

**Pattern of Administration
Department of Veterinary Biosciences
Approved: 3/12/2013**

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Pattern of Administration

Department of Veterinary Biosciences

I. Introduction

This document provides a brief description of the Department of Veterinary Biosciences as well as a description of its policies and procedures. It supplements the Rules of the University Faculty, and other policies and procedures of the university to which the department and its faculty are subject. The latter rules, policies and procedures, and changes in them, take precedence over statements in this document.

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the department chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the college office and the Office of Academic Affairs. All faculty and staff will be notified when changes are made to this document and the date such changes will become effective.

II. Department Mission

The mission of the Department of Veterinary Biosciences is congruent with that of the College of Veterinary Medicine: to benefit society by improving animal and public health through education, research and innovation, service and outreach.

Specifically, the department advances medical knowledge and trains future scientists through professional and graduate education, research and service in disciplines that benefit comparative and veterinary medicine. This mission includes the diagnosis of animal diseases, and the training of veterinary pathologists skilled in both diagnostics and experimental approaches to the understanding of disease.

III. Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website, <http://oaa.osu.edu/rightsandresponsibilities.html>.

IV. Faculty

Faculty Rule 3335-5-19 (<http://trustees.osu.edu/rules/university-rules.html>) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. In this document, the term "faculty" shall include persons appointed by the board of trustees with regular tenure-track, regular clinical, regular research, auxiliary and emeritus faculty titles on full- or part-time appointments, with or without salary. For purposes of governance, the faculty of this department include regular faculty with compensated FTEs of at least 50% in the department. Auxiliary faculty, emeritus faculty, and regular faculty joint appointees with FTEs below 50% in this department are invited to

participate in discussions on non-personnel matters, but may not participate in personnel matters, including promotion and tenure reviews, and may not vote on any matter.

The Department of Veterinary Biosciences has a regular clinical track. Regular clinical track faculty titles are assistant professor of clinical veterinary biosciences, associate professor of clinical veterinary biosciences, and professor of clinical veterinary biosciences. Regular clinical track faculty can comprise no more than 40% of the total regular tenure track (RTT) faculty in the college (Faculty Rule 3335-6-03). Regular clinical track faculty may vote in all matters of department governance except tenure track promotion and tenure decisions.

The Department of Veterinary Biosciences has a regular research track. Regular research track faculty titles are research assistant professor of veterinary biosciences, research associate professor of veterinary biosciences, and research professor of veterinary biosciences. Regular research track faculty can comprise no more than 20% of the RTT faculty. Regular research track faculty may vote in all matters of department governance except tenure track promotion and tenure decisions and clinical track promotion decisions.

Detailed information about the appointment criteria and procedures for appointment and review of the various types of faculty in this department is provided in the Appointments, Promotion and Tenure Document.

V. Organization of Department Services and Staff

The organization of the Department is designed to offer administrative and core services to assist in accomplishing the academic missions of the Department.

Services formerly housed at the departmental level have transitioned to the college and include: purchasing and travel (Service Center); facilities management; grants management (Grant Support Office); commercialization (Office of Commercialization); graduate studies (Office of Research and Graduate Studies). The department provides partial financial support for the Facilities Manager, Grant Support Office, Office of Commercialization, and the Graduate Program Coordinator.

Departmental services include the following:

General Administrative Assistance

Human Resources (HR) Support for Faculty, Staff and Students

Staff coordinate efforts with the college HR specialist and the Office of Research and Graduate Studies (i.e., for graduate student appointments) to support personnel actions that include appointments, support of payments for wages and benefits, annual reviews, and position terminations.

Financial Management

A business manager and a fiscal officer are responsible for managing departmental financial resources, working with the Grant Support Office to assure optimal grants management, working with the college facilities manager in planning investments in infrastructure, working with the college Chief Administrative Officer in planning other investments in faculty, staff, building

needs and equipment, and working with the Facilities Manager and buildings group (below) to manage maintenance contracts on fixed and common use equipment.

Facilities Maintenance

A buildings group works with the college Facilities Manager to maintain and/or upgrade research laboratories, teaching and office spaces, and common use equipment that support teaching and research functions. The group maintains an inventory of capital equipment, communicates and expedites building service requests, facilitates compliance with OSHA and fire and safety codes, monitors preventive maintenance contracts for shared-use equipment and annual biohazard hood certifications, and maintains an inventory of controlled substances that includes a record of use and oversight of disposal.

Services provided by the group includes: washing and sterilization of laboratory glassware; laundry of personal protective clothing; decontamination and disposal of hazardous materials; providing liquid nitrogen, dry ice, ice, formalin, gases, and distilled deionized water for use by investigators or teaching laboratories; delivery of perishable items; stocking of office materials. A cost-sharing recovery system is associated with the central glassware and laboratory support service.

Graduate Studies

The graduate program in Comparative and Veterinary Medicine is a college-wide program with administrative support. However, the department has a combined pathology residency/PhD graduate program requiring specialized attention, particularly as relates to program advertisement and recruiting (including externships), HR support, and application for fellowships. This is addressed by a departmental graduate studies committee with administrative support.

Anatomy Instruction

A laboratory instructor/instructional laboratory supervisor provides support for anatomy instruction in the professional degree curriculum, including facilities management, specimen preparation, and student instruction.

Veterinary Pathology Diagnostics and Teaching

The department provides diagnostic service in veterinary anatomic and clinical pathology. The laboratories operate on a fee for service basis to the Veterinary Medical Center, all departments within the college, other departments within The Ohio State University, the Columbus Zoo, private veterinary reference laboratories, private practitioners, other colleges of veterinary medicine, and investigators from other institutions. In addition to diagnostic services, the clinical laboratories provide valuable case material for teaching veterinary medical students and preparing residents for specialty board certification in veterinary pathology, clinical pathology, internal medicine, and surgery. Staff for the clinical pathology group are managed by the Veterinary Medical Center. The Department of Veterinary Biosciences provides staff support of the anatomic pathology service, which includes facilities maintenance, case management, and client/clinician communications.

Shared Research Resources

Comparative Pathology and Mouse Phenotyping Shared Resource (CPMPSR)

This is a Comprehensive Cancer Center shared resource within the department that provides comparative pathology expertise to the general biomedical research community of the Health Sciences Center, The Ohio State University. The resource includes a histology laboratory and digital microscopy laboratory that also supports veterinary anatomic pathology diagnostics and teaching.

Cytometry Laboratory

The primary function is immunocytochemical support of the veterinary clinical pathology diagnostic service and associated teaching functions.

Small Animal Imaging

The resource provides non-invasive whole animal imaging of rodents used in preclinical research.

