

Pacific University College of Optometry Governance System

SECTION I

NAME

Pacific University College of Optometry

SECTION II

MISSION AND VALUES

The mission of the College of Optometry is to promote excellence in vision and eye care through education, service, and research. We educate students to become highly competent practitioners, to render professional and ethical care, to understand their professional role in public service and the health care community, to analyze new information critically, and to advance vision and eye care through scientific inquiry.

Because part of our mission is to mentor our students into the optometric community, the College of Optometry values...

1. Didactic and clinical preparation in a supportive learning and patient care setting.
2. An educational experience that conveys multicultural competence, coupled with an enhanced awareness and appreciation of a diverse and changing society.
3. An intellectual community that supports collegiality, integrity, scientific inquiry, mutual cooperation, and respect.
4. A life-long professional relationship with our alumni

SECTION III

AUTHORITY OF FORMATION

All provisions in these By-Laws for the internal organization of the College of Optometry shall conform with the Pacific University Governance System and all provisions of the By-Laws of the Board of Trustees. Specific authority provisions and assigned responsibilities for developing the internal organization of each College are delineated in Chapter II of the Pacific University Handbook. In the event of conflict(s) or omission(s), the University Governance System shall prevail.

SECTION IV

COMPONENT GROUPS

- A. *Definition of Terms:* In the body of this document, "College" or "PUCO" refers to Pacific University College of Optometry and "University" refers to Pacific University.
- B. *Component Groups of the College:* The College of Optometry is comprised of administrators; full, adjunct, and part-time faculty; students; staff; and alumni. These component groups are defined as follows:

Administrators: Those individuals holding administrative contracts from the University; specifically: the Dean of the College, the Associate Dean for Academic Programs, and the Associate Dean for Clinical Programs.

Full Time Faculty members: Those individuals holding at least 0.625 full time equivalent (FTE) faculty contracts from the University who are employed to teach courses, conduct research, and/or provide clinical education for the College.

Adjunct and Part-Time Faculty members: Those individuals not holding at least 0.625 FTE faculty contracts from the University who are engaged (with or without pay) to teach courses, conduct research, and/or provide clinical education for the College.

Alumni of the College: Those individuals who have received an academic degree from Pacific University (including all graduates of the North Pacific College of Optometry) by successfully completing a Doctor of Optometry or graduate program offered by the College. Individuals completing continuing optometric education courses are not considered to be alumni by virtue of completing such courses

Staff: Those individuals holding staff contracts from Pacific University who support the programs of the College of Optometry. Staff members include: administrative assistants, secretaries, receptionists, etc. Staff members have developed their own governance system which is not described in this document.

Students: Those individuals who are enrolled in Doctor of Optometry, Masters, Residency, and/or Teaching Fellow programs offered by the College as described in the University Catalog.

- C. *College Meetings:* Six recognized types of meetings of the component groups are listed below. Under each listing the principal Convenor is designated. Further detailing of meetings may be found in subsequent sections of this document or the Pacific University Governance System.

Except as otherwise provided for in this document, *Robert's Rules of Order* will be followed to determine matters of parliamentary procedure.

1. All-College Meetings are comprised of any one, or combination of, component group(s) and are called by the Dean of the College or his/her designee. These meetings are held to present information and discuss items of major and/or unusual significance to the component group(s), e.g., major changes in program direction, budget cuts, etc.
2. Faculty Meetings (Regular, Special, or Emergency) are convened by the Chair of the Optometry Faculty. Faculty Meetings are open to all optometry faculty, emeritus faculty, optometry administrators, student representatives, the chief academic officer of the University, the President, and invited guests. Meetings are held to inform faculty members and component group representatives regarding the business of the College and to vote on those matters brought forward by committees, administrators, and/or other interested persons.
3. Meetings of only the Full-Time Faculty are called by the Chair of the Optometry Faculty, either independently or upon the request of six (6) Full-Time Faculty members. Any decision reached at a Full-Time Faculty Meeting is not binding on the College. Such deliberations must be brought before a Faculty Meeting (as described in *Section IV-C-2*).
4. Meetings of administrators or administrative staff are called by the Dean of the College or his/her designee.
5. Meetings of student organizations are called in accordance with the By-Laws of their organizations.
6. Meetings of the optometric alumni are called in accordance with their By-Laws.

SECTION V

ADMINISTRATION OF THE COLLEGE OF OPTOMETRY

A. *Dean of the College*

The Dean is the chief executive officer of the College of Optometry and reports directly to the chief academic officer of Pacific University. As the principal administrator, the Dean is fully responsible and accountable for supervising the functions defined by the governance systems of Pacific University and the College of Optometry. He/she bears full responsibility and therefore holds full authority for all policy decisions within the College.

The Dean shall be an *ex officio* member, without vote, of all standing committees, all *ad hoc* committees, and all other duly constituted groups, and shall, in consultation with the standing and *ad hoc* committees of the College, be responsible and accountable for the functions outlined in his/her job description (Addendum 1).

B. *Associate Dean for Academic Programs*

The Associate Dean for Academic Programs (ADAP) is the chief academic officer of the College. He/she reports directly to the Dean of the College of Optometry. The ADAP is responsible for faculty development, faculty advocacy, academic standards, academic facilities, curriculum, instructional budget, research, and other assignments by the Dean.

The ADAP shall be an *ex officio* member, without vote, of all standing committees, all *ad hoc* committees, and all other duly constituted groups. The current job description of the ADAP is attached (Addendum 2).

