Pattern of Administration for The Ohio State University Department of Veterinary Biosciences

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Pattern of Administration
Department of Veterinary Biosciences

II. Introduction

This document provides a brief description of the Department of Veterinary Biosciences as well as a description of its guidelines 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 of Veterinary Medicine and the Office of Academic Affairs.

III. Department Mission

A. Purpose:

We discover the mechanisms of disease. We use this knowledge to educate others and to develop and utilize tools for disease diagnosis, treatment, and intervention to improve the health of animals and humans.

B. Beneficiaries:

The beneficiaries of our work are:

- those we train (professional, undergraduate, and graduate students) and advanced trainees such as residents, post-doctoral researchers, and fellows,
- those for whom we provide diagnostic service (patients and their owners, clinicians, researchers), and
- those whose health and well-being we improve through advances in veterinary and human medicine.

C. Deliverables:

Education:

- We help to provide the foundation of the pre-clinical and pathology curriculum to veterinary professional students.
- We help to develop the next generation of scientists and clinician scientists by educating and graduating PhD students.
- We advance the future of pathology by training and mentoring board-certified veterinary pathologists.

Research:

- We share our discoveries and advance the understanding of the mechanisms of disease by publishing our research findings as primary-authored research publications.
- We create a sustainable high-quality training environment for research through grant support from external funding sources, which provide indirect costs recovery (NIH, USDA, NSF, industry, etc.).
- We commercialize our research so that it can be used for the diagnosis and treatment of disease.

Clinical Services:

- We improve animal health and serve clients, clinicians, and researchers by providing timely and accurate laboratory diagnoses and results.
- We develop and evaluate new diagnostic tools and treatments through the performance of clinical trials to improve clinical outcomes for both veterinary and ultimately human patients.
- We publish clinical findings to better identify and understand naturally occurring mechanisms of disease.
- We provide high quality case-based learning resources for veterinary professional students and other trainees.

D. Values:

Our values are in line with The Ohio State University's Shared Values.

IV. Academic Rights and Responsibilities

In April 2006, the university issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns.

V. Faculty and Voting Rights

Faculty Rule 3335-5-19 defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For purposes of governance, the faculty of this department includes tenure-track, clinical, and research faculty with compensated FTEs of at least 50% in the department.

The Department of Veterinary Biosciences makes tenure-track appointments with titles of instructor, assistant professor, associate professor, or professor. Tenure-track faculty may vote in all matters of departmental governance.

The Department of Veterinary Biosciences makes clinical faculty appointments (Faculty Rule 3335-7).

- Clinical faculty titles are clinical instructor, assistant clinical professor, associate clinical professor, and clinical professor. On October 13, 2006, the department faculty voted to extend governance rights to clinical faculty. Clinical faculty may

vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and research faculty promotion decisions. Any clinical faculty member appointed by the department may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in Faculty Rule 3335-7-11(C)(2).

The Department of Veterinary Biosciences makes research faculty appointments (Faculty Rule 3335-7).

- Research faculty titles are research assistant professor, research associate professor, and research professor. On October 13, 2006, the department faculty voted to extend governance rights to research faculty. Research faculty may vote in all matters of department governance except tenure-track appointment, promotion and tenure decisions and clinical appointment and promotion decisions.

A Clinical Faculty Appointment Cap

Clinical faculty may comprise no more than forty percent of the total tenure-track, clinical/teaching/practice and research faculty (Faculty Rule 3335-7-03) in the college.

B Research Faculty Appointment Cap

In accordance with Faculty Rule 3335-7-32, unless otherwise authorized by a majority vote of the tenure-track faculty in the department, research faculty must comprise no more than 20% of the number of tenure-track faculty in the department. In all cases, however, the number of research faculty positions must constitute a minority with respect to the number of tenure-track faculty in the unit.

The Department of Veterinary Biosciences makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, lecturer titles, and visiting titles. Associated and emeritus faculty 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.

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

VI. Organization of Department Services and Staff

General Administrative Assistance:

Administrative Associate to the Chair
Office Associate

Graduate Education:

Graduate Program/Education Coordinator: Combined pathology residency/PhD graduate program and VBS graduate students

Centralized college services are provided for:

Finances
Facilities
Human Resources
Business Transactions
Information Technology
Grants management

Anatomic Pathology service:

Anatomic Pathology Coordinator
Anatomic Pathology Laboratory Instructor / Instructional Lab Supervisor

Clinical Pathology service:

Technical personnel are supported by the Department of Veterinary Clinical Sciences

Shared Research Resources and Compliance

Research Associate for Compliance and Equipment
Research Associate flow cytometry shared resource

Comparative Pathology and Digital Imaging Shared Resource:

Technical personnel are supported by VBS and the Comprehensive Cancer Center

VII. Overview of Department 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 determine how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation is needed to inform decision making. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance.