Gnotobiology

A germ-free facility, housed jointly in Goss Laboratory and the ULAR vivarium in Sisson Hall, supports the derivation of germ free pigs and mice for use in microbiological and immunological investigations.

Clinical Trials Office (CTO) and Biospecimen Repository

The clinical trials office is housed in the veterinary medical center (VMC) and is primarily focused on small companion animal clinical trials. The biospecimen repository interfaces with the CTO to acquire tumor specimens for use by investigators at this and other institutions. The director of the CTO is from the department of Veterinary Biosciences and select staff are also managed through the department.

Additional shared use equipment items are embedded in laboratories of faculty principal investigators, with oversight provided by staff associated with those laboratories.

VI. Overview of Department Administration and Decision-Making

Policy and program decisions are made in a number of ways: by the department faculty as a whole, by standing or special committees of the department, or by the chair. The nature and importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VII. Department Administration

A. Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35, <http://trustees.osu.edu/rules/university-rules.html>. This rule requires the chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule 3335-6, <http://trustees.osu.edu/rules/university-rules.html>, also

requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointment, promotion, and tenure. By the end of the first year of a four-year term as Chair of the Department, either a revision or reaffirmation of this document must be developed, with subsequent approval by the college and Office of Academic Affairs.

The Chair will lead the Department with integrity, by positive example. Leadership will be consistent with University rules and appropriate faculty governance policies.

Other responsibilities of the chair, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- The chair will have general administrative responsibility for department programs, subject to approval by the dean of the college, and will conduct the business of the department efficiently. This broad responsibility includes the acquisition and management of funds and the hiring and supervision of faculty and staff. The chair is responsible for maintaining appropriate oversight of the activities of faculty and staff members having responsibility for fiscal matters.
- The chair will plan with the members of the faculty and the dean of the college a progressive program that encourages and promote activities of the Department faculty related to teaching and learning, research and innovation, outreach and engagement, and resources stewardship. A strategic plan will be defined that is congruent with the college strategic plan, and upon which an implementation plan will be developed.
- The chair will evaluate and improve instructional and administrative processes on an ongoing basis. Improvements in instruction will be based upon student and peer evaluation of courses and instructors, and periodic course reviews by the faculty.
- The chair will evaluate faculty members annually in accordance with both university and department established criteria; inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their department and to place in that file a response to any evaluation, comment, or other material contained in the file.
- The chair will recommend faculty appointments, promotions, tenure (for regular tenure track faculty), and dismissals to the dean of the college, in accordance with procedures set forth in Faculty Rule 3335-6 (<http://trustees.osu.edu/rules/university-rules.html>) and this department's Appointments, Promotion and Tenure Document.
- The chair will ensure that all faculty members, regardless of their assigned location, are offered Department privileges and define faculty responsibilities and tasks appropriate to their rank. The chair should carry out these duties in a manner that promotes a high level of morale and collegiality, such that: civility and mutual respect characterize interactions among faculty, staff and students; evaluations are based on performance; diversity is valued; persons refrain from jokes, innuendos, and other forms of discourse whose purpose or effect is to humiliate or degrade others. The chair will be proactive in addressing any evidence of behavior contrary to the above.
- The chair will facilitate or provide adequate supervision and mentoring of faculty, staff, and students who may benefit by such assistance.
- The chair will maintain a web page for the Department of Veterinary Biosciences that contains departmental governance documents, the strategic plan, and departmental membership.

Day-to-day responsibility for specific matters may be delegated to others, but the chair retains final responsibility and authority for all matters covered by this Pattern, subject when relevant to the approval of the dean, Office of Academic Affairs, and Board of Trustees.

Operational efficiency requires that the chair exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of department academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The chair will therefore consult with the faculty on all educational and academic policy issues and will respect the principle of majority rule. When a departure from majority rule is judged to be necessary, the chair will explain to the faculty the reasons for the departure, ideally before action is taken. Regular communication will be utilized to achieve transparency in decision making.

B. Other Administrators

Section V (above) outlines departmental services, all of which are supported by A&P staff.

Staff positions with personnel supervisory roles related to general administrative assistance, HR, financial management, and facilities maintenance:

- Administrative Assistant to the Chair
- Business Manager

Faculty administrative positions related to the combined veterinary pathology residency/PhD graduate program:

- Chair, Departmental Graduate Studies Committee (see below)
- Director, Combined Anatomic Pathology Residency/Graduate Program
- Director, Combined Clinical Pathology Residency/Graduate Program

Faculty administrative positions related to diagnostic laboratories:

- Section Head, Clinical Pathology
- Section Head, Anatomic Pathology

Shared research resources are each led by a faculty director (e.g., director of the Comparative Pathology and Mouse Phenotyping Shared Resource).

C. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing and *ad hoc* committees. Standing committees are those, which by the continuity of their activities are important to the effective function of the Department. The standing committees shall be the Faculty Advisory Committee (FAC), the Graduate Studies Committee (GSC), and the Committee of Eligible Faculty (CEF). Formation of *ad hoc* committees will be utilized to address focused issues requiring faculty input in specific areas. The Chair with input from faculty members involved will select the committee members and appoint the Chairs of all *ad hoc* committees. Examples of *ad hoc* committees include those for faculty searches and mentoring committees for junior faculty. Unless otherwise indicated, any regular faculty member is eligible to serve on Department standing or *ad hoc* committees. Auxiliary, courtesy, or emeritus faculty, staff, and students may be appointed to *ad hoc* committees at the discretion of the chair, but may not vote on any personnel issues. The chair is an *ex officio* member of all department committees and may vote as a member on all committees except the Committee of Eligible Faculty.

C1. Faculty Advisory Committee (FAC)

The FAC, as a representative body of the regular faculty, will serve as an advisory group to the chair regarding matters of Department business and other issues. The FAC will be composed of five faculty members elected by ballot vote of all regular faculty members to serve three-year terms. In following election years, each eligible voting faculty member will cast ballots for the number of vacant three-year terms open that year. FAC chairs will be elected by the committee members at the first meeting of the FAC after July 1st. The term as chair will be limited to the remaining year(s) of their current three-year term. FAC members including the chair may serve more than one term. Nominations for all eligible seats on the FAC usually will be solicited during the regular Department faculty meetings so that eligible faculty can cast votes and elections are concluded so that terms of office can begin July 1st.

Among its responsibilities, the FAC will serve in an advisory and consulting role regarding budget recommendations, assignment of Department resources and support services, prioritization of Regents' equipment requests, awarding of research leaves, and appointment procedures for regular and auxiliary faculty. The FAC will act as an advisory committee to the chair for selection or election of faculty members to Departmental, College, and University committees. The FAC also may be requested by the Dean to assist in the formulation of procedures for review and/or appointment of the chair.

