

**Pattern of Administration
for
The Ohio State University
College of Veterinary Medicine**

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I	Introduction	3
II	Mission, Vision, and Values of the College of Veterinary Medicine.....	3
III	Academic Rights and Responsibilities	4
IV	Faculty	4
	A Faculty Appointments	4
	B Voting Rights.....	5
V	Organization of the College	6
VI	Overview of College Administration and Decision-Making.....	7
VII	College Administration	7
	A Dean.....	7
	B Other Administrators.....	9
	C Committees	10
	D Centers.....	11
	1 Establishment of College Centers and Institutes	11
	2 Review of College Centers and Institutes	12
VIII	Faculty Meetings.....	13
IX	Distribution of Faculty Duties and Responsibilities	14
	A Guidelines on Teaching Assignments	15
	B Special Assignments	15
	C Guidelines for Determining FTE Exceptions to Faculty Appointments Policy	15
	D Modification of Duties	16
X	Course Offerings and Teaching Schedule	16
XI	Allocation of College Resources	16
XII	Leaves and Absences	17
	A Discretionary Absence	17
	B Absence for Medical Reasons.....	17
	C Unpaid Leaves of Absence.....	17
	D Faculty Professional Leave.....	18
	E Parental Leave	18
XIII	Supplemental Compensation and Paid External Consulting	18
XIV	Financial Conflicts of Interest	20
XV	Grievance Procedures.....	21
	A Salary Grievances.....	21
	B Faculty Promotion and Tenure Appeals	21
	C Faculty and Staff Misconduct	22
	D Harassment, Discrimination, and Sexual Misconduct	22
	E Violations of Laws, Rules, Regulations, or Policies	22
	F Complaints by and about Students	22
	G Academic Misconduct	23
XVI	Appendices	24
	A College-Wide Committees.....	24
	B Charter of the Academic Standards Council.....	43
	C Charter of the Council for Graduate Studies	52
	D Charter of the Council for Professional Education	58
	E Charter of the Council for Research	63

I. Introduction

This document provides a brief description of the College of Veterinary Medicine 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 college 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 college dean. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the Office of Academic Affairs (OAA).

II. Mission, Vision, and Values of the College of Veterinary Medicine

- A. **Mission:** To benefit society and enhance the health and well-being of animals, people, and the ecosystem through innovation in education, research, patient care, outreach, and service.

Discovery. Outreach. Education. Service.
Creating a healthy and sustainable world for animals and people.

- B. **Vision:** The College of Veterinary Medicine will be the leading national and global learning community for veterinary and comparative medicine where:
- We prepare students for careers of excellence;
 - We promote interdisciplinary collaboration through partnerships with the agricultural and biomedical communities;
 - Faculty and staff work collaboratively to study and solve problems of significance, create and share new knowledge, and advance both veterinary and human medicine;
 - We deploy a team-based health care system as the model for tertiary care for animals;
 - We collectively advance the understanding of the power of the human-animal relationship and its health benefits for people and animals alike; and,
 - Alumni and trainees become the next generation of global leaders who also understand the importance of civic responsibility and the role of veterinarians in the community.

Values: Shared values are the commitments made by the college's community regarding how work will be conducted. Our values are in line with The Ohio State University's [Shared Values](#).

The College of Veterinary Medicine operates on the premise that all faculty and staff in the college have unique talents that contribute to the pursuit of excellence. In addition to professional accomplishments, collegiality, civility and mutual respect are strongly held values. The college supports diverse beliefs and the free exchange of ideas and opinion and expects that faculty, staff, and students

promote these values and apply them in a professional manner in all academic endeavors and interactions within and representing the college.

Each member of the college contributes directly to college productivity through personal accomplishments that further our mission areas. Importantly, each member of the college also contributes indirectly to college productivity by positively influencing the productivity of others. This synergism may be seen in the creation of our learning environment, research collaborations, co-authorship of publications, team approach to clinical practice including health and wellness, sharing of innovative ideas in committee meetings, community, and industry outreach.

All faculty and staff should work toward establishing and maintaining a team culture and an enriching and diverse intellectual working and learning environment. The college is committed to evaluating the practice of these core values as part of all performance evaluations.

III Academic Rights and Responsibilities

In April 2006, the university issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns. The College of Veterinary Medicine fully endorses the principles detailed in this statement and recognizes the duality of academic responsibilities associated with academic rights.

IV Faculty

A Faculty Appointments

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. The college faculty comprises:

1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor.
2. Clinical faculty with titles of clinical instructor, assistant clinical professor, associate clinical professor, or clinical professor.

As defined in Faculty Rule [3335-7-03](#), the percentage of clinical faculty as a percentage of tenure-track, clinical, and research faculty is capped. The College's cap on clinical faculty was increased from 40% to 65% following approval by the college's Faculty Council (April 12, 2019), the university Council on Academic Affairs (February 19, 2020), University Senate (March 26, 2020), and the Board of Trustees June 3, 2020.

3. Research faculty with titles of research assistant professor, research associate professor, or research professor. Research faculty can comprise no more than 20% of the tenure-track faculty.

4. Associated faculty to include:
 - a. Adjunct titles, clinical titles, lecturer titles, and visiting titles.
 - 1) Within the college, this includes clinical practice faculty with titles of clinical instructor of practice, clinical assistant professor of practice, clinical associate professor of practice, and clinical professor of practice.
 - b. Those on less than a 50% appointment to the university.
5. Emeritus faculty: Emeritus faculty status is an honor given in recognition of sustained academic contributions to the university as described in Faculty Rule [3335-5-36](#). Full-time tenure track, clinical, research, or associated faculty may request emeritus status upon retirement or resignation at the age of sixty or older with ten or more years of service or at any age with twenty-five or more years of service. See the college [Appointments, Promotion, and Tenure Document](#) for additional detail. Emeritus faculty 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.

