Iowa State University
Department of Veterinary Clinical Sciences Wildlife/Exotic Companion Animal Residency Program

1. Overview:

This Wildlife/Exotic Companion animal internship program has been designed to provide in-depth training in Wildlife and Exotic Companion Animal medicine, anesthesia, and surgery, and related basic and applied sciences. The program has been developed to provide interns with a comprehensive knowledge of conditions affecting injured or abandoned wildlife, and exotic companion animals, and an introduction to zoo animal medicine. Our program strives to prepare interns for active careers in academia or specialty practice, and the caseload provides an excellent and broad experience over the duration of the program. The internship will provide advanced training for private practice or application to a residency program.

The primary mentors of the training program are faculty of the Department of Veterinary Clinical Sciences (VCS).

Clinical facilities of the Hixson-Lied Small Animal Hospital and the Wildlife Care Clinic in the college of veterinary medicine will be the primary training locations for the Iowa State University (ISU) portion of the residency.

2. Objectives

2.1 To provide advanced training in clinical problem solving and diagnostic and therapeutic techniques in the specialty field.

2.1.1 To become familiar with diseases afflicting veterinary patients and to be able to logically correlate all clinical data in order to formulate and execute correct treatment plans.

2.1.2 To provide a firm understanding of the underlying pathophysiological basis of disease.

2.1.3 To master the art and science of complete patient care, assess outcomes and to appreciate the economic and emotional factors involved in the health care of animals.

2.1.4 To develop the art of interpersonal communications for proper colleague and client relationships.

2.2 To provide didactic and tutorial teaching training and experience.

2.3 To satisfy the requirements for specialty college examination.

2.4 To provide experience in scientific and clinical case presentation through the seminar and house officer rounds program.
2.5 To provide experience in the preparation and submission of scientific articles for publication and/or presentation.

3. **Prerequisites**

3.1 Candidates must have a DVM or an equivalent degree.

3.2 Candidates must have successfully completed the National Board examination or its equivalent in the certifying country; must be approved to practice veterinary medicine in the United States.

3.3 Candidates must be/become licensed to practice veterinary medicine in the state of Iowa prior to employment

3.4 Candidates must have the goal of practicing state of the art medicine and surgery or specialty board certification.

3.5 Candidates must have a satisfactory moral and ethical standing.

4 **Faculty Advisor**

4.1 The intern will be assigned to a faculty advisor (mentor) the first month of the program. This may be the same or a different person than the Program Director.

4.2 Responsibilities of the advisor/mentor include:

4.2.1 The advisor will directly oversee the intern’s training and act as a liaison with other faculty members in the College of Veterinary Medicine.

4.2.2 Direction and coordination of the clinical program.

4.2.3 Advice toward research, publications, and preparation for Specialty Board application.

4.2.4 Approval of requests by faculty for the intern to participate in teaching, research or other activities.

4.2.5 Advising on preparation and reviewing presentation performance of seminars and case rounds.

4.2.6 Professional guidance.

5. **VCS House Officer Seminar/ Rounds Programs**

The VCS Seminar/Rounds Program are designed to provide the House Officer the opportunity to receive and present interesting, unusual, or difficult clinical case material utilizing a problem
oriented approach to professional colleagues and to develop manuscripts for publication. The intern will participate with the other VCS house officers on a rotating basis and will make at least 1 case presentation in House Officer Rounds during the year.

The seminar series is designed to provide the House Officer with the opportunity to research and present scientific information to professional colleagues.

5.1 **One seminar** will be prepared and given in each year of the program.
5.1.1 House Officer attendance at all VCS Seminar/Rounds sessions is required. Attendance will be taken at the beginning of each session.
5.1.2 HO will be required to present an additional seminar if they have more than one unexcused absence during the program year. All absences must be accounted for by communication with the Leader of the House Officer Committee and advisor.
5.1.3 Excused absences include the following: illness, annual leave, attendance or participation in a continuing education program, presentation of a student lecture, scheduled out-rotation or special service requirements per request of advisor. All other absences are unexcused unless deemed excusable by the HO advisor.