VIII. Department Administration

A. Chair

The primary responsibilities of the chair are set forth in Faculty Rule 3335-3-35. 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, also requires the chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to appointments, reappointments, promotion and tenure.

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

- To uphold expectations of the Leadership Philosophy:
  - Uphold Shared Values and engender trust through words and actions.
  - Care for people and create conditions for well-being and productivity.
  - Set clear direction and goals for their teams and align to the mission of the department.
  - Solve problems and support their teams to adapt to changing contexts.
  - Drive cross-functional collaborations to advance goals of the department.
  - Demonstrate commitment to continuous growth for themselves and their teams.
- To have general administrative responsibility for department programs, subject to the approval of the dean of the college, and to conduct the business of the department efficiently. This broad responsibility includes the preparation of a budget for college approval, management of department funds and the hiring and supervision of faculty and staff.
- To plan with the members of the faculty and the dean of the college a progressive program; to encourage research and educational investigations.
- To assign workload according to the department's workload guidelines (see Section X) and faculty appointment type (and rank).
- To evaluate and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To maintain a curriculum vitae for all personnel teaching a course in the department.
- To ensure that all faculty members, regardless of their assigned roles, are offered mentorship, departmental privileges and responsibilities appropriate to their rank; and, in general to lead in maintaining a high level of morale.
- To ensure that adequate supervision and training are given to those members of the faculty and staff who may profit by such assistance; and that problems are addressed in accordance with both university and college guidelines.
- To evaluate faculty members annually in accordance with both university and college established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by college human resources and to place in that file a response to any evaluation, comment, or other material contained in the file.
- To recommend, after consultation with the eligible faculty, appointments, reappointments, promotions, dismissals, and matters affecting the tenure of members of the department faculty to the dean of the college, in accordance with procedures set forth in Faculty Rules 3335-6 and 3335-7 and this department's Appointments, Promotion and Tenure Document.

- To prepare, after consultation with the faculty, annual budget recommendations to be submitted for consideration by the dean of the college.

- To facilitate and participate in prescribed academic program review processes, in collaboration with the dean of the college and the Office of Academic Affairs.

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 used to achieve transparency in decision making.

B. Other Administrators

Administrative Staff
Administrative Associate
Office Associate
Graduate Program/Education Coordinator

Section head, Anatomic Pathology
Section head, Clinical Pathology
Director, Comparative Pathology and Digital Imaging Shared Resource

C. Committees

Much of the development and implementation of the department's policies and programs is carried out by standing (faculty advisory committee, committee of eligible faculty,) and ad hoc committees (e.g. search committees). 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

The faculty advisory committee (FAC) is a representative body of the faculty and serves as an advisory group to the chair regarding matters of Department business and other issues. The FAC is composed of five faculty members elected by ballot vote of all tenure-track and clinical faculty members to serve three-year terms. Ideally, FAC members will represent the different missions of the department and will consist of a majority of mid-career and senior faculty. In 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 role regarding budget recommendations, assignment of Department resources and support services, awarding of Faculty Professional Leaves (FPL), and appointment procedures for faculty.

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 FAC chair (in consultation with the Department Chair and the FAC membership) determines the issues to be addressed and sets the meeting date and time. FAC meetings are open to all department faculty and attending faculty may participate in the discussions. Agenda items will be circulated to all members of the Department faculty up to 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 faculty. The FAC may conduct some business matters via email or by telephone to expedite decisions or gain the opinions of members who cannot 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. Committee of Eligible Faculty

The Committee of Eligible Faculty (CEF) is the departmental faculty standing committee (formerly called the departmental promotion and tenure committee) that evaluates potential or current faculty as described in the processes for appointment, annual review (particularly 4th year review), promotion and tenure for faculty appointments and provides feedback to the chairperson.

CEF membership is defined in the department's Appointments, Promotion, and Tenure document .Selection of chair and procedural oversight designee are detailed in the A, P&T document.

IX. Faculty Meetings

The chair will provide to the faculty a schedule of department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester and normally will provide for monthly meetings. A call for agenda items and completed agenda will be delivered to faculty by e-mail before a scheduled meeting. Reasonable efforts will be made to distribute the agenda by e-mail at least three business days before the meeting. Agenda items will be requested at the meeting and can be sent to the department chair at any time. The chair will place minutes of faculty meetings on CVM community —within seven days of the meeting if possible.