Faculty roles and responsibilities are defined by the chair of each academic department in accordance with university rules. Members of the faculty are expected to contribute to the instructional, funded research, scholarship, clinical practice, extension, outreach, and administrative missions and roles of the college. It is neither expected nor considered desirable for all faculty members to make equivalent contributions to each of these missions. Faculty assignments are described in the initial letter of offer and updated during the annual review process based on departmental needs as well as faculty productivity and career development.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this college is provided in a separate document, "Appointments, Promotion, and Tenure Guidelines, Criteria and Procedures for the College of Veterinary Medicine."

B Voting Rights

Faculty members with a 50% or more compensated appointment, whose primary appointment is in the college, and who hold an appointment as tenure-track faculty, clinical faculty, research faculty, or those associated faculty with a clinical practice title, shall have a full vote at faculty meetings and in faculty elections. All other faculty may be 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.

For appointments, promotion, and tenure reviews, eligible faculty are defined in the college's Appointments, Promotion, and Tenure Criteria and Procedures document.

As defined by Faculty Rule [3335-7-11](#), tenure-track and clinical faculty may be nominated and may serve if elected on the University Senate as a representative of the college. There is no minimum number of clinical faculty required for service on University Senate. The maximum number of clinical faculty that may serve as representatives for the College of Veterinary Medicine will be in accordance with Faculty Rule [3335-7-11](#) (Approved by college faculty, July 7, 2016).

V Organization of the College

The college is organized into three academic departments (TIUs) and two administrative units.

The academic departments are:

- Veterinary Biosciences
- Veterinary Clinical Sciences
- Veterinary Preventive Medicine

The administrative units are:

- Veterinary Medicine Administration
- Veterinary Health System

Veterinary Medicine Administration incorporates the following services:

- The Dean's Office
- Executive Associate Dean
- Faculty Success and Planning
- Professional Programs
 - Admissions and Recruitment
 - Career Management and Professional Development
 - Counseling and Consultation
 - Financial Aid and Scholarships
 - Professional Program Support
 - Teaching & Learning
 - Veterinary Clinical and Professional Skills
- Research and Graduate Studies
 - Grants & Research Administration
 - Graduate Studies
 - Commercialization
- Administration
 - Budget & Finance
 - Facilities
 - Information Technology
- Advancement & External Relations
 - Alumni Affairs
 - Communications & Marketing
 - Development
 - Events and Continuing Education
- Human Resources – A university service housed within the administrative offices of the college

The Veterinary Health System provides all aspects of patient and animal services and includes effort from faculty from all three departments. The Veterinary Health System includes:

- Executive Director and Chief Medical Officer
- Veterinary Medical Center
 - Clinical Diagnostic Laboratories
 - Frank Stanton Veterinary Spectrum of Care Clinic

- Galbreath Equine Center
- Hospital for Farm Animals
- Hummel & Trueman Hospital for Companion Animals
- Large Animal Services at Marysville
- VMC Dublin
- Finley Farm

VI Overview of College Administration and Decision-Making

The College of Veterinary Medicine operates on the premise that all members of the faculty and staff have unique talents and skills that contribute to the college's mission areas and the pursuit of excellence. As such, the opinions of all faculty, along with staff and students, are valued. Policy and program decisions are made in a number of ways: by the faculty as a whole, by standing or special committees, or by the dean. While decisions are made in a number of ways, decisions made with broad input are the preferred manner as often as possible. To support this, the college utilizes representative bodies (Faculty Council and College Staff Advisory Council) in addition to standing committees to provide structured pathways for development of items for consideration and input. College 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 discussion, both formal and informal, constitute the primary means of reaching decisions of central importance.

The college recognizes the concept of shared governance with the presumption favoring faculty leadership on those matters in which faculty have primary responsibility, including curriculum; subject matter and methods of instruction; admissions; research; faculty status (type of appointment, promotion and tenure of faculty); and those aspects of student life related to the educational process.

Much of the development and implementation of policies and programs in the college is carried out through faculty and staff leadership and participation on standing and *ad hoc* committees. In addition, a direct representation of faculty and staff leadership on Cabinet is intended to provide a direct mechanism for input and agenda items from representative constituent councils. (This direct representation is further described in section Appendix A.3 Cabinet).

VII College Administration

A current version of the college's Organizational Chart shall be maintained on the college's [website](#) (About the College / Organization and Mission) and on CVM Community [Dean's Corner / Organizational Chart](#) [requires log-in].

A Dean

The primary responsibilities of the dean are set forth in Faculty Rule [3335-3-29](#). This rule requires the dean 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 dean 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 dean, not specifically noted elsewhere in this Pattern of Administration, are paraphrased and summarized below.