C. *Associate Dean for Clinical Programs*

The Associate Dean for Clinical Programs (ADCP) is responsible for internal and external clinical programs, including preceptorships and residencies. He/she reports directly to the Dean of the College of Optometry. Areas of responsibility include clinical education, patient care delivery, clinical facilities, and other assignments designated by the Dean.

The ADCP shall be an *ex officio* member, without vote, of all standing committees, all *ad hoc* committees, and all other duly constituted groups. The current job description of the ADCP is attached (Addendum 3).

D. *Authorized Administrative Officers of the College:* Approved administrative position descriptions are maintained in the Dean's office.

E. *Authorized Staff Positions:* Approved staff position descriptions are maintained in the Dean's office.

F. *Absence of the Dean:* During those periods when the Dean is traveling or otherwise unavailable on University business, the Associate Dean for Academic Programs will act in his/her behalf.

In the event that the Dean of the College of Optometry is incapacitated, dies, resigns, or is not able to fulfill his/her duties for an extended period of time, a consultation committee shall confer with the chief academic officer of Pacific University to determine how to best carry on the functions of the office of the Dean. The consultation committee shall consist of the Associate Deans, the Chair of the Optometry Faculty, and the Chair of the Faculty Development Committee. The consultation committee's actions will be overseen and approved by the President.

SECTION VI

FACULTY ORGANIZATION AND RESPONSIBILITIES

- A. *Faculty of the College of Optometry:* Faculty rank may be held by those individuals engaged in teaching, research, clinical activities, and/or administration. All part-time and full-time faculty members, administrators holding academic rank, and emeritus faculty have full privileges of the floor at any faculty meeting that includes their component groups to comment, debate, make motions, or ask questions on any issue before the Faculty.
- B. *Full-Time Faculty Responsibilities:* The Full-Time Faculty of the College of Optometry are charged in the Pacific University Governance System, *Chapter II*.
1. Specifically, the Faculty shall, through standing committees, *ad hoc* committees, and other duly constituted groups, be responsible for:
 - a. Formulating, evaluating, and revising all aspects of the professional, graduate, and intramural residencies curricula of the College of Optometry.
 - b. Establishing standards for admissions.
 - c. Establishing professional and academic standards.
 - d. Recommending students for academic degrees.
 2. The Faculty shall participate in decisions in the following areas through delegated standing committees and/or mutually agreed upon arrangements with the Dean. The areas of shared responsibility include:
 - a. Professional appointments of faculty and administrators, promotion, tenure, and severance (*See Faculty Development Committee, Section VII-B-3*).
 - b. Developing budgetary priorities based on program needs.
 - c. Planning for improvements in buildings, equipment, and services to faculty members.
 - d. Insuring that the policies set forth in this document are adhered to in all governance activities conducted by the College. If actions are taken which do not adhere to this governance, said actions may be rescinded by a majority vote at a Faculty meeting.
- C. *Organizational Guidelines:*
1. *Delegation of Authority:* The Faculty may delegate specific responsibilities to standing committees, *ad hoc* committees, task forces, or individual faculty members by simple majority vote. Such delegated responsibilities may be altered or rescinded by simple majority vote at any Faculty Meeting, provided the proposed change has been placed on the distributed agenda at least 48 hours before the faculty meeting.
 2. *Faculty Review:* The deliberations of any standing committee, *ad hoc* committee, task force, or individual carrying out functions assigned by the Faculty shall be reported at each Regular Faculty Meeting. At any other College meeting such reports may be requested by the Convenor of the meeting.
 3. *Policy Decisions:* Proposals brought forth by standing committees, *ad hoc* committees, task forces, or individual faculty members are deliberated and voted on at a Regular or Special Faculty Meeting prior to forwarding to the College administration.

D. *Procedural Guidelines:*

1. *Faculty Meeting:* Regular Faculty Meetings are scheduled monthly during the academic year. Special Faculty Meetings may be called by the Chair of the Optometry Faculty, the Dean of the College of Optometry, the chief academic officer of Pacific University, or by written request to the Chair by six (6) Full-Time Faculty members. The Chair shall provide written notification of Special Faculty Meetings with the agenda and any supporting documents at least two (2) weekdays before the meeting. Emergency meetings of the Faculty may be called only by the Dean or the chief academic officer of Pacific University.
2. *Faculty Meeting Voting Procedure:* The following have the privilege of voting at faculty meetings comprised of their component groups:
 - a. All Full-Time Faculty (*as defined in Section IV-B*) with at least 0.5 FTE assignment within the College.
 - b. College administrators
 - c. Four students: one elected representative from each of the four Doctor of Optometry program classes.

Any other person may be accorded special voting privileges (on a given issue or issues, or in general) by a two-thirds majority vote of those present and voting. Once accorded, these special voting privileges may not be revoked except by a two-thirds majority vote of those present and voting.

Except for voting, administrators and part-time faculty shall have all other privileges of the floor. Prior to the vote on any issue, the Chair or any other voting member present may request an informational poll of any or all non-voting individuals attending the meeting. The results of the informational poll shall be considered by each voting individual in the exercise of his/her voting privilege.

Except as otherwise noted herein, actions taken by the Faculty shall be by a simple majority of those present and voting. Voting may be by voice, show of hands, secret written ballot, or by mail ballot. A request by any voting member in attendance for a show of hands or written ballot on any given issue shall be ordered by the Chair without debate. A request for a mail ballot must be approved by two-thirds of those present and voting. Anyone unable to attend a meeting may vote absentee by written notice to the Chair in advance of the meeting at which a vote is scheduled. If more than 20% of the Faculty present abstain from voting on an issue, the issue shall be bound over to the next faculty meeting at which time a pro or con vote must be cast by each faculty member present unless there is a declared and accepted conflict of interest.