5.2 House Officers attend and present in a variety of organized rounds and seminars in support of their intern training and teaching experience. The menu of rounds and seminars is tailored to assist interns in literature review and board preparation and to expose them to a broad range of clinical and academic experiences. Schedules are subject to change but include:

<table>
<thead>
<tr>
<th>Type:</th>
<th>Frequency:</th>
<th>Commitment:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Rounds w/students</td>
<td>per program</td>
<td>required</td>
</tr>
<tr>
<td>VCS Seminar/Rounds</td>
<td>weekly (Thursday 8 a.m.)</td>
<td>required</td>
</tr>
<tr>
<td>Service Resident Rounds</td>
<td>per service</td>
<td>required</td>
</tr>
<tr>
<td>Radiology-Pathology Rounds</td>
<td>monthly (Tuesday 8 a.m.)</td>
<td>encouraged</td>
</tr>
<tr>
<td>Evidence based medicine Rounds</td>
<td>monthly (Tuesday 8 a.m.)</td>
<td>not required</td>
</tr>
<tr>
<td>Morbidity/Mortality Rounds</td>
<td>bimonthly (Tuesday 8 a.m.)</td>
<td>required</td>
</tr>
<tr>
<td>Student Grand Rounds</td>
<td>weekly (Friday 8 a.m.)</td>
<td>required</td>
</tr>
<tr>
<td>Journal Club</td>
<td>weekly</td>
<td>encouraged</td>
</tr>
<tr>
<td>Textbook Review Session</td>
<td>weekly</td>
<td>encouraged</td>
</tr>
<tr>
<td>Anatomic Pathology Rounds.</td>
<td>weekly</td>
<td>encouraged</td>
</tr>
</tbody>
</table>

6.0 **Teaching Program**

6.1 Throughout the program interns will be viewed as role models by both professional students and staff. They should always present themselves in a
professional manner.

6.2 The intern will participate in clinical instruction and may participate in the evaluation of veterinary students assigned to clinics.

6.3 The intern will participate in preclinical didactic lecture and laboratory instruction as assigned by his/her advisor.

7.0 Board Certification

7.1 An important credential in veterinary medicine is board certification in a specialty area. One of the objectives of the program is to guide the intern in selecting a specialty area for board certification.

7.2 Interns should seek faculty advice early in their program as applications to the VIRMP are due in the Fall of each year. Resume, letter of intent and references are required for application. Publications and research experience are often helpful in obtaining residency positions.

8.0 Clinical Program

Below is a description of the 52 weeks per year of training.

<table>
<thead>
<tr>
<th>Year 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>39 weeks: Primary care exotic companion animal Wildlife care clinic</td>
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<tr>
<td>weeks Required Rot:</td>
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<tr>
<td>4 wks zoo rotation</td>
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<tr>
<td>2 wks radiology</td>
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<tr>
<td>2 wks anesthesia (exotic/small mammal focus)</td>
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<tr>
<td>1 week ophthalmology</td>
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<tr>
<td>2 weeks elective rotations</td>
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<tr>
<td>2 weeks vacation</td>
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</tbody>
</table>

8.1 Intern Year

8.1.1 weeks of training described in table above.

8.1.2 The intern will participate in the instruction of clinical students. Participation in CVM student laboratories will be assigned.

8.1.3 The intern will participate in house officer rounds, ward rounds, journal club, special topic conferences, seminars, and other scheduled conferences of the VMC. He/She will attend other scheduled seminars in the CVM as time permits.
8.1.4 The intern will present **1 seminar** and **1 case report** (to faculty and house officers) on topics of interest to the intern during VCS Seminar/Rounds sessions.

8.1.5 The intern is encouraged to attend and participate in continuing education meetings sponsored by the CVM or by local and regional veterinary organizations.

8.1.6 The intern is encouraged to apply for specialty training in their area of greatest interest through the VMRIP matching program in the Fall.

8.1.7 The intern is encouraged to prepare a research proposal; review it with his/her faculty mentor, and submit it for funding consideration.

8.1.8 The intern will be responsible for being first on–call for consultation with exotic cases presented to the ICU after clinic hours, and if necessary, provide hands-on service to assist in exotic animal emergencies. Back up will be provided by Dr. Zaffarano, and in the case of the Zoo service, by Dr. Olds.