Participation in VBS faculty meetings is limited to VBS faculty. Non VBS faculty can be invited to share specific information or discuss a question of concern to the VBS faculty.

Additional meetings of the department faculty can be scheduled on written request of at least 25% of the department faculty. The chair will make reasonable efforts to have the meeting take place in a timely manner (within one week of receipt of the request).

Special policies, including confidentiality, pertain to voting on personnel matters, and these are set forth in the department's Appointments, Promotion and Tenure Document. For purposes of discussing department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.

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. For purposes of a formal vote, a matter will be considered when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or email 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.

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.

X. Distribution of Faculty Duties, Responsibilities, and Workload

Faculty assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the department chair based on departmental needs as well as faculty productivity and career development.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and 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.

Telework Exception: Faculty members with responsibilities requiring in-person interaction are to work at a university worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the department chair if such work can be performed effectively, and faculty members are able to fulfill their

responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the department, college, university, and/or community. The department chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

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 full-time faculty member's primary professional commitment is to Ohio State University and the guidelines below are based on that commitment. Faculty who have professional commitments outside of Ohio State during on-duty periods (including teaching at another institution; conducting research for an entity outside of Ohio State; external consulting) must disclose and discuss these with the chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA Policy on Outside Activities and Conflicts.

In crisis situations, such as life-threatening disease (COVID, for example) or physical dangers (natural disasters, for example), faculty duties and responsibilities may be adjusted by the department chair to take into account the impact over time of the crisis. These adjustments may include modifying research expectations in order to maintain teaching obligations. These assignment changes must be considered in annual reviews.

A. Tenure-track Faculty

Tenure-track faculty members are expected to contribute to the university's mission via teaching, scholarship, and service as outlined in the letters of offer. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas are required.

A1. Teaching

All tenure-track faculty are expected to contribute to the department's teaching in the professional veterinary and graduate curriculums. Contribution to didactic teaching will be evaluated in accordance with the college teaching metrics. Other teaching activities include advising of graduate students, supervision of independent studies and thesis and dissertation work, and serving on graduate student committees. The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university workload guideline. The workload ranges are based on a 40-hour workweek during the on-duty period.

Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. However, and according to the university workload guidelines, no faculty should be at 0% contribution to teaching unless they are in a 100% administrative role, on faculty professional leave (FPL), or under temporary special assignment/research buyout.

Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the department, college, university, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

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 are expected to do some formal instruction over the course of the academic year, and serve as primary advisor to graduate students and other advanced trainees (post-doctoral trainees)

A2. Scholarship

All tenure-track faculty members are expected to be engaged in scholarship as defined in the department's Appointments, Promotion, and Tenure Document. The standard scholarship workload expectation for full-time tenure-track faculty members is at least 40-50% time allocation to total workload according to the university workload guideline. However, it is recognized that faculty often engage in research activity during evenings and weekends and thus, well beyond the narrow definition of work time. Scholarship will be based upon a program of research that leads to national and international recognition in the scientific area of faculty expertise. The focus and scope of a faculty member's research program should reflect individual interests as well as the Department's and College strategic research goals. Tenure-track faculty members are expected to obtain extramural funding to support their research programs. Intramural funding will be considered as seed funds for generation of data to improve competitiveness of tenure-track faculty for extramural grant applications to be submitted to national and local agencies. Extramural grant application will be submitted on a regular basis and when appropriate, faculty will be encouraged to revise declined grants 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 in their scientific specialty, this being the primary indicator of productivity. Faculty members will document their contribution when there are multiple authorships. For evaluation of faculty productivity, consideration will be given to the type of research reported since publications in some disciplines require more resources and time. Edited textbooks, book chapters, and review articles also represent scholarly work.

Patents are recognized as scholarly products in the promotion and tenure dossier and faculty are thus strongly encouraged to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

All faculty members or members of their laboratory (graduate students, post-doctoral trainees) are expected to 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 national and international recognition of the individual's research programs and the Department.

Examples of activities that are included under research and scholarly activities include, but are not limited to:

- Experimental design, laboratory bench time, data analysis, manuscript preparation research presentations at local, regional, national and international meetings or at academic/research institutions.
- Grant writing, preparation of annual and final reports, initiating and maintaining collaborative research arrangement.
- Direction of research centers.
- Entrepreneurship includes patents and licenses of invention disclosures, software development, and materials transfers, technology commercialization, formation of startup companies and licensing and option agreements.