If a sensitive issue comes under discussion, those present and voting may decide by a two-thirds vote to exclude an individual(s) from the discussion. If there is an action vote to be taken on the discussion item, any individuals who have been excluded from the discussion will be re-admitted prior to the vote.

3. *Quorum:* Equal to or greater than fifty percent (50%) of the Full-Time Faculty (*as defined in Section IV-B*) with at least 0.5 FTE assignment within the College.
4. *Officers/Representatives:* At the April faculty meeting, the voting faculty shall elect from the Full-Time Faculty by written ballot :

- a. a Chair to a one (1) year term. The Chair will be eligible for successive terms.
- b. two Secretaries each of whom will serve a two (2) year overlapping term.
- c. a representative to the University Council to a one (1) year term. This individual will be eligible for successive terms.
- d. members to the Faculty Development Committee (*See Faculty Development Committee, Section VII-B-3*).
- e. Faculty Senator(s). All faculty members, excluding those servings as University Chair or University Council Representative, with voting privileges as described in *Section VI-D-2* are eligible.

Terms for all officers/representatives will begin at the start of the fall semester.

5. *Responsibilities of the Chair:* The Chair of the Optometry Faculty shall:
 - a. Appoint faculty members to all standing and *ad hoc* committees in consultation with the Dean and with the consent of the appointees, except as otherwise provided for in this document. Administrators with faculty rank shall be selected by the Dean for committee service in consultation with the Chair.
 - b. Serve as an *ex officio* member of all standing committees, all *ad hoc* committees, and all other duly constituted groups.
 - c. Schedule and preside over all Regular, Special, or Full-Time Faculty Meetings.
If the Chair cannot preside at a given faculty meeting, he/she is responsible to arrange for a former chair or the Dean to preside.
 - d. Prepare a written agenda for each Regular or Special Faculty Meeting.
 - e. Circulate the written agenda to the relevant component groups at least two (2) weekdays prior to a Faculty Meeting.
 - f. Carry out any delegated instructions resulting from the deliberations and action of the Faculty.
 - g. Bring to the attention of administrators any matter of concern which a majority of the Faculty or the Chair deems prudent.
 - h. Assist the Dean in coordinating administrative practices with duly adopted academic policies as listed in *Section VI-B-1* above.
 - i. Advise committees and faculty of their relationship with standing University committees or governance systems.
 - j. Serve as one of the College representatives to the University Council.
 - k. Report to the Faculty about deliberations and/or actions of various University committees on which he/she serves as Faculty representative.
 - l. When representing the Faculty, speak as an advocate for faculty concerns before any appropriate governance unit. The Chair is obligated to separate his/her personal views from formal Faculty positions.
6. *Responsibilities of the Secretaries:* The Secretaries of the Optometry Faculty shall prepare minutes of each Regular or Special Faculty Meeting and circulate these to all faculty members, administrators, and student representatives within two weeks following the meeting.

SECTION VII
COMMITTEE STRUCTURE

A. *Committee Procedural Guidelines*

1. *Optometry Committees:* Committees are designated as standing or *ad hoc* committees (*ad hoc* committees may also be called task forces, special purpose committees, etc.) An *ad hoc* committee may be comprised of one or more faculty members. *Ad hoc* committees shall be appointed for a limited period of time to accomplish their charge(s).
2. *Committee Appointment Procedures:* Unless otherwise provided herein, faculty members shall be appointed to each of the standing committees no later than June of each year to take office at the beginning of the fall semester; administrators with faculty rank shall be appointed by the Dean, in consultation with the Chair of the Optometry Faculty; student members shall be full-time optometry students in good academic standing appointed by the Student Optometric Association (SOA). Committee terms shall be for one year.
 - a. Faculty preferences and expertise shall be given a high priority when appointments are made but such expressed preferences are not binding on the Chair.
 - b. The consecutive years of service by a faculty member on any given standing committee (re-appointment) shall be based on his/her stated committee preference and the discretion of the Chair of the Faculty in consultation with the Dean.
3. *Committee Chairs:* Committee election of the Chair, voting procedures, and quorum criteria for standing committees shall use standard University patterns and procedures. The Chair of *ad hoc* committees may be either elected by the committee or appointed at the discretion of the Chair of the Optometry Faculty in consultation with the Dean.
4. *Committee Reports:* Committee reports requiring action, except as specifically excluded in *Section VII-B*, will be presented to the Faculty by the respective committee chair. If there is divided opinion within a committee on any matter, it shall be the duty of the committee chair to report both the majority and minority positions to the Faculty for consideration. Committee recommendations must be circulated *at least 48 hours* before the Faculty Meeting if voting is to take place. Action on written reports submitted after the time deadline shall be scheduled for the following Faculty Meeting. Suspension of the written report and/or the 48 hour circulation deadline rule may be effected either by a two-thirds vote of the Faculty present and voting or a declaration of a *bona fide* emergency by the Dean or the chief academic officer of the University.
5. *Procedural Guidelines:* When appropriate, each committee is tasked with generating its own faculty approved procedural guidelines. Copies are on file with the current faculty and committee chairs. *Robert's Rules of Order* will be followed to determine matters of parliamentary procedure.

B. *Standing Committees*

1. *Academic and Professional Standards Committee*

Membership: Voting members include four full-time faculty members appointed by the Chair of the Optometry Faculty, and one student appointed by the President of the Student Optometric Association. The Director of Student Services acts as an *ex officio* member, without vote (as per job description, Addendum 4). Other administrators of the College are also *ex officio* without vote.