8.1.9 The intern will only be participating in canine and feline medicine cases on an as-needed basis.

8.1.10 The intern will be responsible for daily rounds through the wildlife care clinic, and have oversight of triage, medical, surgical treatment and rehabilitation of wildlife cases.

9 **Scholarly Activities**

The Department of Veterinary Clinical Sciences encourages its interns to participate in scholarly activity such as literature reviews, and basic, applied or clinical research. To that end the intern is encouraged to:

9.1 Design a research project to address a specific question or problem in the discipline.

9.2 Write a research grant proposal that may be used to seek funding for the project.

9.2.1 The anticipated timeline for completion of the project should be completed by December of the 1st year.

9.2.2 Proposals are to be submitted for funding.

9.3 Conduct the research according to the experimental design.

9.3.1 Research is to be conducted during off-clinic time.

9.3.2 Completion is expected during the internship.

9.4 Analyze and report the results of the project

9.4.1 Research is to be presented to the VCS faculty and House Officers during seminar.

9.5 Publication of these results in a refereed journal is strongly encouraged

9.5.1 A manuscript suitable for publication is to be completed prior to the conclusion of the residency.

10 **Facilities and Equipment**
10.1 The College of Veterinary Medicine Teaching Hospital (VTH) is a fully accredited hospital (AAHA, AALAC) with full AVMA accreditation. The facility encompasses the Iowa State Veterinary Diagnostic Laboratory, an accredited (AAVLD) full service laboratory providing clinical pathology, histopathology, immunohistochemistry, immunology, microbiology, virology and toxicology support. The VTH contains full service small and large animal medicine and surgery facilities.

10.2 Library and other Literature Resources
The Veterinary Medical Library, housed within the College of Veterinary Medicine building, contains both human and veterinary textbooks as well as bound serial publications. Parks library on main campus is easily accessible via daily transport of holdings between libraries upon request. An extensive collection of online journal subscriptions is available to the House Officers free of charge via the Interlibrary Loan/Document Delivery service. Computer-based retrieval systems MEDLINE, CAB and AGRICOLA abstracts are available electronically. A wide selection of current journals is available in the library and online.

10.2.1 Each intern is required to be familiar with pertinent articles in the current literature. Reasonable expenses for photocopying are defrayed by the Hospital.

11 Evaluation and Reappointment

11.1 A written critique will be provided at least every 6 months by the advisor or section. The critique will cover:

11.1.1 Professional ability; to include theoretical knowledge and application of that knowledge, clinical skills, tutorial skills, and scholarly activity.

11.1.2 Hospital services; to include communication skills, patient care, medical record quality, emergency duty quality, and adherence to VMC protocol.

11.1.3 Personal characteristics; to include responsibility, initiative, interaction with faculty, staff and students, deportment and leadership

11.2 The intern will meet with his or her advisor on a quarterly basis to discuss their progress. A summary of the discussion will be signed by both advisor and House Officers.

11.3 In March of each year, the House Officer Committee will review the year's critiques. Following that review, the committee will make a recommendation to the Head of the Department of Veterinary Clinical Sciences to:

11.3.1 Award a certificate upon satisfactory completion of the program.

11.3.2 Notify the intern of unsatisfactory performance and failure to successfully complete the program.

11.4 The intern will be asked to make an assessment of their program with suggestions for improvement. The evaluation form will be handed out in May or June and must be returned before completion of that year in July
12 **House Officer Committee**
The committee is comprised of a representative of each house officer program, the VCS Head (ex officio), and the Director of the VMC (ex officio). It will be responsible for:

12.1 The selection of House Officers from the application pool (with the advice of the faculty of the sponsoring discipline).
12.2 Annual review of the House Officer's progress (in the ninth month of each year).
12.3 Annual recommendation for reappointment of the House Officer or program completion.
12.4 Program approval, renewal, oversight and establishment of policy.