The FAC will meet periodically with the chair as needed to discuss issues or gain administrative perspective of issues, but can meet without the chair present. The Department chair and the FAC chair (in consultation with the FAC membership) will together determine the issues to be addressed and set the meeting date and time. FAC meetings are open to all regular department faculty and attending faculty may participate in the discussions. Agenda items will be circulated to all members of the Department faculty at least one week in advance of the FAC meeting. The FAC chair or a designated member will keep minutes of each meeting. These minutes will be reviewed, amended if needed, and approved in a timely manner before distribution (e.g., within 2 weeks of the meeting) to all regular faculty. The FAC may conduct some business matters via email or by telephone to expedite decisions or gain the opinions of members who can not come to a face-to-face meeting. Any business conducted electronically or by telephone will also be included in minutes and distributed to the entire faculty. Matters of a highly personal nature will not be distributed as part of the minutes but will be kept as part of the permanent committee record.

C2. Departmental Graduate Studies Committee (GSC)

Graduate studies in the College of Veterinary Medicine are administered at the college level under the auspices of the Comparative and Veterinary Medicine Graduate program, which includes graduate students and faculty from the three departments of the College of Veterinary Medicine. The Graduate Council of this college-wide program monitors graduate faculty membership status and serves as the administrative unit of the graduate faculty for all matters pertaining to the graduate and residency programs in the college, including student admission, transfer, policy matters related to the graduate school or program, and fee waiver issues. The Graduate School defines what the graduate council is authorized to administer. The reader is referred to the *OSU Graduate School Handbook* for a more detailed listing. The graduate council is represented by three faculty from each of the departments.

The Department of Veterinary Biosciences administers a very specific aspect of the Comparative and Veterinary Medicine Graduate program, namely the combined veterinary

pathology (anatomic and clinical) residency/PhD graduate education. Oversight for recruitment and matriculation of students in this specific area of study are provided by the departmental Graduate Studies Committee (GSC). The GSC members serve three year terms that are repeatable. Three of the members are those elected by VBS faculty to the college Council for Graduate Studies. One member is the Director of the Combined Anatomic Pathology Residency/Graduate Program, and another is the Director of the Combined Clinical Pathology Residency/Graduate Program, both positions being named by the departmental chair. A chair of the committee is also named by the department chair. Committee members may hold category M or P graduate faculty status.

Specific responsibilities of the committee include the following:

- develop and maintain a graduate program handbook
- support recruitment through attendance of national meetings and advertisements on the internet and other media
- recruit prospective students for externships, organize those externships, and coordinate evaluations of those students following the externship
- select applicants for on-sight interviews, solicit feedback from students and faculty regarding the suitability of those candidates, ensure acceptability by the Council for Graduate Studies, and coordinate letters of offer through the departmental chair
- support nomination of students to fellowships
- perform annual evaluations of student progress in both the medical specialty and graduate studies portions of the program
- organize exit interviews

All functions of the departmental GSC conform to policies and guidelines outlined in the Graduate Program Handbook for the college program (<http://vet.osu.edu/assets/pdf/education/graduatePrograms/cvmGraduateProgramHandbook>).

C3. Committee of Eligible Faculty (CEF)

The CEF is the departmental regular faculty standing committee (formerly called the departmental promotion and tenure committee) that will advise the chair when performing evaluations of potential or current regular faculty as described in the processes for appointment, annual review (particularly 4th year review), promotion, reappointment, and tenure for regular faculty appointments. CEF membership will include all regular faculty. Attendance at the meeting will be restricted to regular faculty holding a higher rank than the candidate being considered and be subject to limitations based on faculty rules 3335-7-04 and 3335-7-37, which specify governance rights for regular clinical and regular research faculty.

One member of the committee at the rank of Professor is elected by simple majority of the committee as Chair of the CEF for a term of three years. One member of the committee at the rank of Professor will be elected by the membership to serve for the academic year as the Procedures Oversight Designee (POD). The POD will be responsible for assuring that reviews for all faculty members are procedurally correct, fair, based on performance, and free of bias against under-represented groups. More detailed policies and guidelines of the CEF are outlined in the departmental Appointment, Promotion and Tenure Criteria and Procedures (AP&T) document.

VIII. Faculty Meetings

The chair will schedule a Department faculty meeting a minimum of four times a year, including at least once each semester. Date, time, and agenda of the meeting will be announced in writing at least one week in advance. Faculty forums or additional Department faculty meetings may be convened as needed by the chair or by faculty through a written request (at least three regular faculty signatures required).

Minutes of each faculty meeting, including a list of those faculty present, will be recorded by a designee of the chair and will be circulated for approval in advance of the next meeting. The approved minutes, along with pertinent documents introduced during the meeting, will be kept in the Department Office as a permanent record.

Policy matters pertaining to Department operation shall be discussed in faculty meetings and approved by a majority vote provided a quorum (50% of regular faculty) is present. Should less than 50% of the eligible faculty be present, the issue will be settled by a ballot vote of all regular faculty. Either the chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. Balloting will be conducted by mail or e-mail when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.

Voting rights are restricted to regular Department faculty only (50% or greater appointment). Special policies pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure Document. When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the chair will necessarily make the final decision.

The department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. Normally department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

Approved policies will be appended to this *Pattern of Administration* document.

IX. Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](http://oaa.osu.edu/handbook.html), Volume 1, Chapter 2, Section 1.4.5, <http://oaa.osu.edu/handbook.html>).

During on-duty periods, faculty members are expected to be available for interaction with students, to perform research, and to attend departmental meetings and events even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see section XIII) or on approved travel.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the department and the individual circumstances of faculty members

may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair.

A. Regular Tenure Track Faculty

Regular tenure track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected. These changes result from agreement with the Dean, Chair and the faculty member. When such a change occurs, the relative proportion of effort dedicated to specific activities will be documented in writing in the annual review letter.

A.1 Teaching

All tenure track faculty are expected to contribute to the department's teaching, including large enrollment and specialized courses in either professional degree or graduate curriculums. Faculty members are also expected to advise professional degree and graduate students and supervise independent studies, thesis and dissertation work. Every faculty member will have at least Graduate School Category M status, and all eligible faculty members are encouraged to serve as an advisor for graduate students and seek funds to support their stipend and research projects.

Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The chair is responsible for making teaching assignments on an annual basis, and may decline to approve requests for adjustments when approval of such requests is not judged to be in the best interests of the department. All faculty members must do some formal instruction and advising over the course of the academic year.