Responsibilities:

- a. Formulate academic and proficiency standards for evaluating student achievement, including recommended grading policies.
- b. Monitor student academic performance at the end of each grading period and apply appropriate sanctions for each student who is in academic difficulty. Decisions may include, in accordance with individual student circumstances, sanctions such as Warning, Probation, Dismissal, and academic counseling; and other actions such as removal from Probation, etc.
- c. Consider substitution for any prerequisites or graduation requirements.
- d. Review cases of student misconduct referred by any individual from the University community and apply appropriate sanctions, which may include, in accordance with individual student circumstances, Warning, Probation, and Dismissal.

2. *Admissions Committee*

Membership: At least four Full-Time Faculty members, one or two students, and the Student Services Director as an *ex officio* member, without vote (as per their job description, Addendum 4).

Responsibilities:

- a. Develop and propose to the Faculty admissions criteria for the Doctor of Optometry Degree program.
- b. Evaluate the applicants and recommend to the Dean those deemed most appropriate for admission.
- c. Develop protocols to evaluate student performance to be used as admissions criteria.

3. *Curriculum Committee*

Membership: Four Full-Time Faculty members, representing various didactic and clinical areas, and one student.

Responsibilities:

- a. Review, evaluate, and recommend changes to the curriculum of all pre-professional, professional, graduate courses, and intramural residencies to insure that the educational mission of the College is met.
- b. Draft and review, in consultation with the cognizant faculty, course descriptions for all professional and intramural graduate courses.

- c. Conduct periodic evaluations to determine if the course content being delivered is in accord with the adopted course descriptions. Any Curriculum Committee proposal to change the topical content of any course in the adopted curriculum should have the agreement of the cognizant faculty and the Curriculum Committee before such change in course content is brought before the Faculty for consideration. In case of a dispute by any party, the matter must be brought before the Associate Dean for Academic Programs and the Faculty for resolution.
- d. Evaluate whether various sets or sequences of related courses in the adopted curriculum are adequate to meet the College's educational mission. If determined inadequate, the committee is responsible to make corrective recommendations to the Faculty.
- e. Develop strategies and procedures to coordinate sequencing and content of the courses of instruction.
- f. All Curriculum Committee recommendations will be reviewed and voted on by the Faculty prior to forwarding to the College administration.

4. *Faculty Development Committee*

Membership: Five non-probationary full-time faculty (with a minimum of three years service at the College), elected by the faculty, and one student. The non-probationary faculty members shall be two faculty elected to staggered three year terms, and three others elected to one year terms. The faculty elected to three year terms also serve as members of the University Personnel Committee.

Responsibilities:

- a. Recommend plans for faculty development including the enhancement of teaching, professional growth, and service.
- b. Provide recommendations to the College administration concerning salary increments, changes in teaching load, etc.
- c. Provide recommendations on short and long-term programmatic needs as they relate to faculty development.
- d. Review, evaluate, and recommend continuation, modification, or termination of any open faculty or administrative position within the College. The committee's recommendations are forwarded to the Dean.
- e. Perform periodic review of each faculty member and report the results to the College administration. The schedule for these reviews will comply with *Chapter IV of the University Handbook*.
- f. Review each year those faculty eligible for promotion and forward recommendations to the candidate or the University Personnel Committee, as delineated in *the Faculty Handbook*.
- g. Review each year those faculty eligible for tenure and forward recommendations to the University Personnel Committee, as delineated in *the Faculty Handbook*.

5. *Research and Awards Committee:*

Membership: Three Full-Time Faculty.

Responsibilities:

- a. Evaluate, study, recommend, and develop methods, strategies, and policies to improve student and faculty research.
- b. Review and approve graduate student thesis proposals and thesis committee membership.
- c. Develop criteria and policies pertaining to the distribution of student research awards.
- d. Evaluate nominees and select recipients for various student scholarships and awards.
- e. Maintain awareness of funding opportunities for research and aid individual faculty and student researchers in preparing grant proposals.
- f. Plan, coordinate, and present a Student/Faculty Research Conference each year.

SECTION XIII

ORGANIZATION OF THE STUDENT BODY

- A. *Governance:* The students enrolled in the College of Optometry are governed by the Pacific University Governance System. All student organizations are responsible to keep their activities current with policies of the Associated Students of Pacific University.
- B. *Student Participation at Faculty Meetings:* Four students, one elected by and from each class, are eligible and encouraged to attend all Regular or Special Faculty Meetings with full privileges of the floor.
 1. Any individual student, group of students, class, or recognized student organization may, through the Faculty Chair, request or petition the Faculty in writing to place student concern(s) on the agenda of a Faculty Meeting.
 2. When indicated, students shall bring the opinions of their classmates on any agenda item before the Faculty. In matters of student concern, the student representatives may request the Chair to postpone a final vote until the next Regular or Special Faculty Meeting to allow time for adequate student discussion and review. The Chair has the right to grant such a request outright or put the request to a vote of the Faculty. An informational poll by the Faculty on a delayed vote issue may be taken.
- C. *Student Participation in Committee Meetings:* Student members on standing and *ad hoc* committees are elected or appointed by the SOA from full-time students in good academic standing. Such students duly appointed or elected to college committees shall vote and have full privileges with all other members.
- D. *Responsibilities:* Student representatives to the Faculty Meeting or appointed to College committees have the responsibility of gathering and reporting student opinions, concerns, positions, or recommendations to the Faculty. Students are also responsible to convey back to their constituent groups non-confidential actions and reasons for any given decision.