- To preside at meetings of the college faculty and to appoint all college committees unless their membership has been designated by faculty rule or by the college faculty.
- To approve courses of study for students in their college, to warn students who are delinquent in their studies and to recommend appropriate student disciplinary action to the appropriate university disciplinary body or official.
- To present candidates for degrees to the president on behalf of the college faculty and to serve as a member of the Council of Deans (see Rule [3335-3-22](#) of the Administrative Code).
- After consultation with Cabinet, and faculty as well as other constituents and partners as relevant, to make recommendations to the executive vice president and provost concerning the college budget.
- After consultation with department chairs, to make recommendations to the executive vice president and provost concerning appointments to and promotions within the membership of the college faculty.
- To review salary appeals and other faculty issues in a professional and timely manner.
- To facilitate and participate in prescribed [academic program review](#) processes, in collaboration with the Office of Academic Affairs, department chairs, associate deans, and others as necessary.
- To implement the college strategic plan and oversee the development and implementation of annual action plans. To, at least annually, inform the faculty about progress towards the goals of the strategic plan.
- To appoint and review department chairs.
 - 1) Department chairs shall be selected and appointed by the dean, in consultation with the faculty of the department and subject to approval by the president and the Board of Trustees. Each department chair shall be appointed for a term of four years and shall be eligible for reappointment. Department chairs will be reviewed annually by the dean.
 - 2) During the last year of the term of a department chair, the dean will conduct a thorough review of the performance of the chair during their term, ascertain whether or not the department chair desires to serve another term, and assess the level of support in the department faculty and staff for the department chair's continuation. If the department chair agrees to serve another term and their performance review is satisfactory, the dean will consider feedback from the department and then choose whether to reappoint the department chair to another term.
 - 3) If a new department chair is to be selected, the dean will meet with the faculty of the department to discuss the selection of a new department chair. After that meeting, the dean, in consultation with the department, will form a search advisory committee. The committee will include at least one member from a unit outside the department. The dean will appoint a chair from the members of the committee.
 - 4) The decision to hire an internal or external chair will be made by the dean after input from the department is considered.
 - 5) Working with the search committee and following any additional procedures detailed in its POA, the unit will identify candidates for the department head position. It is expected that faculty, staff, house officers and other advanced trainees, and students will be involved in the selection process.
 - 6) For external searches for a department chair, normal faculty search procedures will

be followed.

- 7) After the selection procedure has been conducted, the search committee will provide the dean with a list of potential department chair candidates, an evaluation of the candidates by the search committee, and a sense of the degree of overall support by the department for each candidate. The list of candidates must be unranked. The dean will appoint a department chair, taking into consideration the recommendations made by the search committee, and input received from the department.

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

Operational efficiency requires that the dean exercise a degree of autonomy in establishing and managing administrative processes. The articulation and achievement of college academic goals, however, is most successful when all faculty members participate in discussing and deciding matters of importance. The dean 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 dean will explain to the faculty the reasons for the departure, ideally before action is taken.

B Other Administrators

The dean shall appoint associate deans, directors, chief officers, and other administrative positions in consultation with Cabinet (as detailed below), faculty, and other constituents and partners of the college as needed to provide the services and support required by faculty, staff, and students and to accomplish the goals of the college. Administrative roles and responsibilities may be revised at any time. Associate and assistant deans shall be appointed for a term of five years and shall be eligible for reappointment. The dean may consider input from internal and external stakeholders in appointment and reappointment matters. As for all faculty and staff, administrative positions are reviewed annually.

Current administrators listed below, with the addition of the department chairs and, with the exception of the Assistant Dean for Student Success and the Director of Strategic Initiatives, comprise Cabinet. Others may be added as deemed necessary by the dean. Current roles and responsibilities include:

- Executive Associate Dean and Executive Director and Chief Medical Officer of the Veterinary Health System: serves as senior associate dean in the college with responsibilities in strategic direction, budgeting/finance, facilities, faculty recruitment and advancement. Serves as acting dean in the absence of the dean. Provides leadership to all clinical entities in the college and serves as chief medical officer responsible for the provision of medical care in all of our Veterinary Health System locations.
 - Assistant Dean for Clinical Programs and Director of the Veterinary Medical Center (VMC): provides leadership and management for the four hospitals within the VMC. The primary functions include development and implementation of the strategic plan; management of all hospital operations; leadership for all VMC committees; leadership and management of all VMC staff members; ensuring acceptable financial performance; management for all facilities, equipment and technology; and,

development and implementation of all standard operating procedures.

- Associate Dean for Faculty Success and Planning: develops and facilitates processes that support the career development and advancement of faculty and staff; helps to advance processes that foster an inclusive, collegial, and professional culture and climate in the college; serves as the secretary of the college; supports implementation of the college's strategic priorities; and coordinates accreditation and institutional processes and reports.
- Associate Dean for Professional Programs: oversees curriculum development, planning and administration, as well as all student programs including career management, health and wellness including counseling, professional development, and admissions and recruitment.
 - Assistant Dean for Student Success: serves to provide oversight and support for student success within the College related to admissions, recruitment, wellness, counselling and consultation, financial aid, professional program support functions and scholarship funding. The Assistant Dean for Student Success reports to the Associate Dean for Professional Programs and is not a member of Cabinet.
- Associate Dean for Research and Graduate Studies: oversees and facilitates planning, developing, delivery, and evaluation of research programs and graduate education. Provides leadership for and is an *ex officio* member of the Council for Graduate Studies and the Council for Research.
- Assistant Dean for External Relations and Chief Advancement Officer: fosters a culture of philanthropy within the college through shaping and directing implementation of strategies to develop donors and contributions to the organization. Leads the planning and implementation of the college communications & marketing, alumni engagement, legislative engagement, and event programs.
- Assistant Dean for Finance and Administration: serves as the college's Chief Financial Officer, oversees Shared Finance (accounting, budget and asset management), Information Technology; supports coordination with university purchasing; supports coordination of facilities operations and capital planning; liaison with University Legal Affairs (business transactions and contracts/MOU's) and Risk Management.
- Director of Strategic Initiatives: provides leadership and management of strategic and business planning, market analyses, and forecasting; supports leadership in translating the strategic vision into action plans and key performance indicators.

In execution of these responsibilities, administrators are accountable to the dean. This accountability to the dean does not abrogate, but supports, any responsibility or accountability to other offices or officers of the University as may be designated or apparent for particular duties or functions.

C Committees

Much of the development and implementation of the college's policies and programs is carried out by standing and *ad hoc* committees. Except for the Executive Committee of Cabinet (see below for detailed role), Faculty Council, and College Staff Advisory Council, the dean is an *ex officio* member of all college committees and may vote as a member on all committees except the Promotion and Tenure Committee.