The standard teaching assignment may vary for individual faculty members based on their research and/or service activity. Teaching assignments may be reduced for faculty who are especially productive in research. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching role. A similar consideration applies to faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline).

A.2 Scholarship

All tenure track faculty are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document (see section VIII. Reviews for Reappointment, Contract Renewal, Promotion and/or Tenure). Scholarship will be based upon a program of research that leads to national and international recognition. The focus and scope of a faculty member's research program should reflect individual interests as well as the Department's strategic research goals. Faculty members are expected to obtain extramural and intramural funding to support their research programs. Research grant proposals will be submitted to national and local agencies on a regular basis and declined grants will be revised for resubmission.

Over a four-year rolling period a faculty member who is actively engaged in scholarship will be expected to publish regularly in high quality peer-reviewed journals, this being the primary indicator of productivity. Faculty members will document their contribution when there are multiple authorships. Consideration will be given to the type of research reported when evaluating productivity and quality since some disciplines require more resources and time to conduct and publish results. Edited textbooks, book chapters, and review articles also represent scholarly work. Faculty members are also expected to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research. All regular faculty members or their graduate students should present the results of their research at regional, national, or international meetings or workshops on a regular basis to solicit greater peer-review and enhance the overall recognition of the individual's and the Department's research programs.

Collectively, the level of research activity and the associated scholarship for a tenure track faculty is 50% at minimum. Examples of activities that are included under research and scholarly activities include, but are not limited to:

- experimental design
- grant writing
- laboratory bench time
- data analysis
- manuscript preparation
- direction of research centers
- research presentations at local, regional, national and international meetings or at academic/research institutions
- preparation of annual and final reports
- professional development
- initiating and maintaining collaborative research arrangements

The chair can negotiate with faculty members an increase in the research assignment if necessary to complete research objectives on funded extramural grants. A decrease in the percent effort on research may similarly be negotiated if there is a prolonged decline in research productivity, and this must be coupled with either an increase in teaching roles that are essential to the professional degree curriculum in the college of veterinary medicine or to the graduate program, or an increase in a service level activity that significantly enhances the department's mission. In these instances, efforts should be made to exploit opportunities for scholarship within the realm of teaching and/or service.

A3. Service

Faculty members are expected to be engaged in service and outreach to the department, university, profession and community. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the department, college, or university) and stage of career development of the individual faculty member.

All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other department events.

Guidelines for participation in service activities by regular faculty should range between 10-30% effort. Specific examples of service activities include, but not limited to:

- diagnostic service in veterinary clinical or anatomic pathology
- departmental or college standing or ad hoc committees
- university committees (e.g., Institutional Animal Care and Use)
Note that service as a graduate school representative on a defense committee would be considered an educational role.
- public and private sector committees (e.g., NIH, FDA, EPA, foundations, etc.)
- service to journals as an ad hoc reviewer, editorial board member, or editor
- grant application reviews
- leadership roles in professional organizations
- development (fund raising)
- continuing education
- consultation (industry, government, medical practitioners)
- advising student organizations

B. Regular Clinical Track Faculty

Regular clinical track faculty members are engaged primarily in teaching activities related to professional practice (or medical specialty) and service that is based upon that medical specialty. The latter includes diagnostic service in clinical and anatomic veterinary pathology, and research support. Through these activities, regular clinical track faculty will contribute to the scholarly mission of the Department by engaging in collaborative research, publishing peer reviewed manuscripts in scientific and professional journals, publishing book chapters and books, making presentations at scientific and/or professional meetings, and by publishing educational innovations.

B1. Teaching

Teaching assignments would be similar to those above for regular tenure-track faculty, but with particular emphasis on teaching areas related to a professional discipline such as veterinary pathology. Regular clinical track faculty members have important roles in teaching and may have a greater percentage of their time and effort devoted to the educational mission of the Department. For Regular Clinical Track faculty, the percent time devoted to teaching will be defined by the department chair in accordance with the needs and mission of the department. Regular Clinical Track faculty will be nominated for category M status with the graduate school so that they may participate in graduate advisory committees. The college Council for Graduate Studies will consider special requests from non-tenured track faculty for category P status.

B2. Scholarship

Regular Clinical Track faculty members will engage in scholarly activity, which may include activities other than traditional research. Scholarly activities may include but are not limited to publication of collaborative research, case reports, retrospective and prospective studies, and teaching innovations in peer reviewed scientific or professional journals. Scholarship also includes publication of books, book chapters, technical bulletins, and writing for practice-oriented audiences.

B3. Service

For Regular Clinical Track faculty, the percent time devoted to diagnostic and research-support service will be defined by the department chair in accordance with the needs and mission of the department and be congruent with the faculty member's letter of offer or current agreed upon service responsibilities. Regular clinical track faculty will also contribute to service activities outlined in section A3, above.

C. Regular Research Track Faculty

Regular research track faculty members are expected to primarily contribute to the university's mission via research. There is an expectation that the regular research track faculty person will recover a portion of their salary through extramural grants. The level of recovery will be negotiated with the chair and outlined in the letter of offer.

C1. Teaching

In accord with Faculty Rule 3335-7-34, a research track faculty member may but is not required to participate in limited educational activities in the area of his or her expertise. However, teaching opportunities for each research track faculty member must be approved by a majority vote of the regular tenure track faculty in the department of Veterinary Biosciences. Under no circumstances may a member of the research track faculty be continuously engaged over an extended period of time in the same instructional activities as tenure track faculty.

C2. Scholarship

Regular research track faculty will develop a program of research that will advance the research mission of the Department. Scholarly activities related to research are expected to be of a level and quality that is similar to or exceed that of regular tenure-track faculty with primary research appointments.

C3. Service

Professional service in areas that enhance the research mission are encouraged (e.g., service on a grant review panel or on the editorial board of a peer reviewed scientific journal). Research track faculty may choose to perform appropriate governance service, such as faculty search committees or membership on the college Council for Research, although these commitments should be limited to no more than 5% total effort.

D. Auxiliary Faculty

Compensated auxiliary faculty members are expected to contribute to the university's mission via teaching or research depending on the terms of their individual appointments.

Faculty members with regular titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for full-time visiting faculty members will be based on the terms of their appointment and are comparable to that of regular tenure track faculty members who have no service obligations.

In accord with Faculty Rule 3335-5-19, lecturer's and senior lecturer's responsibilities are limited to formal course instruction.

E. Parental Modification of Duties

The Department of Veterinary Biosciences strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the department is committed to providing its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. The faculty member requesting the modification of duties for childbirth/adoption and the department chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the university. Expectations must be spelled out in an MOU that is approved by the dean.

F. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy (<http://oaa.osu.edu/assets/files/documents/specialassignment.pdf>). Any faculty member is eligible who needs one semester or less of released time from other duties in order to concentrate on a scholarly endeavor or to invest in a brief professional development activity. An SA may be completed on campus or away from campus. Untenured faculty will normally be provided an SA for research for one semester during their probationary period. For any period of intensive study or research exceeding one semester, the FPL Program should be considered. An SRA and an FPL may not occur in contiguous on-duty quarters or semesters since such an arrangement would circumvent the required salary reduction.

The information provided below supplements these policies.

The department's faculty advisory committee will evaluate all SA proposals and make recommendations to the chair. The chair's recommendation to the dean regarding an SA proposal will be based on the quality of the proposal and its potential benefit to the department or university and to the faculty member as well as the ability of the department to accommodate the SA at the time requested. SA proposals generally emphasize completion of a research project or enhancement of research skills and knowledge. However, an SA may be used for investment in pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and his or her academic unit. SAs are not to be used for course development or service assignments. Reasonable efforts will be made to award SA opportunities to any faculty member subject to the quality of faculty proposals. SAs will be awarded on a competitive basis within the Department should more than one application per semester be received by the chair. The Department FAC will advise the chair on the rank order of competing proposals should this occur within the same semester.

X. Course Offerings and Teaching Schedule

Course offerings and teaching schedules in the professional degree curriculum, College of Veterinary Medicine, are managed by the Office for Educational Design and Systems (EDS) and defined by the college's Council on Education.

The department maintains a schedule of graduate course offerings. These include team taught courses involving faculty from multiple departments and colleges, and are cross-listed

accordingly. In these instances, offerings and teaching schedules are defined by the teaching teams. Departmentally based graduate course offerings address needs of the Comparative and Veterinary Medicine graduate program, particularly in specialty areas such as clinical and anatomic veterinary pathology. The department maintains a schedule of these course offerings and teaching schedules that are developed in consultation with the chair and faculty, both collectively and individually.

While every effort will be made to accommodate the individual preferences of faculty, the department's first obligation is to offer the courses needed by students at times and in formats most likely to meet student needs.

XI. Allocation of Department Resources

It is the responsibility of the Department chair, after appropriate consultation with the FAC, to equitably and fairly distribute Department services and resources (fiscal, human and physical) in a manner that assures the fiscal and academic health of the department and optimizes the achievement of departmental goals.

The chair will discuss the department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the chair.

The allocation of salary funds is discussed in the Appointments, Promotion and Tenure Document.

The following categories are examples (versus an all-inclusive listing) of key resources that facilitate the department's teaching, research and service missions:

A. Research Space

Faculty members shall be assigned research space according to the needs of their research program and the availability of space. The chair of the Department and the Associate Dean for Research and Graduate Studies administers research space for departmental faculty, providing a regular assessment of efficient use. It is the responsibility of the Department chair to negotiate research space with each faculty member and the Associate Dean for Research and Graduate Studies according to the guidelines established by college administrative policies.

In general, research space assignments are based upon the following priorities:

- principal investigators of extramurally funded research in which there is indirect cost recovery
- newly hired faculty approved by the OSU Office of Research who have substantial research time commitments outlined in their letter of offer and who are supported by Department start up packages compatible with this research commitment
- formerly funded principal investigators who are actively seeking renewal of extramural funding or new research grant support

It is anticipated that these faculty will provide the chair or Faculty Advisory Committee with materials (copies of grant proposals, critiques, etc.) that document this effort. Whenever possible, a period of two non-funded years shall be granted when attempts to obtain extramural funding are sustained.

- operation of shared research resources

Shared research space assignments may be made for faculty engaged in research that is supported by intramural funds (or other funding not associated with indirect cost recovery) or collaborative research in which the faculty person is a co-investigator.

Because of the limited availability of research space, its utilization will be reviewed and justified regularly at the time of annual faculty reviews.

B. Office Space

Priorities for office space include the following:

- regular faculty
The allocation of office space will include considerations such as productivity, achieving proximity of faculty to research, teaching or service laboratories, and enhancing programmatic synergy.
- graduate students and post doctoral fellows
Assignments will be coordinated with the program coordinator, Comparative and Veterinary Medicine Graduate Program.
- staff supporting administrative, teaching or service functions
The allocation of office space will include considerations of proximity to research, teaching and service laboratories, or locations conducive to interaction with constituents.

Office space for emeritus and auxiliary faculty or other staff will be provided based upon availability.

C. Shared Research Resources

Core groups are designed to manage resources effectively and provide coordinated approaches to services that assist in the research, education, and service missions (see section V). These cores have plans of operation that are academically driven, but budget sensitive. A faculty director of each core service develops operational policies and collects data used in financial decisions related to renovations, space utilization, and equipment purchases that are designed to improve services. These laboratories assess user charges to recover costs of personnel, supplies and service contracts. Websites outline the services and fees. Core directors present annual updates to the Chair and faculty of operational data.

D. Faculty Interim Research Support

Requests for faculty interim research support (bridge funding) are made in writing to the departmental chair. The application should include the following:

- statement of financial need
- a budget indicating how the research support will enhance the probability of extramural funding (e.g., providing support for the generation of key preliminary data)
- when applicable, a budget indicating how the requested amount will assure the timely and successful completion of a graduate student's dissertation or the transfer of that graduate student to another program
- evidence of progress made on current grant applications (e.g., summary statements from grant review panels)

- plans for new grant applications and the duration of support that is required

Requests are evaluated based upon availability of funds, history of interim research support and repayment, faculty contribution to the departmental release time account, and any faculty-managed funds that are in deficit. Limits will be placed upon the total amount requested in order to optimize potential for repayment through new grants. Requests will initially be evaluated by the FAC, which then makes a recommendation to the department chair. The chair will be responsible for negotiating a college contribution/match to the amount requested, when possible.

E. Laboratory Personnel

Funding of research personnel is the responsibility of the faculty member with the exception of positions associated with shared research resources (see Section V) or as part of a start-up for junior (probationary) faculty. Personnel assigned to laboratories of non-probationary faculty may be supported by the department based upon financial need, active pursuit of extramural funding by the faculty member, and available departmental resources. Consideration of funding for these latter positions will include consultation with the faculty advisory committee, with the final decision resting with the department chair.

F. Travel Funds

Faculty are expected to cover costs of professional and/or scientific meetings through release time accounts, earning accounts, or research funds unless otherwise indicated on their letter of offer for the position. When such funds are not available, faculty may make a written request to the department chair. Requests should include statement of financial need, proposed budget and purpose of the meeting. Priority for funding are meetings where the faculty is making a presentation that advances the education, research and/or service missions of the department.