SECTION IX
CONFLICTS OF INTEREST AND APPEAL PROCESSES

The College will follow the rules and procedures outlined in the *University Handbook*.

SECTION X
AMENDMENT OF PUCO GOVERNANCE SYSTEM

Any proposed amendment to this document shall be duly brought before the Faculty for discussion at a Regular Faculty Meeting. Final adoption of an amendment must be voted on at the next Regular Meeting and requires a two-thirds majority vote of all persons eligible to vote as defined in *Section VI-D-2* of this document.

Any amendment(s) to this document by the Faculty of the College of Optometry shall be in accordance with the Pacific University Governance System. Any substantive changes in this document require University Council and/or Board review and/or approval. Proposed changes which require modification of the Pacific University Governance System must utilize the University Governance System amendment procedures.

Approved by the College of Optometry Faculty, October 15th, 1998

Approved by the Pacific University Council, December 8th, 1998

Approved by the Pacific University President, January 17th, 1999

Minor modifications by the College of Optometry Faculty, August 24, 2000

Modifications reviewed and approved by University VP for Academic Programs, October 6,
2000

Minor modifications by the College of Optometry Faculty and approved by University VP for
Academic Programs, February 15, 2001

Minor modifications by the College of Optometry Faculty and approved by University VP for
Academic Programs, February 21, 2002

Minor modifications by the College of Optometry Faculty and approved by University VP for
Academic Programs, November 25, 2002

Minor modifications by the College of Optometry Faculty and approved by University VP for
Academic Programs, April 18, 2003

Minor modifications by the College of Optometry Faculty and approved by University VP for
Academic Programs, April 27, 2007

Minor modifications by the College of Optometry Faculty and approved by University VP for
Academic Programs, October 18, 2007

Mission Updated February 21, 2008

ADDENDUM 1

Position Title: DEAN OF THE COLLEGE OF OPTOMETRY

Introduction:

The Dean is the chief academic and administrative officer of the College of Optometry. As such, the Dean supervises all programs of the College, including faculty, curriculum, clinics, academic and clinical standards and budgets of the College. The Dean leads the faculty in determining and implementing the academic and clinical programs necessary to maintain the College in the forefront of the profession. The Dean leads College and University activities devoted to fund-raising and alumni relations. In doing so, the Dean must articulate within and outside the University the values and standards of the Optometric profession. Within the University, the Dean is the principle advocate of the College, ensuring the needs of the faculty, the students and the curriculum are fully considered in the making of University-wide decisions. The Dean participates in the development of major policies that impact the entire University and specifically the College of Optometry. The Dean reports to the Vice President for Academic Affairs and Provost.

Duties and Responsibilities:

- Leads the faculty in long range planning, developing, implementing, evaluating, strengthening, and promoting curriculum and program for the College. Through appropriate research and information gathering, leads the development of plans for maintaining the College of Optometry as a leader of the profession of Optometry.
- Reports regularly and consults with the faculty on plans for the College and other issues that affect faculty functions.
- Supervises the selection, assignment, and management of faculty, administrative, and support personnel within the College of Optometry.
- Prepares and manages the College's budget, with the advice and aid of the faculty.
- Generates and implements methods to encourage and maintain excellence in teaching, research, and professional development of faculty within the College.
- Builds an excellent faculty capable of educating students in all aspects of modern optometric practice through involvement in hiring, evaluation, promotion, tenure, and termination of faculty. Works with and through the Faculty Development Committee of the College and the University Personnel Committee, of which the Dean is a member, on all personnel policies and considerations, recommending promotion, tenure, termination, and sabbatical and other leaves.
- Maintains and increases faculty cohesion and morale and ensures academic and professional integrity within the College.
- Determines and recommends just and equitable faculty compensation, through a consultative process with the assistance of the Faculty Development Committee.
- Promotes high academic standards for the students of the College. Supervises academic advising and development and application of academic rules.
- Coordinates the development and implementation of student admissions and financial aid policies.
- As the primary spokesperson for the College, develops and maintains close communications between the College and its faculty with practicing optometrists and local, state and national optometric associations and organizations. Assures direct communication between practicing professionals and faculty.
- In collaboration with the Coordinator for Health Professions Continuing Education, develops and implements Optometric Continuing Education programs.

- Acts as primary liaison between the College and the rest of the University.
- Collaborates with the University's development and public relations programs to develop and implement fund raising and public information programs for the College. Encourages and facilitates grant writing within the College.
- Develops and implements, in collaboration with the University's alumni relations program, programs to maintain effective services for and communications with the College's graduates.
- Counsels with the appropriate faculty committees and officers relative to matters of faculty and academic concerns.
- Is concerned with faculty welfare as pertains to carrying out the terms and provisions of appointment, fair and equitable compensation patterns, and reasonable distribution of support facilities including teaching, research, laboratory and office space, equipment, etc.

Key Working Relationships: The Dean reports to the Vice President for Academic Affairs and Provost.

The Dean works closely with the Vice President for Academic Affairs and Provost to promote the development of the library, continuing education offerings, academic computing, and facilities for instruction in the College.

The Dean works closely with the Vice President for Finance and Development to develop and implement development and community relations programs for the College, management of the College's budget, staff personnel policies and benefits programs, and physical plant maintenance and construction.

The Dean works closely with the Vice President for University Relations to develop and maintain College alumni relations and fund-raising activities, serving as the primary representative of the College for these activities.

The Dean works closely with the offices of admissions, financial aid, registrar and student affairs to develop and implement financial aid, admissions and other policies and programs impacting students in the College.

The Dean assists the Director of Publications in preparing the University Catalog and other publications affecting the College.