The dean may establish administrative and advisory committees comprised of faculty and staff representing various areas of activity within the college. The dean may establish and charge

these committees and other *ad hoc* committees to address specific needs and priorities within the college. Current committees include:

1. Academic Standards Council
2. Admissions Committee
3. Cabinet
 - a. Executive Committee of Cabinet
4. College Promotion and Tenure Committee
5. College Staff Advisory Council
6. Council for Graduate Studies
7. Council for Professional Education
8. Council for Research
9. Faculty Council
10. Honors and Awards Committee
11. Investigation Committee
12. Salary and Non-Salary Appeals Committee
13. Scholarship Committee
14. VMC Board
15. Wellbeing Committee

The mission, scope, and jurisdiction of each college committee are found in Appendix A. Where applicable, governance charters are provided in the appendices. For the College Promotion and Tenure Committee details can be found in the document, “Appointments, Promotion, and Tenure Criteria and Procedures for the College of Veterinary Medicine”.

D Centers

1 Establishment of College Centers and Institutes

The Rules of the University Faculty define university and college academic centers and institutes and provide rules for their establishment, reporting, and oversight ([3335-3-36](#) Centers and Institutes). These rules constitute the framework for related procedures for the establishment and review of centers and institutes within the College of Veterinary Medicine.

College centers and institutes will have some mix, with variable emphases, of research/scholarship, instruction, service, clinical, or outreach missions; and should draw upon faculty from more than one department.

Faculty members wishing to establish a college center should first consult with their department chair. With their department chairs’ support, the faculty members should submit a proposal to the dean addressing the following:

- 1) Mission: Explain the mission of the center and how it is aligned with the college’s strategic plan, including:
 - a. The missions of the college (research, teaching, service, patient care or outreach) most relevant to the center.
 - b. The interdisciplinary nature of the center.
 - c. The goals of the center that cannot be met within existing academic units.

- 2) Faculty: Describe the level of faculty interest and commitment to the center, including:
 - a. The criteria for selecting the center's faculty membership
 - b. A list of faculty expressing interest in associating with the center and accompanying documentation that their chairs/directors support such involvement.
 - c. The extent to which staff and students will be involved and supported.

- 3) Administration: Describe the administrative structure and responsibilities of the director and oversight committee, including:
 - a. The name of the director or interim director of the center.
 - b. The proposed responsibilities of the director.
 - c. The function(s) and composition of the oversight committee. Center oversight committees may include faculty and professional staff members from the College of Veterinary Medicine but must have at least a two-thirds majority faculty membership.
 - d. The main components of a pattern of administration for the center (to be formally completed and approved by the dean within a year of center establishment).

- 4) Budget/Funding: Specify budget and funding sources for the center, including:
 - a. The expected budget for the first year of operation.
 - b. Funding sources and one-time and recurring costs.
 - c. Existing or new equipment, space and facilities needed to establish the center.
 - d. The sustainability of the center, including possibilities for external funding and details of related funding proposal submissions.

- 5) Evaluative Criteria and Benchmarks: Propose and define specific criteria and benchmarks against which the center will be measured.

- 6) Supporting Materials: Solicit and include letters of support from relevant department chairs and directors within the college, interested parties outside the college, and entities with similar emphases at other universities (if available).

A college academic center shall be administered by a director who shall be appointed by and report to the dean for a four-year term. The director is eligible for reappointment after undergoing formal reappointment review conducted in the fourth year of the director's term by the faculty members of the center oversight committee. The recommendation of the review committee is advisory to the dean.

2 Review of College Centers and Institutes

College centers and institutes will be reviewed two years after initial establishment and at four-year intervals thereafter. The college's Dean's Cabinet will conduct the review using the following information (to be provided by the center director).

- 1) Mission
 - a. Original mission statement.
 - b. Proposal establishing the center.
 - c. Annual reports.

- d. Description or list of all center activities, events, and initiatives that have contributed to fulfilling the mission and objectives of the center. If current activities differ from those originally envisaged or articulated in the mission statement, explain this evolution.
- 2) Faculty and Student Involvement and Contribution
 - a. List of current faculty and graduate student affiliates or associates.
 - b. List of past faculty and graduate student affiliates or associates.
 - c. List of all faculty publications, lectures, grants, or other activities related to their work with the center, focusing on those that contribute most centrally to the mission of the center.
 - d. List of all student publications, lectures, grants, or other activities related to their work with the center.
 - 3) Administrative Structure and Responsibilities
 - a. Description of administrative structure.
 - b. Responsibilities and activities of all administrative staff, indicating their contributions to the mission of the center and its objectives.
 - c. Indicate the contributions made by the oversight committee to the mission of the center and its objectives.
 - d. Pattern of Administration.
 - 4) Budget
 - a. Current budget.
 - b. Projected budget for next four years.
 - c. Past budgets since last review.
 - d. Description of the budgetary context for the center, outlining specific information regarding those expenses charged to the university's general funds. Externally generated funds produced by the center should be itemized and linked to the functions and services articulated in the mission statement.
 - 5) Evaluative Criteria and Benchmarks
 - a. List of evaluative criteria and benchmarks articulated in the original center proposal, identifying and describing the degree to which the center has met (or failed to meet) its stated evaluative criteria and benchmarks.
 - b. Identify and justify any new evaluative measures and describe the degree to which the center has met these criteria or benchmarks.
 - c. Provide any specific narrative information or data as appropriate, and attach as appendices any documentation (letters of recommendation, awards, and news releases) that demonstrate how the center has met its criteria or benchmarks.

After discussing these materials with the center director and the oversight committee, the college Dean's Cabinet will make an advisory recommendation to continue or discontinue the center to the dean.