13 **Employment and Benefits**
13.1 Iowa State University residents and interns are classified as adjunct, non-tenure eligible faculty and as such are governed by the faculty handbook (www.provost.iastate.edu/faculty/handbook/current)
13.2 Iowa State University offers a competitive salary and a comprehensive benefit package to house officers. Full faculty benefits are provided, including medical, dental, and professional liability (limited). House officers are encouraged to investigate personal professional liability insurance coverage. (http://www.hrs.iastate.edu/hrs/files/Faculty-Benefit-Summary-2011.pdf )
13.3 The salary for interns is approximately $26,000.00. *The salary (not a stipend) is published in the Directory of Internships and Residencies as published by the American Association of Veterinary Clinicians (www.virmp.org).* Salary is payable in monthly increments. Retirement contributions, social security, federal and state taxes are withheld from each paycheck.
13.4 As employees of the University interns are considered full-time adjunct faculty and earn 16.0 hours per month of vacation/annual leave (192 hours or 24 days/year) and 12.0 hours per month of sick leave.
   13.4.1 Annual leave may only be taken/granted for the amount of time accrued.
   13.4.2 Annual leave is to be taken when the house officer is not scheduled on clinic or emergency duty. Vacation requests must be made at least 2 weeks in advance of the desired vacation time.
   13.4.3 After approval by the House Officer’s advisor, requests must be made on the standard University Leave Form reviewed by the Program Director/Coordinator and signed by the program’s Section Leader and the Chair of the Department of Veterinary Clinical Sciences or the Hospital Director.
   13.4.4 Accrued vacation time must be used during the term of the appointment or it will be forfeited upon termination. Vacation must not be used during the final three weeks of the term of the appointment.
13.5 A cell phone, desk, chair, place for book storage, and intern filing cabinet are also provided for each House Officer. A computer system is provided with word processing, spread sheet and presentation programs along with unlimited internet access and e-mail.

13.6 The Veterinary Medical Center operates year round. The intern will share with other house officers an emergency duty rotation. The rotation will commit the resident to a share of evening, weekend and holiday duty on a scheduled basis.

13.7 Consultation Policy (Outside Employment)
Concurrent employment of interns at a site other than Iowa State University, College of Veterinary Medicine during their program is allowed provided the activity is approved by the House Officer’s advisor and the program director and a CVM Consultation Request Approval Form is completed and approved by the department chair and the college dean prior to any consulting activities.

14 Applications
14.1 Candidates may apply for the Internship by completing:
   14.1.1 A standard residency online application (V.I.R.M.P. application).
   14.1.2 A statement of objectives for the internship and subsequent career goals.
   14.1.3 A transcript of his/her academic record.
   14.1.4 Three letters of reference from individuals currently familiar with the applicant's professional status.
   14.1.5A curriculum vitae

14.2 Selection is based on:
   14.2.1 The above documents.
   14.2.2 Interviews may be required.

14.3 For more information about this program, please contact Dr. Bianca Zaffarano, Iowa State University, College of Veterinary Medicine, Department of Veterinary Clinical Sciences, 1600 South 16th Street, Ames, Iowa 50011-1250. (Telephone 515-294-1500; email: bazaff03@iastate.edu).

14.4 Iowa State University does not discriminate on the basis of race, color, age, religion, national origin, sexual orientation, gender identity, sex, marital status, disability or status as a U.S. veteran. Inquiries can be directed to the Director of Equal Opportunity and Diversity, 3680 Beardshear Hall, (515) 294-7612.

15 Appendices
15.1 Faculty in support of the Program
15.2 Code of Conduct & Collegiality
15.3 Communication Tree
15.4 Consultation Request
15.5 House Officer Leave Request (in VCS office)
15.6 House Officer Rounds Evaluation Form
15.7 VCS Seminar Evaluation Form
15.8HO Evaluation Form
15.9 Other forms

15.1 Faculty in Support of the Internship Programs:

Anesthesiology
Dean H. Riedesel, DVM, PhD, Diplomate ACVA
Bonnie H. Kraus, DVM, Diplomate ACVS, Diplomate ACVA
Christopher Kelly, DVM

Cardiology
Wendy A. Ware, DVM, MS, Diplomate ACVM (Cardiology)

Dermatology
James O. Noxon, DVM, Diplomate ACVIM (Internal Medicine)
Diana Miller, DVM

Diagnostic Imaging
Kristina G. Miles, DVM, MS, Diplomate ACVR
Elizabeh A. Riedesel DVM, Diplomate ACVR