The Dean represents the College to its external constituencies within or outside the profession. The Dean represents the College at the Association of Colleges of Optometry, and other international, national, regional, state and local organizations involved with the furthering of optometric education and practice.

The Dean works closely with the practicing optometric community, through its organizations and with individual practitioners to provide continuing service and education for practitioners, provide direct consultative services from faculty to practitioners in order to improve and maintain, both in perception and reality, the excellence of the College of Optometry.

The faculty of Optometry reports to the Dean.

Qualifications:

The Dean should be an accomplished Optometrist, well versed in full scope, broad based optometric care, have a record of successful leadership, and be sensitive to issues facing education, research, and the provision of highest quality clinical services in the rapidly changing optometric profession. The Dean should be able to work closely with the constituencies of the profession to promote the College and its activities bringing experience

in alumni relations and fund-raising. The Dean should be an individual of integrative vision and action, one who facilitates creativity and fosters productivity in all aspects of modern optometry, able to lead the College into new areas of optometric practice while maintaining a basis in traditional optometry. The Dean should be able to evaluate and promote positive change, value diversity, and have strong skills in consensual management. The Dean must have an O.D. degree, or equivalent, and a record of academic accomplishment commensurate with senior academic rank, broad based clinical understanding and management success which will allow him/her to work as a mentor for faculty and students alike. The Dean should set through action the highest standards for honesty and integrity, ethics and values, scholarship and clinical practice.

ADDENDUM 2

Position Title: ASSOCIATE DEAN FOR ACADEMIC PROGRAMS, COLLEGE OF OPTOMETRY

Introduction: The Associate Dean for Academic Programs (ADAP) is the chief academic officer of the College and is responsible for faculty development and faculty advocacy, academic standards, curriculum, instructional budget, and research. Full-time, exempt administrative position with academic rank. Appropriate time may be allotted for teaching within the College.

Duties and Responsibilities:

- Facilitates excellence in teaching and scholarly development among faculty members. Works to maintain state-of-the-art academic/educational equipment, technological capabilities, and facilities.
- Oversees maintenance of academic standards which meet or surpass those stipulated by relevant accrediting agencies.
- Leads the faculty in the collaborative maintenance and evolution of the curriculum, and supervises scheduling of academic coursework.
- Works together with faculty members and the Associate Dean for Clinical Programs to integrate clinical and academic course content, sequencing, and scheduling.
- Conducts annual goal-setting meetings with faculty members. Works in conjunction with the Dean and the Faculty Development Committee regarding recommended plans for faculty development and periodic faculty reviews. Administers the faculty travel budget.
- Administers graduate education programs, including the Masters of Science and the Teaching Fellow Programs.
- Encourages and facilitates research within the College, including the pursuit of external funding in the form of research and educational grants.
- Works with the Dean to generate, monitor, and adjust workload assignments with input from faculty members and the Associate Dean for Clinical Programs.
- Provides general administrative supervision on matters dealing with students in academic difficulty. This includes close collaboration with the Academic and Professional Standards Committee as well as the College's Director of Student Services.
- Serves as faculty advocate within the College and the University.
- Appoints part-time academic faculty members for classroom and laboratory instruction. Provides input to the Dean relative to the naming of full-time faculty members.
- Facilitates and insures communication between students and faculty.
- In conjunction with the Faculty Chair and other College administrators, oversees and monitors the College's Governance System.
- Assists the Dean and the College's Executive Director of Finance in preparing and implementing the College's budget. Advocates, develops, and administers the College's Optometry Instruction budget in conjunction with the Dean and the Executive Director of Finance, and with input from the faculty.
- Oversees the College's space planning endeavors as they relate to academic and faculty needs.
- Engages in activities conducive to professional and academic development and advancement.
- Actively participates in College and University service activities with the express goal of enhancing the educational mission and academic community of the University.
- Represents the College at national, state, and local meetings in areas relating to academic programs and academic officers.
- Serves as an *ex officio* member, without vote, of all standing committees, all *ad hoc*

committees, and all other duly constituted groups as described in the College's Governance System.

- Prepares the College's class schedules and Academic Calendar, with input from faculty members and administrators.
- Leads the College's Technology Team, comprised of the ADAP, the College's Computer Systems Support administrative staff member, the Faculty Technology Liaison, the Administrative Assistant to the ADAP, and a representative from University Information Services (UIS). Communicates closely with the Director and members of UIS to facilitate a coordinated and effective approach to the College's technology needs.
- Serves as a member of the College's Administrative Team.
- Serves as a member of the College's Deans' Advisory Council.
- Serves as a member of the College's Development Team.
- Serves as a member of the Optometry Continuing Education Committee.
- Serves as supervisor for the Administrative Assistant to the ADAP position.
- Serves as supervisor for the College's Computer Systems Support position.
- Works directly with the Special Assistant to the ADAP.
- During those periods when the Dean is traveling or otherwise unavailable, the Associate Dean for Academic Programs, as the second ranking administrative officer within the College, will act in his/her behalf.

Reporting responsibility: Reports to the Dean, College of Optometry.

Other significant facts: Responsible for performing all other related and implied duties that relate to the items specified in this description, the College and University governance documents, or as may be assigned or delegated by the Dean, College of Optometry.