G. Graduate Tuition and Fees

Payment of graduate tuition and fees is the responsibility of the graduate faculty mentor. College funds are available to subsidize this cost in the pre-candidacy years of a student's program. The Associate Dean for Research and Graduate Studies is responsible for managing this college fund. Faculty must apply for the subsidy annually using the "college tuition and fee request form". Each request covers the academic year, starting summer semester through spring semester of the following calendar year. Awards will be based upon availability of funds. To enhance this resource for graduate student tuition and fee payments, all faculty members are strongly encouraged to submit the cost of graduate student tuition and fees in grant proposals where allowed by the granting agency. Faculty are also encouraged to apply for training grants whose budgets cover tuition and fees. The non-resident portion of graduate tuition remains centrally funded by the University.

Written requests for departmental support of tuition and fees will be considered on a case-by-case basis by the departmental chair in consultation with the FAC. Funds supporting such requests will include the departmental release time account, royalty funds, and endowments supporting graduate education.

XII. Responsibilities of the Principal Investigators for Sponsored Research

The following apply to all faculty seeking or managing sponsor funded projects and emphasize key aspects Ohio State University Office of Sponsored Programs (OSP) policies and resources available to assist a principal investigators (PI). Complete information on OSP and other grants management policies can be found at: (<http://osp.osu.edu/>).

After a sponsored agreement has been accepted the OSP assigns a project number. The PI is then responsible for initiating all project-related transactions. The PI is also responsible for submitting requisitions for any equipment, supplies, and services needed for the project.

A PI must periodically review all of their sponsored research grants and provide correct personnel assignments and percent effort. The latter should be aligned with the Ohio State University Authorization to Seek Off-Campus Funding as outlined on the PA005 forms. Research staff are hired by requesting that the Human Resources Professional (HRP) in the PI's department enter the appropriate job description into the university's HR system for review and approval. The HRP will also enter appointments into the HR system. The PI and the HRP should work together to ensure that during the course of the project, personnel appointments are appropriately updated and the funds are in place to support personnel assigned to the project. Prior to undertaking any sponsored project, it is important that all PIs understand the administrative requirements of the project.

The PI must review the project expenditures and commitments and make sure that they do not exceed the project budget. Adjustments should be made in spending rates to provide a final target of unspent balance on all grants to within 25% of the annual budget. To support this activity the OSP provides current project financial data as well as month end financial statements through the PI Portal. College assistance is also provided through the Grant Support Office. If a project ends with an over expenditure, the OSP transfers the direct cost portion of the over expenditure to the PI's department. Unspent funds that are in excess of 25% of the budget funds will require justification to retain these from NIH.

A. Release Time Appointments

Release time appointments occur when a department and college approve the *release* of an individual to enable them to participate on one or more sponsored projects. Release time appointments forms (GA-004) are submitted to the OSP (<http://rf.osu.edu/forms/index.cfm>). The release time appointment has no effect on the basic pay arrangement of the employee. Release Time consists of two types: sponsor and cost sharing.

Sponsor: Refers to time charged against project funds for which the university is reimbursed through the OSP.

Cost-Sharing: Refers to time reported on the sponsored program for which the university is not reimbursed (i.e., allocated to the Ohio State University contribution portion of the monthly Project Financial Summary).

Faculty must request release time funded by the sponsor unless prohibited by regulations of the funding agency, or if the annual direct costs of the grant are restrictive. The PI should indicate a minimum of 10% effort as the release time amount. Sixty per cent of the funds will be allocated to release time account controlled by the PI and used to enhance the PI's individual research program. Forty per cent is deposited in a departmental account that is managed by the

department chair, and used to enhance general research efforts. Priorities for the use of these funds include faculty interim (bridging) research support, graduate student interim stipend support, startup packages for new faculty, shared use equipment purchases/repair or minor research laboratory renovations, and honoraria or travel expenses for seminar speakers.

Deviations from this policy include an increase in the cost-share for a release time appointment when research funds are limiting (e.g., when the annual direct costs are limited in amount). Justification for cost-share must be made on the PA005. Sponsor funded release time may also be used for off-duty salary support. Such arrangements should be negotiated with the departmental chair.

The above policy refers only to release time dollars generated from extramural sources; intramural release time dollars will be evaluated on a case-by-case basis.

B. Audit Requirements

Sponsored agreements funded with public money (federal, state, and local government awards; subcontracts under government prime grants and contracts) are subject to full review of all project activity (program and financial) by auditors. All project activities must comply with sponsor terms and conditions and with all applicable regulations. The electronic Time and Effort Reporting System (e-Cert) resides on the OSP web site and produces an electronic Time and Effort Report detailing each employee's compensated and cost-share effort(s) for sponsored research. These reports must be certified by the primary investigator of the project. Sponsored research effort is calculated as a percentage of an individual's salary/wages. One person may have multiple appointments listed on the report and the percentages may vary on a project-by-project basis. The Department faculty involved in sponsored research will be required to conform to all current federal guidelines and policies administered by the OSP, the College, and the Department.

XIII. Leaves and Absences

The university's policies and procedures with respect to leaves and absences are set forth in the Office of Academic Affairs [Policies and Procedures Handbook](http://oaa.osu.edu/handbook.html) (<http://oaa.osu.edu/handbook.html>) and Office of Human Resources Policies and Procedures website, www.hr.osu.edu/policy/policyhome.htm. The information provided below supplements these policies.

A. Discretionary Absence

Faculty are expected to complete a travel request or an Application for Leave form well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the chair retains the authority to disapprove a proposed absence when it will interfere with instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [Rules of the University Faculty](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (See Faculty Rule 3335-5-08) and must be requested at <https://eleave.osu.edu/>.

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the chair know promptly so that instructional and other commitments can be managed. Faculty members are always expected to use sick leave for any absence covered by sick leave (personal illness, illness of family members, medical appointments). Sick leave is a benefit to be used—not banked. For additional details see OHR Policy 6.27, www.hr.osu.edu/policy/index.aspx.

C. Unpaid Leaves of Absence

The university's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in OHR Policy 6.45, www.hr.osu.edu/policy/index.aspx. The information provided below supplements these policies.

An unpaid leave of absence (LOA) may be requested by a Department faculty member for personal or professional reasons. Personal reasons may include family difficulties or other matters that prevent a faculty member from carrying out duties for a relatively short period of time or illness that continues after a faculty member has exhausted paid sick leave. Paid sick leave should always be used before a leave of absence is granted for illness. Professional reasons include the opportunity to take a *temporary* paid position outside the University that will enhance professional development and increase the faculty member's value to the department following his or her return (see Entrepreneurial Leave of Absence, below). A leave of absence will be granted for no more than one year at a time and may not exceed two consecutive years.