Emergency and Critical Care Medicine
Michael Curtis, DVM, PhD, Diplomate ACVA

Internal Medicine
Jo Ann Morrison, DVM, MS, Diplomate ACVIM (Internal Medicine)
Claudia J. Baldwin, DVM, MS, Diplomate ACVIM (Internal Medicine) - practice limited to Consultation
Krysta Deitz, DVM, MS, Diplomate ACVIM (Internal Medicine)
Albert E. Jergens, DVM, PhD, Diplomate ACVIM (Internal Medicine)
Robert R. King, DVM, PhD, Diplomate ACVIM (Internal Medicine); Associate Hospital Director
Dana LeVine, DVM, PhD, Diplomate ACVIM (Internal Medicine)
Cody Alcott, DVM, Diplomate ACVIM-LA
Brett Sponseller, DVM, PhD, Diplomate ACVIM-LA
David Wong, DVM, MS, Diplomate ACVIM-LA, ACVECC

Neurology
Rod Bagley, DVM, Diplomate ACVIM (Neurology), Interim Associate Dean for Hospital Operations- practice limited to consultation
Nicholas Jeffery, BVSc PhD, Diplomate ECVIM (Neurology)

Oncology
Leslie E. Fox, DVM, MS, Diplomate ACVIM (Internal Medicine)

Ophthalmology
David Whitley, DVM, MS, Diplomate ACVO
Gil Ben-Shlomo, DVM, PhD, Diplomate ACVO
Rachel Allbaugh, DVM, MS, Diplomate ACVO

Primary Care
Bianca Zaffarano, DVM
Brenda Mulherin, DVM
Linda K. Kauffman, DVM

**Surgery -SAS**
Karl Kraus, DVM, Diplomate ACVS
Mary Sarah Bergh, DVM, MS, Diplomate ACVS, Diplomate American College of Veterinary Sports Medicine
Cheryl Hedlund, DVM, MS, Diplomate ACVS
William D. Hoefle, DVM, MS, Diplomate ACVS
Ingar A. Krebs, DVM
James P. Toombs, DVM, MS, Diplomate ACVS

**Surgery – Equine**
Scott McClure, DVM, PhD, Diplomate ACVS
Larry Booth, DVM, MS, Diplomate ACVS
Stephanie Caston, DVM, Diplomate ACVS
Kevin Kersh, DVM, Diplomate ACVS
Jennifer Schleining, DVM, MS, Diplomate ACVS
Eric Reinertson, DVM

**Theriogenology**
Linda K. Kauffman, DVM
Nyomi Galow-Kersh, DVM
Swanand Sathe, DVM, Diplomate ACT
15.2 **Code of professional conduct**

A code of conduct is meant to help guide professionals in proper interaction with other professionals. No document can be all inclusive or specific. This list is meant to direct a professional veterinarian, or veterinary student, toward proper conduct and interactions within the hospital and college.

1. Each clinician (faculty, residents, and interns) has numerous interactions with veterinary students and should realize that they are role models for these students. Professional attire and language, and appropriate interactions with referring veterinarians are expected at all times. All clinicians must take care to never use denigrating or insulting language when referring to other veterinarians including referring veterinarians, or to students.

2. Clinicians should refer to each other and other veterinarians as “Doctor” while in the hospital and should instruct students to do the same.

3. All clinicians should strive for the best care for all patients in our hospital. It is inevitable that there will be differences of opinion as to what that best care entails. There is also the possibility that a clinician, for whatever reason, is not caring for a patient to a standard appropriate for this hospital. If a clinician feels that a patient is not cared for appropriately or to a certain standard, then that clinician should discuss their concerns with the attending clinician in a collegial manner (in private venue, not in front of colleagues or students).

4. It is appropriate to collegially discuss the care of cases in case rounds and in the presence of the attending clinician on the case. It is inappropriate to question the care of a patient by another clinician in the presence of clients, students, house officers, referring veterinarians, or attending clinicians outside of case rounds or without the presence of the attending clinician. This is a severe breach of medical ethics and may warrant corrective measures.