Qualifications:

- 1) Hold the O.D. degree or its equivalent. In addition, the Ph.D. or other advanced academic degree is desirable.
- 2) Experience in academic administration appropriate to supporting the duties and responsibilities described above is highly desirable.
- 3) Experience as an accomplished academician and familiarity with contemporary pedagogy and teaching methodologies.
- 4) Experience in clinical optometry and familiarity with the full scope of contemporary optometric practice, including an orientation embracing functional optometry.
- 5) Documented excellence in communication skills and ability to work with others.
- 6) Evidence of nurturing consensus-building leadership capability.
- 7) A commitment to professional growth and contribution to the academic community is expected.

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ADDENDUM 3

POSITION TITLE: ASSOCIATE DEAN FOR CLINICAL PROGRAMS, COLLEGE OF OPTOMETRY

RESPONSIBILITIES:

- Serves as chief of operations for all Internal clinical activities
- Serves as chief of operations for all External clinical activities
- Serves as course instructor for clinical Preceptorship courses
- Serves as Residency Director for Pacific-affiliated Residency Programs
- Appoints the Clinical Service Chiefs
- Appoints Part-time Clinical Instructors, as appropriate, to teach clinical skills, supervise clinical care, and render care in Pacific University Eye and Vision Clinics
- Appoints Preceptors and Adjunct Faculty, as appropriate, to teach clinical skills, supervise clinical care, and render care at Preceptorship sites
- Provides input relative to naming of Clinic Directors
- Coordinates activities of the Clinic Directors, Clinical Service Chiefs, Clinical Course Instructors, Clinical Faculty, and Clinical Support Staff
- Works in conjunction with the Dean of the college in conducting annual goal-setting and performance reviews for clinical faculty members. Shares responsibility with the Dean for documenting annual reviews, and for maintaining appropriate records regarding goals, reviews, and advisement specifics
- Works cooperatively with Faculty, Service Chiefs, and Clinic Directors in establishing clinic coverages and in determining and publishing Clinic Schedules
- Advocates needs of Clinical Faculty. Builds and maintains morale, and supports opportunities for faculty development
- Advocates needs of clinical support staff. Builds and maintains morale, and supports opportunities for staff development
- Develops and supports communication mechanisms and opportunities. Encourages participation of clinical faculty, clinical support staff, and students, in program initiatives and enhancement efforts
- Works to assure excellent clinical educational opportunities and ensures that the clinical education program meets its established goals
- Works to define and evaluate outcomes assessment indicators relative to the goals and objectives established for the clinical program
- Works to assure the delivery of highest-quality patient care
- Manages quality assurance across the clinical program. Responds to credentialing requests when appropriate. Supports development and implementation of total quality management programs
- Works with the Clinic Directors and Service Chiefs to recruit, schedule, supervise, and support, members of the clinical staff. Coordinates the creation, maintenance, and modification (when appropriate) of support staff position descriptions. Participates in development of clinical staff training as well as personal and professional growth opportunities
- Works with the Clinic Directors and Service Chiefs in conducting annual performance evaluations for all clinical support staff members
- Coordinates clinical outreach programs such as screenings, health fairs, and off-site specialty services

- Assists the Dean with preparing an annual clinic budget proposal, with input from the Clinic Directors and Service Chiefs
- Is an advocate for physical plant, resources, and equipment needs during all budget building processes and discussions
- Works with the Executive Director and Dean in implementing and monitoring the clinical budget. Assists in ensuring fiscal responsibility and viability for the clinical program
- Determines, with input from the Clinic Directors and Service Chiefs, the equipment, instrumentation, and supplies needs of the program
- Supervises the maintenance of the clinic equipment inventory. Works with the Optical Instruments Technician in coordinating installation, maintenance, preventive maintenance, repair, and replacement of clinical equipment
- Cooperates with the Associate Dean for Academic Programs in forming and implementing policy regarding the use of equipment, space, etc., relative to didactic, laboratory, clinical, and research elements of the curriculum
- Cooperates with faculty, support staff, students, and other administrators in decision-making regarding programmatic change, site designs, policies, protocols, acquisitions, etc.
- Coordinates activities designed to enhance public relations, recruit and maintain patients, market the clinical program, and increase access to patient bases, managed care panels, and other health insurers, and health care underwriters
- Monitors quality of Preceptorship offerings through participation and coordination of Q.A. systems including review of student reports, exit interviews, and site visits (when feasible)
- Serves as Director for Residency Programs affiliated with, or located within, the College
- Coordinates external activities involving Masters students, Teaching Fellows, and Residents with the Associate Dean for Academic Programs
- Works with the Dean and University VP for Financial Affairs in selecting sites and formalizing Preceptorship agreements
- In partnership with the Dean, actively promotes and develops opportunities for interdisciplinary and co-management educational experiences with other Pacific University health professions programs, with other regional health care institutions, and with exemplary private practitioners
- Actively works with the Associate Dean for Academic Programs to integrate clinical and academic course content and assignments
- Works cooperatively with external/affiliate faculty and students in determining assignments and External Clinical Schedules
- Advocates needs of preceptorship supervisors as well as residency coordinators and supervisors. Builds and maintains morale, and supports opportunities for external/affiliate faculty development
- Develops and supports communication mechanisms and opportunities. Encourages participation of clinical faculty, clinical support staff, and students, in program initiatives and enhancement efforts
- Works to assure excellent clinical educational opportunities and ensures that the clinical education program meets its established goals
- Conducts mid-semester and end-of-semester performance evaluations for each precepting student and preceptorship supervisor
- Cooperates with faculty, support staff, students, and other administrators in decision-making regarding programmatic change, site designs, policies, protocols, acquisitions, etc.
- Coordinates activities designed to enhance public relations, recruit and maintain patients, market the clinical program, and increase access to patient bases, managed care panels, and other health insurers, and health care underwriters

- Performs other relevant duties as assigned by the Dean and/or Provost

Reporting Relationship: Reports to the Dean of the College of Optometry;
Reports, as directed, to the Provost of Pacific University

Qualifications:

- 1) O.D. degree from a C.O.E.-accredited School or College of Optometry
- 2) Active licensure to practice Optometry in at least one of the states of the United States
- 3) Faculty appointment within the College of Optometry
- 4) Demonstrated experience in various aspects of patient care
- 5) Demonstrated ability to work effectively with others
- 6) High degree of self-motivation, organization, and enthusiasm for full-scope Optometric care

Classification:

Full-time (1.22 FTE) Administrative position. Faculty rank commensurate with experience.
Non-tenured.