The faculty member can negotiate with the chair an increase in the research assignment if necessary to complete research objectives on funded extramural grants. A reduction of the percent effort dedicated to research could be negotiated in the event of prolonged decline in research productivity. Such reduction 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 activity that significantly enhances the department's mission. All reduction of research effort require approval by the Dean, and 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. The standard service workload expectation for full-time tenure-track faculty members is 10 to 20% time allocation to total workload according to the university workload guideline. Typically, this will include service on department/college committees and committees outside of the college. The importance of contributions to administrative service typically increases with seniority. 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).

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

Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the department chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the AMC Process. The department chair should also consider this additional service burden in managing equity of service loads among faculty.

A4. Special Assignments

Information on special assignments (SAs) is presented in the Office of Academic Affairs Special Assignment Policy. The information provided below supplements this policy.

Untenured faculty will normally be provided a SA for research for one semester, during their probationary period. Reasonable efforts will be made to award SA opportunities to all other faculty members subject to the quality of faculty proposals, including their potential benefit to the department or university, and the need to assure that sufficient faculty are always present to carry out department work. The 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.

B. Clinical Faculty

Clinical faculty members are engaged primarily in teaching activities related to their 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, clinical 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. The workload expectations for full-time clinical faculty members are 65-70 % teaching (didactic and through clinical service consistent with the requirement of their medical specialty). These faculty members are also expected to contribute 20-25 % effort to scholarship, and 5-10 % to service.

B1. Teaching

All clinical faculty are expected to contribute to the department’s teaching in the professional veterinary and graduate curriculum with particular emphasis on teaching areas related to a professional discipline such as veterinary pathology. They may have a greater percentage of their time and effort devoted to the educational mission of the Department than tenure-track faculty. Contribution to didactic teaching will be evaluated in accordance with the college teaching metrics document. Clinical faculty will apply for category M status with the graduate school so that they may participate in graduate advisory committees.

B2. Scholarship

Clinical 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. Clinical Service

For Clinical faculty, the percent time devoted to diagnostic and research-support service and associated teaching will range to a maximum of 50% and 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.

B4. Administrative Service

Clinical faculty have the same expectations for administrative service as tenure-track faculty (See A3).

C. Research Faculty

Research faculty members are expected to contribute to the university's mission via research. In accordance with Faculty Rule 3335-7-34,

> *… A research faculty member may, but is not required to, participate in limited educational activities in the area of their expertise. However, teaching opportunities for each research faculty member must be approved by a majority vote of the TIU's tenure-track faculty. Under no circumstances may a member of the research faculty be continuously engaged over an extended period in the same instructional activities as tenure-track faculty…*

Standard workload expectations for full-time research faculty members are 0-10% teaching (student mentoring), 90-100% research, and 0-10% service, depending on specific expectations as spelled out in the letter of offer.

D. Associated Faculty

Standard workload expectations for compensated associated faculty members are 80-100% teaching, 0-20% scholarship, and 0-20% service, depending on the terms of their individual appointments.

Compensated associated 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 tenure-track titles and appointments <50% FTE will have reduced expectations based on their appointment level.

Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

E. 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 adhering to the College of Veterinary Medicine's guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the college pattern of administration for details. See also the OHR Parental Care Guidebook in Section XIII.

The faculty member requesting the modification of duties 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.

XI. Course Offerings, Teaching Schedule, and Grade Assignments

The college will annually develop a schedule of course offerings for veterinary students. The department chair will develop a schedule of course offerings and teaching schedules in consultation with the faculty, both collectively and individually, for undergraduate and graduate education as appropriate. While every effort will be made to accommodate the individual preferences of faculty, the college's and department's first obligation is to offer the courses needed by students at times and in formats, including on-line instruction, most likely to meet student needs. To assure classroom availability, reasonable efforts must be made to distribute course offerings across the day and week. To meet student needs, reasonable efforts must be made to assure that course offerings match student demand and that timing conflicts with other courses students are known to take in tandem are avoided. A scheduled course that does not attract the minimum number of students required by Faculty Rule 3335-8-16 will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester.

If an instructor of record is unable to assign grades due to an unexpected situation (i.e. health or travel), or if they have not submitted grades before the university deadline and are unreachable by all available modes of communication, then the department chair may determine an appropriate course of action, including assigning a faculty member to evaluate student materials and assign grades for that class. The University Registrar will be made aware of this issue as soon as it is known and will be provided a timeline for grade submission.

XII. 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 administer 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:

- 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 Biomedical Sciences 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 associated faculty or other staff will be provided based upon necessity and availability.