5. Students and clinicians come from diverse backgrounds and cultures. It is inappropriate to discuss another professional’s personal life while conducting hospital business.

**College of Veterinary Medicine Collegiality Policy:**

All CVM employees have a responsibility to maintain a positive workplace that is free of discrimination and harassment. Collegial interactions with all co-workers in the CVM are required. Faculty and staff are expected to model safe and fiscally responsible behavior for students, and are expected to be in compliance with established policies of the CVM and Iowa State University (including the ISU Code of Computer Ethics and Acceptable Use, biosafety regulations, OSPA, purchasing, etc.). All faculty and staff are expected to participate in the annual performance evaluation process.
15.3 **Communication/ Conflict Pathway to Resolution:**

15.3.1 Personnel interactions

*Advisors are apprised when deemed appropriate.*
15.3.2 Client Complaint via evaluation of service or other means to Hospital Director or other Administrators:

- **Problem Reported**
  - Hospital Director to notify House officers service faculty mentor & advisor

- **Problem Investigated**
  - Service faculty mentor meets with House Officer
  - Service faculty mentor discusses with advisor

- **Problem Discussed**
  - Faculty Advisor meets with House Office to discuss
  - Advisor offers suggestions how to avoid similar problems in the future

- **Advisor Reports**
  - Episode to HO Program Director
  - Outcome to Hospital Director

- **Unresolved Problem**
  - HO Program Director or Hospital Director reports to HO Committee Leader

- **HO Committee Leader**
  - No Further action or Committee Discussion
    - • HO Committee Discussion

- **Resolution**
  - Protocol established
  - Corrective action taken
  - Continuation in program discussed

- **Resolution Reported or Unresolved**
  - To Dept. Head (program' issues)
  - To Hospital Director (hospital issues)
CONSULTING REQUEST APPROVAL FORM

Name

Date of this Request

Proposed Date of Consulting Activities

Who are you consulting for?

Where will you be consulting?

What is the purpose of the consulting activity?

Reminder: All full-time faculty and P&S staff are required to disclose potential conflicts of interest annually or whenever their situation changes, whether they think they have a conflict of interest or not. Using the Access Plus system, faculty and P&S staff should go to the Employee tab and click on "COI Disclosure" and fill in the Conflict of Interest Disclosure Form. If you have any questions, please review the COI policy at: www.provost.iastate.edu/COI/

APPROVALS

_________________________________  _______________________________________
Department Chair/Unit Director                  College Dean
15.5 Leave authorization forms are available in the VCS office.
## 15.6 VCS House Officer Rounds

**Case Presentation Evaluation Form**

<table>
<thead>
<tr>
<th>House Officer:</th>
<th>Date:</th>
<th>Topic:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>E = excellent</td>
<td>G = good</td>
</tr>
</tbody>
</table>

### Case Selection

- **Complexity of case**

- **Appropriate case follow-up**

### Content

- **Format of presentation** (complete, logical, appropriate length)

- **Use of problem-oriented approach** (data or evidence to support important points)

- **Knowledge of subject** (well researched, accurate, comfortable, question response)

- **Discussion** (relevance, good references, accurate)

### Delivery

- **Clarity of speech** (mumbles, clear, pronunciation, vocalized pauses [uh, um, well, so, etc.])

- **Rate of delivery** (too fast, too slow)

- **Eye contact** (consistent, entire audience, notes)

- **Body language/enthusiasm** (nervous, relaxed, self-confidence)

### Effectiveness of presentation

- **Use of visual aids** (spelling, wordiness, colors, clarity, appropriate images, organized)

- **Professionalism** (attire, appropriate humor, self-confident)