VIII Faculty Meetings

Any matters concerning college policy which, in the opinion of the dean, Cabinet, Faculty Council,

and/or College Staff Advisory Council, should be considered or acted upon by the faculty or the faculty and staff of the college, shall be presented by the dean or designee for discussion. The college recognizes the scheduling challenges inherent in a faculty and staff of our size, housed in multiple sites, and working to fulfil the diverse areas of our mission. Thus, presentation and discussion of matters may occur at departmental faculty meetings, standing or ad hoc committee meetings, and/or college-wide meetings and be supplemented by the use of electronic and digital resources.

The dean or their designee will preside over college-wide faculty and faculty/staff meetings. College-wide meetings may be conducted at the discretion of the dean but should include at minimum an annual update of the college.

The secretary of the college will be appointed by the dean and the secretary, or designee, will announce and shall keep, or cause to be kept, records of college-wide meetings and faculty votes.

When a college-wide vote is required on a matter, votes will be conducted electronically over a period of at least one week. As noted in section (IV. B.), faculty members with a 50% or more compensated appointment in the college as tenure-track faculty, clinical faculty, research faculty, or those associated faculty with a clinical practice title shall have a full vote in faculty elections. For voting purposes, a quorum will be defined as a simple majority of all faculty members eligible to vote. An affirmative vote is defined as a simple majority of those members of the faculty who cast a vote. 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 dean will necessarily make the final decision.

The college 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 college faculty 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, facilitation or additional structure may be used when more formality is needed to serve these goals.

Special policies pertain to voting on personnel matters, and these are set forth in the college's Appointments, Promotion and Tenure Document.

IX Distribution of Faculty Duties and Responsibilities

The faculty of the College of Veterinary Medicine consists of individuals whose appointments and responsibilities vary considerably. Depending on their appointment, college faculty members' responsibilities may include teaching, research, outreach and engagement, and/or service. When a faculty member's contributions decrease in one area, additional activity in one or more other areas is expected. Fluctuations in the demands and resources of a department and individual circumstances of faculty members may warrant changes in their responsibilities. Initial faculty assignments are described in the initial letter of offer. Assignments and expectations for the upcoming year are addressed and adjusted as part of the annual review by the department chair based on department needs as well as faculty productivity and career development.

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

department chair in order to ensure that no conflict of commitment exists. Information on faculty conflicts of commitment is presented in the OAA [Policy on Faculty Conflict of Commitment](#).

During on-duty periods, faculty members are expected to be available for interaction with students, service responsibilities, research, college and departmental meetings, and other responsibilities.

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 department chairs 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 Guidelines on Teaching Assignments

Teaching loads in the college will be determined at the department level according to processes developed and approved by that unit. All tenured, tenure-track, clinical/teaching/practice faculty and associated faculty of a practice track title are expected to contribute to the department and college's teaching, as relevant for their role, assigned responsibilities, and percent effort. Average teaching loads for faculty should be compatible with the appropriate benchmarks in peer institutions. In order to achieve equitable workloads for all faculty, the teaching load for an individual faculty member will be adjusted appropriately in response to variations in research, clinical service, outreach and engagement, and/or administrative service activities. Additional guidelines with respect to faculty teaching load are found in the Office of Academic Affairs [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Sections 1.4.3 and 1.4.3.1.

B Special Assignments

Information on Special Assignments (SAs) is presented in the Office of Academic Affairs [Special Assignments Policy](#).

Faculty may request a SA, consistent with their department requirements for SA proposals. The department chair shall make a recommendation to the dean regarding a SA proposal. Award of the SA 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.

C Guidelines for Determining FTE Exceptions to Faculty Appointments Policy

University guidelines linking course credit-hours to FTE are not representative of the teaching methods in the College of Veterinary Medicine. The majority of instruction in the college utilizes a team-teaching approach and also includes significant clinical teaching and house-officer training. The use of GTAs is uncommon in the college.

Each faculty member's roles, responsibilities, and percent effort are reviewed annually as part of the required faculty annual review process. When there are instances of changes in workload in any area of a faculty members' responsibilities (teaching, research/scholarship clinical practice, outreach, administrative service), these are primarily addressed at the department level through

review and revision of responsibilities and/or percent effort. These are also considered in the annual merit and compensation process (AMCP).

D Modification of Duties

The College of Veterinary Medicine strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the college is committed to a modification of duties that will 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. A faculty member requesting modification of duties for childbirth/adoption/fostering 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.

Faculty may be eligible for additional leave under the [Family Medical Leave Policy](#) and/or the university's paid parental leave guidelines as described in its [Policy on Paid Leave Programs](#).

See also Parental Leave Policy in Section XII.

X Course Offerings and Teaching Schedule

The dean is ultimately responsible for course offerings and teaching schedules and ensuring that courses needed by students are being offered, that class availability is distributed across the day and week, and that minimum class sizes are maintained as required by Faculty Rule [3335-8-16](#).

Curricular requirements for the program of study leading to a Doctor of Veterinary Medicine are the designated responsibility of the Associate Dean for Professional Programs with oversight and review process through the college Council on Professional Education. These requirements are communicated and managed through the Office of Professional Programs. The three departments in the college – Biosciences, Clinical Sciences, and Preventive Medicine – assume responsibility for teaching assignments for approved courses that are offered to students in the professional program.

Curricular requirements for the program of study leading to an MS or PhD are the designated responsibility of the Associate Dean for Research and Graduate Studies with oversight and review process through the college Council for Graduate Studies. These requirements are communicated and managed through the Graduate Program Coordinator. The three departments in the college – Veterinary Biosciences, Veterinary Clinical Sciences, and Veterinary Preventive Medicine – assume responsibility for teaching assignments for approved courses that are offered to graduate students.