C. Shared Research Resources

Core groups (e.g., Flow Cytometry Shared Resource and Comparative Pathology and Digital Imaging Shared Resource) are designed to manage resources effectively and provide coordinated approaches to services that assist faculty in the research, education, and service missions (see section X). These shared resources have plans of operation that are academically driven, but budget sensitive. A faculty director of each shared resources 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. Shared resource directors present annual updates to the Chair of operational data.

D. Faculty Interim Research Support

The college provides faculty interim research support, and the departmental chair will negotiate with the college on behalf of the faculty. 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.

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 VI) 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 is centrally funded by the University if the student is appointed as a GRA.

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* and on the Office of Human Resources Policies and Forms website.

A. Discretionary Absence

Faculty are expected to complete a travel request or a request for absence 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).

B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty members are expected to complete a request for absence 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.

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.

D. Faculty Professional Leave

Information on faculty professional leaves is presented in the OAA Policy on Faculty Professional Leave. The information provided below supplements this policy.

The department's Faculty Advisory Committee will review all requests for faculty professional leave and make a recommendation to the department chair based on the departmental organizational constraints and faculty professional development. The chair's recommendation to the dean regarding an FPL proposal will be based on the quality of the proposal and its potential benefit to the department and to the faculty member as well as the ability of the department to accommodate the leave at the time requested.

E. Parental Leave

The university, the college, and this department recognize the importance of parental leave to faculty members. Details are provided in the OHR Parental Care Guidebook, Paid Time Off Policy 6.27, and the Family and Medical Leave Policy 6.05.

XIV. Additional Compensation and Outside Activities

Information on additional compensation is presented in the OAA Policy on Faculty Compensation. Information on paid external consulting is presented in the university's

Policy on Outside Activities and Conflicts. The information provided below supplements these policies. See also the Appendix: Responsibilities of the Principal Investigators for Sponsored Research.

A. Additional Compensation

Additional 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.

Additional compensation also includes off-duty appointments for 9-month faculty. Additional 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 additional 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 additional 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, it is university policy that 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.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the Policy on Outside Activities and Conflicts and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

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. A faculty member may appeal a decision by the Department Chair to the Dean. 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.

Should a departmental faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) the department chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member.

XV. Financial Conflicts of Interest

Information on faculty financial conflicts of interest is presented in the university's Policy on Outside Activities and Conflicts. 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.

In addition to financial conflicts of interest, faculty must disclose any conflicts of commitment that arise in relation to consulting or other work done for external entities. Further information about conflicts of commitment is included in section X above.

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

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 and take into account the following reasons for differences in salary:

- 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 an appeal with the college's Faculty Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see Chapter 4, Section 2 of the Office of Academic Affairs *Policies and Procedures Handbook*).

Staff members who are not satisfied with the outcome of the discussion with the chair and wish to pursue the matter should contact Employee and Labor Relations in the Office of Human Resources.

B. Faculty and Staff Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04.

Any student, faculty, or staff member may report complaints against staff to the department chair. The Office of Employee and Labor Relations in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

C. Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule 3335-5-05.

D. Harassment, Discrimination, and Sexual Misconduct

The Civil Rights Compliance Office exists to help the Ohio State community prevent and respond to all forms of harassment, discrimination, and sexual misconduct.

Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's policy on equal employment opportunity.

Ohio State's policy and procedures related to nondiscrimination, harassment, and sexual misconduct are set forth in the university's policy on nondiscrimination, harassment, and sexual misconduct.

E. Violations of Laws Rules, Regulations, or Policies

Concerns about violations of laws, rules, regulations, or policies affecting the university community should be referred to the Office of University Compliance and Integrity. Concerns may also be registered anonymously through the Anonymous Reporting Line.

F. Complaints by and about Students

Normally student complaints about courses, grades, and related matters are brought to the attention of individual faculty members. 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.

G. Academic Misconduct

Board of Trustees Rule 3335-23-15 stipulates that the Committee on Academic Misconduct does not hear cases involving academic misconduct in colleges having a published honor code, although some allegations against graduate students fall under the committee's jurisdiction. Accordingly, faculty members will report any instances of academic misconduct to the relevant office (Graduate Studies or Professional Programs)or will otherwise follow the department's procedures for addressing allegations of violations of the professional student honor code.

H. Professional Student Honor Code

The student honor code for veterinary students can be found at: Honor Code.

Appendix: 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).

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 college 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 Workday. 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. 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. Fifty percent of the funds will be retained by the college. Thirty-seven per cent of the funds will be allocated to a release time account controlled by the PI and used to enhance the PI’s individual

research program. Thirteen per cent is deposited in a departmental account that is managed by the department chair and used to enhance general research efforts.

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 as per university policy.

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 University, the College, and the Department.