### Questions handled appropriately

### Additional Comments:

____________________________________________________________________________

____________________________________________________________________________

____________________________________________________________________________
15.7 **Seminar evaluation:**

**VCS Seminar Evaluation**

**Evaluator:** ______________________________________________________________

**Presenter:** ______________________________ **Date:** ______________________

**Audience:** ______________________________________________________________

**Title/Topic:** ____________________________________________________________

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Points</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Definition of Subject: introduction, importance, clinical significance</td>
<td>0-5 pts</td>
<td>__________</td>
</tr>
<tr>
<td>2. Organization:</td>
<td>0-15 pts</td>
<td>__________</td>
</tr>
<tr>
<td>3. Quality of material, scientific depth</td>
<td>0-15 pts</td>
<td>__________</td>
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<tr>
<td>4. Presence: Speaking ability</td>
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<td></td>
</tr>
<tr>
<td>a. Clarity</td>
<td>0-10 pts</td>
<td>__________</td>
</tr>
<tr>
<td>b. Rate of delivery</td>
<td>0-10 pts</td>
<td>__________</td>
</tr>
<tr>
<td>c. Enthusiasm, expressiveness, mannerisms</td>
<td>0-10 pts</td>
<td>__________</td>
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<tr>
<td>5. Visual aids: slides &amp; text, images, graphs</td>
<td>0-10 pts</td>
<td>__________</td>
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<tr>
<td>6. Appropriate summary?</td>
<td>0-5 pts</td>
<td>__________</td>
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<tr>
<td>7. Presentation consistent with audience level?</td>
<td>0-10 pts</td>
<td>__________</td>
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<tr>
<td>8. Questions/discussion handled appropriately?</td>
<td>0-10 pts</td>
<td>__________</td>
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</table>

**Total** __________

**Comments:** __________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________
Person being evaluated: _________________________________ Date of evaluation: __________

<table>
<thead>
<tr>
<th>Rating</th>
<th>Criteria Evaluated</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (poor)</td>
<td>Below acceptable standards; performance consistently deficient</td>
<td></td>
</tr>
<tr>
<td>2 (fair)</td>
<td>Improvement needed to meet acceptable standards; performance is inconsistent</td>
<td></td>
</tr>
<tr>
<td>3 (acceptable)</td>
<td>Meets acceptable standards; consistent performance of job requirements</td>
<td></td>
</tr>
<tr>
<td>4 (good)</td>
<td>Above acceptable standards; performance usually exceeds job requirements</td>
<td></td>
</tr>
<tr>
<td>5 (excellent)</td>
<td>Outstanding; unquestionably above acceptable standards; performance consistently exceeds job requirements</td>
<td></td>
</tr>
</tbody>
</table>

**Rating Scale**

1 (poor) Below acceptable standards; performance consistently deficient

2 (fair) Improvement needed to meet acceptable standards; performance is inconsistent

3 (acceptable) Meets acceptable standards; consistent performance of job requirements

4 (good) Above acceptable standards; performance usually exceeds job requirements

5 (excellent) Outstanding; unquestionably above acceptable standards; performance consistently exceeds job requirements

**Dependability:** Reliability, extent to which employee can be counted on to complete assigned tasks, meet position objectives, and have good attendance.

**Motivation:** Initiative, interest and “self-starting,” enthusiastic attitude results in a high level of performance. Continued high rate of effective effort.

**Communication Skills:** Appropriate and clear presentation of ideas verbally and in writing. Possesses the ability to effectively communicate with clients.

**Interpersonal Relations:** Works effectively and harmoniously with others including staff, faculty, and students.

**Team Skills:** Advances goals of team above self-interests with supportive, cooperative, and positive behavior.

**Planning/Organizing/Problem Solving:** Determines what needs to be done, prioritizes, and plans time wisely. Completes tasks on time.

**Work Output:** Meets job standards relative to quality and quantity of work output.

**Judgment:** Displays effective thought, vision, creativity, and reasoning, which results in appropriate action within limits of job responsibility.
<table>
<thead>
<tr>
<th><strong>Professionalism:</strong></th>
<th>Maintains professional image with appropriate hygiene, appearance, language, ethical and humane behavior.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adaptability:</strong></td>
<td>Willingly accommodates changing situations and unexpected needs of the position. Supports long-term positive change. Works towards objectives even when frustrated, discouraged, tired, or stressed.</td>
</tr>
<tr>
<td><strong>Knowledge of Discipline:</strong></td>
<td>Understands the fundamentals, methods, and procedures required in present job.</td>
</tr>
<tr>
<td><strong>Technical Skills:</strong></td>
<td>Possesses the technical skills to fulfill the needs of the position. Instills full confidence among colleagues.</td>
</tr>
</tbody>
</table>

15.9 Other Forms