XI Allocation of College Resources

The dean is responsible for the fiscal and academic health of the college and for assuring that all resources – fiscal, human, and physical – are allocated in a manner that will optimize achievement of college goals. The dean will allocate resources in support of the mission of the college after appropriate consultation with Cabinet. However, final decisions on resource allocation rest with the dean. The

dean, or dean's designee, will annually inform the college in a college-wide meeting regarding resource allocations for the past fiscal year and planned major allocations for the upcoming fiscal year.

The dean, or, as designated by the dean, the executive associate dean, shall oversee facilities and space allocation in the college.

- The Associate Dean for Research and Graduate Studies, in consultation with the dean, or as designated by the dean, the executive associate dean, will oversee allocation of research space. Research space shall be allocated on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change.
- The allocation of office space will include considerations such as achieving proximity of faculty in disciplines, and productivity and grouping staff functions to maximize efficiency.

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

XII 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 Office of Human Resources [Policies and Forms website](#). In general, there are four types of leaves and absences taken by faculty (in addition to parental leave, which is detailed in the [Parental Care Guidebook](#)).

A Discretionary Absence

Faculty and staff are expected to complete a travel request or a [request for absence](#) well in advance of a planned absence 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 college retains the authority to disapprove a proposed absence when instruction or other activities are negatively impacted by the leave. 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 and staff are expected to complete a [request for absence](#) as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the department 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 (FPL)

Information on faculty professional leaves is presented in the OAA [Policy on Faculty Professional Leave](#).

Applications for FPL, which must follow the format determined by the Office of Academic Affairs, must be peer-reviewed in the department using procedures detailed in each unit's Pattern of Administration. Following peer-review, the FPL application and recommendation are sent to the department chair for review. Department chairs shall review the application and forward only those recommended for approval to the dean. The department chair's recommendation 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 and this college recognize the importance of parental leave to faculty members. Details are provided in the OHR [Parental Care Guidebook](#), Paid Time Off Program [Policy 6.27](#), and the [Family and Medical Leave Policy 6.05](#).

XIII Supplemental Compensation and Paid External Consulting

Information on faculty supplemental compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on paid external consulting is presented in the university's [Policy on Faculty Paid External Consulting](#). The information provided below supplements these policies.

The College of Veterinary Medicine adheres to these policies in every respect. In particular, the college 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 income-enhancing opportunities. All activities providing supplemental compensation must be approved by the department chair regardless of the source of compensation. External consulting must also be approved. 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 college. In addition, it is university policy that faculty may not spend more than one business day per week on supplemental compensated activities and external consulting combined.

Faculty with an administrative position (for example, chair, associate/assistant dean, center director) remain subject to the Policy on Faculty Paid External Consulting 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.

Should a 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 the faculty member, such textbook or material may be required for a course by the faculty member only if (1) the faculty member's department chair and dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the department or college

reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

Faculty who fail to adhere to the university's policies on these matters, including seeking approval for external consulting, will be subject to disciplinary action.

A College Guidelines

Outside professional externally compensated activities that require leave from the University should adhere to the following core criteria:

- Be legal as defined by the State of Ohio Veterinary Medical Licensing Board and the Ohio Revised Code;
- Must benefit the College of Veterinary Medicine and the university;
- Not create liability for or embarrass the university or college;
- Not endanger intellectual property, either actual or potential, or belonging to the university;
- Not compete with an activity occurring within the college such that it deprives, interrupts or infringes upon the educational mission or financial activities within the college;
- Be disclosed, and approved by the department chair or appropriate administrative head using applicable university and college forms and processes;
- Not create a burden for other faculty colleagues. If external activities occur during regular on-duty business hours, the impact must be managed and the plan for management should be agreeable with the affected faculty and approved by the department chair;
- Not damage or impair the flow of teaching or patient care in the Veterinary Health System or classrooms or diminish the faculty members' effectiveness in their job performance. This may be determined by the department chair in consultation with section heads, Director of the Veterinary Medical Center, associate deans and/or the dean.

Ultimately the interpretation of external activities relative to these core principles will rest on the judgment of the department chair or appropriate administrative head. In the event the faculty member disagrees with the department chair's decision regarding the outside activity requested, the faculty member may appeal this decision to the Executive Committee of Cabinet, excluding the faculty member's department chair, who will provide a recommendation to the dean who will render a decision regarding the activity.

1. External professional activities typically not requiring additional documentation beyond a leave form:

Certain types of external professional activities for which a nominal honorarium is received require only a submission of business leave for when the activity requires travel or time away from the university; these activities include 1) appearance on the program of a scholarly, professional, and/or specialty meeting; 2) participation in the advisory or peer review process for foundations, professional societies, or not-for profit boards; 3) participation in a faculty member's professional society, board, or college; 4) reviewer activities or consultation for governmental and accreditation agencies; and/or 5) service as an editor and/or editorial board member and activities as a reviewer for a professional journal.

Presentation of scientific data at specialty societies or scientific conferences or attendance of scientific or professional conferences for the purpose of self-education or professional development are not considered external continuing education.

Outreach activities are defined as professional activity, advice, or consultation provided by the faculty member on behalf of the university, college 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.

2. External professional activities requiring additional documentation and approval:

External consultation, external continuing education (CE), and the external practice of veterinary medicine require completion of an application for leave request and prior approval by the department chair. Faculty requesting leave for these activities must also complete the Paid External Consulting and Conflict of Interest forms.

a. External consultation

External consultation is defined as providing expert advice or work product to industry, businesses, boards, or other groups in return for personal compensation beyond expenses.

b. External continuing education (CE)

External CE is defined as lectures or seminars presented within the faculty members field of expertise for the purpose of providing professional education in return for personal compensation.

c. External veterinary practice

Veterinary practice is defined by Chapter 4741 of the Ohio Revised Code. External veterinary practice is that practice which is conducted outside the confines of the University practice in return for personal compensation. Under limits specified by this document, the practice of veterinary medicine is allowed outside the college provided it is not within the boundaries of Ohio, it does not violate any of the core criteria, and that prior approval is granted by the department chair in consultation with the section head, Executive Director and Chief Medical Officer of the Veterinary Health System, and/or dean.