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ADDENDUM 4

TITLE: Director Of Student Services

GENERAL DESCRIPTION OF POSTION: The Director of Student Services is the primary service facilitator, point of contact, and advocate for optometry students on issues of concern to them.

ESSENTIAL FUNCTIONS/MAJOR RESPONSIBILITIES: The Director actively contributes to the development, administration, and implementation of quality services and programs geared to meet student needs. The Director interfaces with administration, faculty, and University personnel and offices on behalf of optometry students.

SPECIFIC EXAMPLES OF RESPONSIBILITIES:

Student Services:

- Triage students to the University Counseling Center for emotional and personal problems, etc.
- Collaborates with the Admissions Office on issues of admission and retention of incoming students; serves as an ex officio member on the Admissions Committee if requested to do so by the Dean or the Admissions Committee.
- Provides individual study skills techniques to students who are in academic difficulty or those who are anxious about the academic program.
- Interfaces with the University's Dean of Students on issues related to student needs.
- Interfaces with the Office of the Registrar on issues related to student registration.
- Interfaces with the Business Office on issues related to student financial aid.
- Proposes new programs or organizational approaches to benefit students.

Academic Standards:

- Serves as an ex officio member of the Academic and Professional Standards Committee (APSC); advocates for students who are under discussion and provides relevant information to the APSC which may impact Committee decisions.
- Collaborates with the Associate Dean for Academic Programs and the Chair of the Academic and Professional Standards Committee on the content of letters issued to students in mid-semester and end-of-semester academic reviews.

- Supervises the Assistant Director in providing administrative staff support to the Academic and Professional Standards Committee.
- Collaborates with the Associate Dean for Academic Programs and the Associate Dean for Clinical Programs to design courses of study for students on extended academic plans.
- Assists the student contemplating withdrawal from the College of Optometry to define his/her concerns and future needs; provides information for better understanding the profession of Optometry and the ramifications for withdrawal from the program.

Services for Students with Special Needs:

- Collaborates with the Associate Dean for Academic Programs and the Associate Dean for Clinical Programs on issues of registration and scheduling for students with special academic programs.
- Advises students for whom English is a second language on interpersonal skills needed to communicate with faculty and patients.
- Collaborates with the Associate Dean for Academic Programs, the University's Director of Learning Support Services, and the Associate Dean for Clinical Programs to support accommodations requested by students in adherence with the Americans with Disabilities Act; supervises the Assistant Director in the logistics of scheduling special testing locations and other accommodations determined to be needed, including technology-assisted accommodations.

Special Projects:

- Organizes seminars on special topics deemed to be of value and interest to students: stress reduction techniques, study skills, debt management, etc.
- Organizes the Hooding Ceremony for commencement; serves on the University Commencement Committee.
- Supervises the Assistant Director in organizing the semi-annual Practice Opportunity Fair.
- Organizes the New Student Orientation program.
- Coordinates the College tutorial program.
- Manages the Sharon Lingel Pate Emergency Fund; refers students to University emergency fund sources.
- Collaborates with University Information Services and the College's Technology Team to facilitate the implementation of technology-based educational initiatives as they pertain to students (eg, implementation of the College's laptop computer requirement).

Administrative Responsibilities:

- Supervises the Assistant Director for Student Services in the multiple duties required of that position.
- Serves as a member of Deans' Council.
- Serves as a member of the Administrative Team.
- Implements student services projects as requested by the Dean.

Organizational Liaison Roles:

- Serves as the designated College contact person for the Western Interstate Commission for Higher Education (WICHE) program.
- Serves as the College administrative liaison for the National Board of Examiners in Optometry (NBEO).
- Represents the College on the Association of Schools and Colleges of Optometry (ASCO) Student Affairs Committee.

- Works with individuals and groups to promote greater representation of minority students at the College of Optometry; serves as a point of contact for the National Optometric Association (NOA) in efforts to increase minority enrollment.
- Represents the College on the Professional Programs Council at Pacific University.
- May represent the College at the National Association of Advisors for the Health Professions (NAAHP) bi-annual meeting.
- Serves as advisor to student organizations, i.e., Student Optometric Association, Amigos, National Optometric Student Association, etc.

REQUIRED KNOWLEDGE, SKILLS, ABILITIES & BEHAVIORS:

- Bachelors degree required; Masters degree or higher preferred.
- Prior work experience in student services required.
- Strong interpersonal and communication skills required; must be able to communicate effectively with students, staff, faculty, administrators, alumni and other individuals who related to the College and University.
- Essential to the job are the traits of intelligence, creativity, initiative, independence, dedication, strong problem-solving skills, and the ability to work well with others
- Basic computer skills required

WORKING CONDITIONS:

Normal busy office environment; may be required to work a varied schedule, including an occasional evening or weekend.

REPORTING RELATIONSHIP: Reports to the Dean of the College of Optometry.

CLASSIFICATION: Exempt, pay group EI