The Department chair in consultation with the Department FAC will review applications prior to seeking approval by the Dean, Office of Academic Affairs, and the Board of Trustees. To apply a faculty member must write a letter to the Department chair explaining the reason for the request, the timing of the leave, and suggested arrangements for covering his or her teaching responsibilities. If the reason for the request includes the opportunity to take a temporary paid position outside the University that will enhance professional development, the faculty member must attach to the request a copy of the letter of offer setting forth the terms and goals of the temporary appointment. Approval is necessarily based on the availability of suitable faculty to cover the faculty member's teaching and service responsibilities and, in the case of leaves for professional purposes, the potential value of the proposed leave to the department. Faculty members may not cancel or change the timing of an unpaid leave without submitting a written request for the change through the same levels of approval listed above.

If a company offers a regular paid position to a faculty member because of his or her expertise with a particular technical problem or process, an Entrepreneurial Unpaid Leave of Absence, not to exceed two years, may be appropriate. In this circumstance, a copy of the letter of offer to the faculty member setting forth the terms and goals of the temporary position must be attached to the faculty member's request for approval.

D. Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leaves (<http://oaa.osu.edu/assets/files/documents/facultyprofessionalleaves.pdf>). Only tenured faculty with at least seven years of service as a regular faculty member at The Ohio State University are eligible for a Faculty Professional Leave (FPL). Years of service at

another university and years served in auxiliary appointments cannot be credited toward the required years of service. A faculty member who takes an FPL, regardless of its duration, becomes eligible again only after completing an additional seven years of service at Ohio State after the last term of the FPL has been completed. The FPL Program is considered for any period of intensive study or research that is at least one semester in duration, not to exceed one academic year. An special assignment (SA; see below) and an FPL may not occur in contiguous on-duty semesters.

The information provided below supplements these policies.

Requests for an FPL are made in writing by the eligible faculty person. The department's FAC will review all requests for FPL and make a recommendation to the department chair based on the potential to enhance research skills and knowledge or enhance pedagogical or administrative skills and knowledge when these are judged to be mutually beneficial to the faculty member and the Department or College. In addition, plans for coverage of teaching and/or service responsibilities must be outlined. The departmental chair then makes a recommendation to the dean, who is responsible for approving such requests.

XIV. Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA Policy on Faculty Compensation (<http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>). Information on paid external consulting is presented in the university's Policy on Faculty Paid External Consulting (<http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>). This department adheres to these policies in every respect.

A. Supplemental Compensation

Supplemental compensation from University, College, or Department funds is for temporary work clearly beyond the faculty member's normal assignments, in an amount appropriate to the allocation of time necessary to complete the extra assignment. The extra assignment should be non-recurring and clearly limited in time and scope. Supplemental compensation also includes off-duty appointments for 9-month faculty. Supplemental compensation for 9-month faculty is limited to 2/9 of base from university sources and 2.5/9 from external sources with a maximum of 3/9 total. Off-duty compensation is made in equal payments across the semester. Nine-month faculty earning supplemental compensation are expected to be on duty during these three months.

B. Paid External Consulting

As outlined in the OAA policy, guidelines and reporting requirements for paid external consultation do not apply to professional activities that reflect normal and expected public service activities of faculty and that do not entail compensation beyond reimbursement for expenses and/or a nominal honorarium. These exempt activities include: appearance on the program of a scholarly meeting of the faculty member's professional (specialty)/scientific peers; participation in the advisory or peer review process for foundations, professional societies, or not-for-profit boards; participation in a faculty member's professional society, board, or college; and reviewer activities or consultation for governmental and accreditation agencies. Also exempt are outreach activities, defined as professional activity, advice, or consultation provided by the faculty member on behalf of the University, CVM or department. Outreach activities are

delivered as part of the faculty member's normal salaried activities, and without additional personal compensation directed to the faculty member. Paid external compensation may include a faculty member's involvement in continuing education (CE) forums, such as lectures or seminars presented within the person's field of expertise that provide professional education to others in return for personal compensation. External CE may overlap with outreach when the participants are citizens of the state of Ohio.

Faculty members are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty member, provide direct or indirect benefits to the University and/or CVM, and do not entail a conflict of interest as defined in the University Conflict of Interest Policy. Historically, departmental faculty members have engaged in two basic classes of external paid consulting: *research services support* to help academic, government, or industrial collaborators define and develop novel biomedical concepts and treatments; and *diagnostic services* that provide case-related pathology opinions. For research services support, faculty are strongly encouraged to conduct their interactions with external sponsors through the Business & Industry Contracts, Office of Sponsored Programs. In fact, this structure is required if University facilities and other resources will be used in support of the consulting activity. For this arrangement, the contract is made between the sponsor and the University, with the consulting faculty member designated as the University's representative for the contract. Revenue is received by the University and deposited in an earnings account controlled by the faculty member rather than there being direct personal compensation to the faculty member by the sponsor. Similar arrangements shall be developed for diagnostic services that will occur on a recurring basis.

For other instances of consulting, a Paid External Consulting Approval Form will be submitted for each consulting arrangement. Consultation that is performed off-site requires an application for leave.

C. Balancing Primary Appointment Duties with Paid Consulting Activities

The Department expects faculty members to carry out the duties associated with their primary appointment with the University at a high level of competence before seeking other external income-enhancing opportunities. All activities providing supplemental compensation or paid external consultation must be approved by the Department Chair regardless of the source of compensation. Approval will be contingent on the extent to which a faculty member is carrying out regular duties at an acceptable level, the extent to which the extra income activity appears likely to interfere with regular duties, and the academic value of the proposed consulting activity to the Department. *The required approvals must be secured before the extra work is carried out* in order for the faculty member to be compensated for the work. In addition, regular faculty may not spend more than one business day per week on average on supplementally compensated activities and external consulting combined. Faculty holding clinical, research, or tenure-track appointments at less than 50% who wish to engage in paid external consulting must do so during non-working hours or take vacation time or pre-approved unpaid leave, if available.

The department chair is responsible for working with faculty to assure that external activities are of proper scope and duration, so as to be approvable. If the Department Chair determines that the requested activity constitutes either a conflict of commitment or an unmanageable conflict of interest, approval to engage in the activity will be denied. In addition, college administrators may terminate approval for an on-going activity when the activity results in a conflict of commitment or conflict of interest. Termination of a previously approved external activity will occur according to a process developed and approved by the College Executive Committee and

made known to the faculty, and will include the rationale for the action. A faculty member may appeal a decision by the Department Chair. The Dean and the College Executive Committee will serve as the peer review committee for any disputes. The Dean will ultimately resolve any conflicts.