Faculty members who engage in veterinary practice as compensated external professional activity cannot allow their appointment in the college to be advertised in relation to such activities and are not covered by university/college insurance or limited licensure.

The use of departmental, Veterinary Medical Center, college, or university vehicles or equipment for externally compensated professional activities is not permitted.

XIV 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 IX above.

XV Grievance Procedures

Faculty or staff members who have a grievance with the college and its individual units should first discuss the matter with their department chair or unit head, who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. This section deals with grievances that have proceeded from the department or unit level to the college level. If the grievance involves the department chair or unit head, or the department chair or unit head is not the appropriate contact for some other reason, the faculty or staff member should bring the matter to the attention of the Associate Dean for Faculty Success and Planning, the Human Resources Business Partner, the dean, and/or university reporting structures. Complaints concerning the Associate Dean for Faculty Success and Planning or the Human Resources Business Partner should be brought to the attention of the dean and/or university reporting structures.

A Salary Grievances

Faculty or staff members who believes that their salary is inappropriately low should discuss the matter with the relevant department chair or unit head. The faculty or staff member should provide documentation to support the complaint.

In cases that cannot be resolved at the department level, a faculty member may file a salary grievance with the dean. The Salary and Non-Salary Appeals Committee (see section VII-C and Appendix A) handles salary appeals according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

Staff members who are not satisfied with the outcome of the discussion with their unit leader and wish to pursue the matter should contact the Human Resources Business Partner or submit a concern via [HR Connection](#) [requires log-in].

B Faculty Promotion and Tenure Appeals

Promotion and tenure appeals procedures are set forth in Faculty Rule [3335-5-05](#).

C Faculty and Staff Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule [3335-5-04](#). The College Investigations Committee (see section VII-C and Appendix A) handles cases of faculty misconduct according to procedures outlined in the OAA [Policies and Procedures Handbook](#).

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.

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.

- 1 Ohio State's policy and procedures related to equal employment opportunity are set forth in the university's [policy on equal employment opportunity](#).
- 2 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 Associate Dean for Professional Programs, the Associate Dean of Research and Graduate Studies, the Assistant Dean for Student Success, or a department chair, the associate dean or department chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the associate/assistant dean or department 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 associate dean or department 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 appropriate college offices with 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) who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the College of Veterinary Medicine's procedures for addressing allegations of violations of the professional student honor code.

[The Ohio State University College of Veterinary Medicine Academic and Professional Honor Code](#) is distributed to students at the time of their entrance into the program and is available on the college's internal website. The Associate Dean for Professional Programs or Assistant Dean for Student Success serves in an advisory capacity for the college's Student Judiciary Council and may undertake administrative decisions in accordance with the veterinary professional student honor code. The Student Judiciary Council is a standing committee of Student Council and holds hearings for allegations of honor code violations. The Associate Dean for Professional Programs or Assistant Dean for Student Success and at least one voting faculty advisor are in attendance at these hearings. All proceedings are strictly confidential.

XVI Appendices

- A. College-Wide Committees
- B. Charter for the Council on Academic Standards
- C. Charter for the Council for Graduate Studies
- D. Charter for the Council on Professional Education
- E. Charter for the Council for Research

Appendix A: College-Wide Committees

Index of committees

- 1. Academic Standards Council
- 2. Admissions Committee
- 3. Cabinet
 - a. Executive Committee of Cabinet
- 4. College Investigations Committee
- 5. College Promotion and Tenure Committee
- 6. College Staff Advisory Council
- 7. Council for Graduate Studies
- 8. Council for Professional Education
- 9. Council for Research
- 10. Faculty Council
- 11. Honors and Awards Committee
- 12. Salary and Non-Salary Appeals Committee
- 13. Scholarship Committee
- 14. VMC Board
- 15. Wellbeing Committee

1. Academic Standards Council

Overview: The Academic Standards Council serves to uphold the academic standards for veterinary medical students in the College of Veterinary Medicine.

Membership:

- 1. Voting membership
 - 1. Six faculty members appointed by department chairs in consultation with the Associate Dean for Professional Programs.
 - 2. Will include at least one member from each academic department.
 - 3. Must include at least two representatives who teach in the preclinical curriculum and two representatives who teach in the clinical curriculum.
 - 4. Two members will be appointed “at large” by the department chairs in consultation with the Associate Dean for Professional Programs.
 - 5. The Council will be composed of a diverse population of members to ensure adequate representation of the student population.
- 2. Ex officio (non-voting) membership

- 1) Associate Dean for Professional Programs
 - 2) Assistant Dean for Student Success
3. Members will serve in such a way to uphold the academic performance standards of the College

Terms of Service:

- a. Voting members will serve a three-year term.
- b. Terms will be staggered such that two members will be appointed or reappointed each year.
- c. Members may be reappointed for a second term. Members may return to the Council after serving two terms provided they have rotated off the Council for at least 3-years.
- d. The council year will coincide with the academic year.

Council Chair:

- a. The Council Chair will be selected from among the members by the Associate Dean for Professional Programs and submitted to the Council membership for approval.
 - 1) The Chair will serve for three years. The Chair may be reappointed for a second term if the Council and Associate Dean for Professional Programs approve. This term is independent of the regular membership term.
 - 2) The Council Chair will be responsible for conducting the normal business of the Council and presenting the written recommendations of the Council to the Associate Dean of Professional Programs and the Executive Committee. The Council Chair will select a sub-chair to act in the absence of the Chair.

