 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. 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 first of September.
 - 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 email. 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. Letters from reviewers will be compiled with the application and the final promotion and/or tenure package will be delivered to the Faculty Evaluation Committee.
 6. September: The Faculty Evaluation Committee prepares a formal recommendation to the tenure and promotion committee as defined in section X.A.9 of the Departmental Code.
 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

As described in Appendix II, the requirements for promotion become progressively more stringent for advancement to the final levels of Master Instructor or Professor with years in rank being insufficient to ensure promotion. Promotion from Instructor to either Senior Instructor or Assistant Professor carries with it the belief, based on performance to date, that the individual has the potential to eventually attain the rank of Master Instructor or Professor, respectively. . Recent accomplishments as well as collective achievements are important as evidence of sustained professional growth and productivity.

Over time there may be changes in the guidelines for tenure and /or promotion. The current guidelines for tenure and/or 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 and/or promotion guidelines that may subsequently occur will be used only if the guidelines become more favorable to the faculty member's evaluation.

The following illustrate the types of evidence used when considering promotion to Assistant Professor or Senior Instructor, Associate Professor or Master Instructor and Professor. Written documentation is important.

A. Teaching/Advising

- 1. Promotion to Senior Instructor.** The individual must have demonstrated the ability to effectively teach and advise students at the undergraduate, and/or DVM, or graduate level in a classroom and/or clinical setting. If the individual has a clinical commitment, they must contribute to the overall maintenance of the VTH as a productive and viable teaching laboratory for DVM students, residents, and interns.
- 2. Promotion to Master Instructor.** The individual must have demonstrated sustained excellence in teaching and advising students at the undergraduate, and/or DVM, or graduate level in a classroom and/or clinical setting. If the individual has a clinical commitment, they must contribute to improving the effectiveness of the VTH as a teaching laboratory for DVM students, residents, and interns.
- 3. Promotion to Associate Professor.** The individual must have demonstrated the ability to effectively teach and advise students at the undergraduate, and/or DVM, or graduate level in a classroom and/or clinical setting, instruct graduate students in research techniques, and advise graduate students. If the individual has a clinical commitment, they must contribute to the overall maintenance of the VTH as a productive and viable teaching laboratory for DVM students, residents, and interns.
- 4. 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

clinical commitment, they must provide evidence of continued efforts at improving the VTH as a teaching laboratory for DVM students, residents, and interns.

B. Research/Scholarly Activities

- 1. Promotion to Associate Professor.** The individual must have demonstrated the ability to sustain a productive program in research or other creative activities. 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. Scholarly activities that advance the effectiveness of teaching and education are also considered to be research. The Committee will consider the quality of the publications named by the individual being evaluated. For individuals with a 30% effort distribution in this category, a minimum of six (6) first author or senior author refereed scientific publications is required to meet expectations. It is expected that the individual will have national recognition for their scholarship and expertise in their professional field.
- 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. It is expected that the individual will have both national and international recognition for their scholarship and expertise in their professional field.

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:** 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. Professional Conduct

The Department endorses the concept that professional conduct 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 VI

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 Veterinary Teaching Hospital (VTH) Director to meet the clinical service and teaching mandate of the DVM and post-graduate teaching programs. The faculty clinician must champion the role of developing a collegial working relationship, assuring that they, and those on their service, work 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 clinical case material to provide the best possible clinical training for DVM students, residents and interns. DVM 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 the leader of the clinical service. They are responsible for maintaining the quality of his or her service at a level expected of a tertiary referral hospital. They must supervise the delivery of medical and/or surgical care to all patients presented to their service during their assigned clinic week(s).

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. The faculty member must be available to come to the VTH if needed, and must check in with their service regularly. For those times during the assigned clinic week that the faculty clinician must be away from the Hospital and unavailable to return to the VTH, a faculty clinician 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 identify another faculty clinician or residency trained clinician 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 VTH Director. 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). A faculty clinician must be scheduled 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 DVM students and interns.

The faculty clinician is responsible for accurate and timely client communications. This includes results of diagnostic tests, procedures and treatments, patient progress and prognosis, updates on cost estimates 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 electronic medical record communication log.

The faculty clinician is responsible for assuring timely communication with the referring veterinarian. This includes introduction of the clinical team, daily updates, and co-signing/approval of referral letters written by house officers. 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 daily updates are the responsibility of the primary clinician at each step of patient care. The faculty clinician must ensure that estimates are updated, deposits are collected before service is provided and that clients understand when payments are due.

The faculty clinician is responsible for developing a patient caseload on their service that is sufficient for teaching of DVM 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 clinic week and 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. If the faculty clinician cannot be physically present, they must have a clinician capable of equivalent specialty training (faculty or residency trained clinician) available to provide this care. The faculty clinician is responsible for the care delivered even though such care is delegated to another clinician.

Emergency backup 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. Each service will designate a faculty clinician backup to support their residents and the emergency service needs of the VTH.

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. The clinician of record and the faculty clinician serving as the service leader must be identified in the electronic medical 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 visit to the VTH. The record must be available for the next hospital visit by the patient. Clinicians should enter any verbal communications with the client and referring veterinarian in the communication log within the electronic medical record. The Service Leader 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 faculty clinicians must support all hospital policies. Inappropriate or antiquated policies should be brought to the attention of the VTH Director, who may seek advice from the VTH Board for consideration of changes.

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 VTH 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 with appropriate breaks, peer performance evaluation, VTH committees, and scheduling of service activities. Service Leaders have additional administrative duties related to mediating grass-roots personnel issues in their Services, serving on the VTH Board, and bringing issues to the Hospital Board from their Services and returning Board decisions to their Services. In addition, Service Leaders meet with the VTH Director to discuss problems concerning their Service and the Hospital and review yearly evaluation of faculty within their Service.

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

APPENDIX VII

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.

Academic Qualifications

Committee Member (MS or PhD)	Major Advisor Master's Degree	Major Advisor PhD Degree
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, contract or continuing appointment at the professor, associate professor, assistant professor, or instructor 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.