Faculty who fail to adhere to the University's policies on these matters, including seeking approval for external consulting prior to beginning the work, will be subject to disciplinary action in accordance with the procedures set forth in Faculty Rule 3335-5-04.

XV. Financial Conflicts of Interest

Information on faculty supplemental compensation is presented in the university's Policy on Faculty Financial Conflict of Interest

(<http://oaa.osu.edu/assets/files/documents/financialconflictinterest.pdf/>). A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

Faculty members with external funding or otherwise required by university policy are required to file conflict of interest screening forms annually and more often if prospective new activities pose the possibility of financial conflicts of interest. Faculty who fail to file such forms or to cooperate with university officials in the avoidance or management of potential conflicts will be subject to disciplinary action.

XVI. Grievance Procedures

Members of the department with grievances should discuss them with the chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances

A. Salary Grievances

The Department chair will make every effort to be consistent in defining salary and annual increases based upon performance in context of job description, letter of offer, and assignments of faculty, staff, and students. A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the chair. The faculty or staff member should provide documentation to support the complaint.

In general, a case may be made when the salary is 5% or more below the average salary of all other faculty/staff of the same rank/position title in their academic unit or in a recognized discipline or subdiscipline with a distinct salary market within the Department. Further, the faculty/staff person should consider appropriate salary differences based upon the following:

- differences in years of service and years in rank
- productivity in teaching, research, and service
- centrality of the person's work to the academic unit
- past/present administrative duties

- market factors
- other factors set forth as legitimate bases for salary determination in this document or otherwise consistently communicated and applied in hiring and merit salary increase decisions

When appropriate, salary equity adjustments will be funded from annual raise monies available during the annual raise cycle to the extent possible.

Faculty members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>).

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Consulting Services in the Office of Human Resources (www.hr.osu.edu/).

B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu/rules/university-rules.html>.

The Department chair will attempt, through the use of informal consultation, to resolve complaints to their satisfaction and that of the complainant, and the faculty member against whom the complaint is made (hereinafter "respondent"). The Department chair shall not act in their administrative capacities in the consideration of any complaint naming them as respondent. If a complaint names the Department chair as respondent, the provost shall appoint an equivalent rank administrator from another department or college to perform the responsibilities of the named official under this rule.

At the time of their initial appointment and when they receive their annual review, faculty members shall be given notice of their right to review their personnel file maintained by Department (hereinafter "primary personnel file"). A member of the faculty may place in his or her primary personnel file a response to any evaluation, comment or other material contained in the file.

Financial fraud is defined as a deliberate act or deliberate failure to act that is contrary to law, rule or policy with intent to obtain unauthorized financial benefit from the university for oneself, one's family or one's business associates. All matters related to potential financial fraud in the Department will be communicated to the Dean and addressed as outlined in the College Policies related to fiscal oversight and standard operation procedures and be in compliance with all Board of Trustee and OAA policies and rules.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05, <http://trustees.osu.edu/rules/university-rules.html>.

D. Sexual Harassment

The university's policy and procedures related to sexual harassment are set forth in OHR Policy 1.15, www.hr.osu.edu/policy/index.aspx.

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other physical or verbal conduct of a sexual nature when it meets any of the following:

- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status.
- Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual.
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive environment for working, learning, or living on campus.

Sexual harassment can occur between any individuals associated with the University (e.g., an employee and a supervisor; coworkers; faculty members; a faculty, staff member, or student and a customer, vendor, or contractor; students; or a student and a faculty member). Sexual harassment can occur between individuals of the same and/or the opposite sex.

In all cases, individuals who feel they have been harassed or discriminated against are to be encouraged to document the harassment or discrimination. Make a record of each incident of event. Write down the date and time of the incident and the surrounding circumstances. This will also help to determine if the behavior was one isolated incident or an ongoing pattern. Faculty, managers, supervisors, or any staff member who have responsibility for classrooms, academic, work or volunteer environments must respond according to established OSU Human Resources policies in reporting and responding to suspect or known sexual harassment or discrimination based upon race, sexual orientation, disability.

E. Student Complaints

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. Matters related to the professional veterinary curriculum and instruction will also be referred to the College Associate Dean of Student Affairs, who will work in concert with the Department chair to address the complaint. If the complaint by a graduate student is made against a Department faculty member, the Department Chair will discuss the complaint with that person and follow policies outlined in the current College Graduate Handbook.

In receiving such complaints, faculty should treat students with respect regardless of the apparent merit of the complaint and provide a considered response. When students bring complaints about courses and instructors to the department chair, the chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not.

Faculty complaints regarding students must always be handled strictly in accordance with university rules and policies. Faculty should seek the advice and assistance of the chair and

others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the Committee on Academic Misconduct (see www.oaa.osu.edu/coam/home.html/ and <http://senate.osu.edu/committees/COAM/COAM.html/>).

F. Staff Complaints

Staff may present complaints about working conditions, treatment by others or other problems, which, if true, would warrant remedial action. Staff are encouraged to communicate concerns or complaints through their direct supervisor. If the staff member has complaints against the supervisor that can not be resolved, the chair will serve to address complaints or grievances between a staff member and their supervisor.

The chair or appointed designee will investigate the situation to determine the validity of the grievance and follow up as appropriate. When the problem takes the form of on-going conflict between individuals who must necessarily work together or be in close proximity, it may be appropriate to seek mediation and/or establish ground rules for interaction between the parties. It may be appropriate in some cases for the chair to consult with the Department FAC, College Office of Human Resources and the OSU Office of Consulting Services for advice in addressing the staff grievance.

In receiving such complaints, faculty should treat staff with respect regardless of the apparent merit of the complaint and provide a considered response. When a staff member brings complaints to their supervisor or Department chair, he or she will first determine whether the situation requires confidentiality. If confidentiality is not required, the chair will investigate the matter as fully and fairly as possible and provide a response to the staff member and any affected faculty, staff, or students. If confidentiality is required, the chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the staff member on options to pursue without prejudice as to whether the complaint is valid or not.

G. Code of Student Conduct

In accordance with the Code of Student Conduct (<http://trustees.osu.edu/rules/code-of-student-contact.html/>), faculty members will report any instances of academic misconduct to the Committee of Academic Misconduct. The veterinary code of conduct for professional degree students is found within the Student Handbook (<https://mycvm.vet.ohio-state.edu/12.htm/>).

H. Professional Student Honor Code

The professional student honor code for the College of Veterinary Medicine is found within the Student Handbook (<https://mycvm.vet.ohio-state.edu/12.htm/>).