Quorum and voting:

- a. A quorum will consist of two thirds of the voting members.
- b. A motion passes when the majority vote is positive. Abstentions are not votes.
- c. The Council Chair will not vote except as required to make a quorum or break a tie vote.
- d. The Council sub-chair, when acting as the Chair, will not vote except as required to make a quorum or break a tie vote.

Duties and responsibilities: The Council reviews student petitions for readmission or reinstatement and makes recommendations to the Executive Committee of Cabinet.

The charter including procedures and criteria related to the Academic Standards Council can be found in Appendix B.

2. Admissions Committee

Overview: The Admissions Committee oversees the admissions process for applicants for the professional veterinary program.

Membership:

- a. The structure of the Admissions Committee must meet the Council on Education standards for AVMA Accreditation.
- b. Voting membership will be comprised of:

- 1) Chair of Admissions Committee
 - 2) At least nine active faculty members, with at least one representative from each department, and a goal of representation of all areas of the College, chosen by their respective Department Chairs
 - a) May include the Committee chair
 - 3) At least one representative of the Veterinary Alumni Society
 - 4) At least one representative of OVMA
 - 5) Two DVM student representatives, one from VME II and one from VME III
 - 6) One emeritus faculty member
 - 7) At least one community liaison
 - 8) The committee may add voting members who bring additional needed perspective to the committee
- c. Ex officio (non-voting) membership
- 1) Associate Dean for Professional Programs
 - 2) Dean
 - 3) Director of Admissions and Recruitment
 - 4) Assistant Dean for Student Success
 - 5) One animal science faculty member
 - 6) The committee may include additional individuals to provide information and different views to the committee
- d. The members of the Admissions Committee will be appointed by the Associate Dean for Professional Programs, after consulting with the Chair of the Admissions Committee, appropriate veterinary department Chairs and, for liaison members, the president of OVMA and/or the Alumni Society.
- e. Appointments
- 1) Appointments are for three consecutive years
 - 2) Members serve staggered terms
 - 3) Members may be reappointed for an additional three-year term but must rotate off at least one year before being reappointed, thereafter
- f. The Chair of the Committee will be appointed by the Associate Dean for Professional Programs.
- 1) The Committee Chair may be selected from the voting members above or from other representatives with appointments in the college.
 - 2) The Committee Chair must be a veterinarian.
 - 3) The Chair will be for a 3-year consecutive term with the possibility of renewal for a second term upon satisfactory performance of service.

Quorum and voting:

- a. A quorum will consist of two thirds of the voting members.
- b. A motion passes when the majority vote is positive. Abstentions are not votes.

Duties and responsibilities:

- a. Evaluate and recommend qualified applicants for entry into the first year of the professional veterinary curriculum
- b. Continuously study and recommend improvements in the criteria and method used for selecting applicants for admission
- c. Determine and provide interpretation of admissions policy
- d. Maintain appropriate records and documentation related to the admission process

3. Cabinet

Overview: Pursuant to University rule [3335-5-15](#), each college shall have the power to designate an executive committee to which it may delegate authority to transact the business of the college as provided by the rules or by the established precedents of the college. In the College of Veterinary Medicine, the responsibilities of this committee shall be fulfilled by Cabinet. Included within Cabinet is an Executive Committee comprised of the associate deans and department chairs.

Membership:

- a. Associate deans, department chairs, assistant deans reporting directly to the dean, Veterinary Medical Center Director, the Presidents of Faculty Council and the College Staff Advisory Council, and others such as chief officers or directors deemed necessary by the dean.
 - 1) The addition of Presidents of Faculty Council and College Staff Advisory Council shall be implemented with the following caveats and understandings:
 - i. This implementation is at the discretion of the dean;
 - ii. This implementation is a one-year pilot;
 - iii. Strategic retreats will be utilized to develop working processes and communication structure;
 - iv. The pilot process shall be formally reviewed by the dean, one year after approval of this POA by OAA, and may be continued, modified, or discontinued based on its effectiveness;
 1. The POA Workgroup shall be convened regularly through this pilot implementation year and review period for input;
 - v. A new incoming dean, may discontinue this process at any time, including prior to a POA revision.
- b. The dean shall act as chair of Cabinet
- c. Members of Cabinet serve at the discretion of the dean.
 - 1) Failure to meet the requirements for service may be grounds for removal. For members who are not direct reports to the dean but rather serving as Council representatives, those Councils will be requested to identify a replacement representative.
- d. Requirements for service on Cabinet:
 - 1) Service on Cabinet requires ongoing demonstration of collegiality, civility, and mutual respect in all interactions.
 - 2) Cabinet supports diverse beliefs and the free exchange of ideas and opinion and expects that all members will promote these values and apply them in a

professional manner in all endeavors and interactions within Cabinet and within and representing the college.

- 3) Attendance at Cabinet meetings and active and timely engagement in meetings and related activities (e.g. responses for input) is expected.
- 4) All members, including the Presidents of Faculty Council and the College Staff Advisory Council, are expected to contribute to the recommendations of Cabinet meeting agenda items. In general, these are developed through discussion with the dean.
- 5) Once discussions are finalized and a decision made, Cabinet members, including the Presidents of Faculty Council and the College Staff Advisory Council, as well as any additional members deemed necessary by the dean, are expected to support and help to move forward college level decisions
- 6) Confidentiality may be required for participation in certain Cabinet discussions. Confidentiality requirements (e.g. personnel or student concerns) may extend beyond the term of service of a Cabinet member.
- 7) Support of bidirectional communication between cabinet and members of the college is essential. The format of this communication and/or input will vary and will be guided by the dean, depending on the nature of the communication,
- 8) Alternates are not permitted

Duties and responsibilities:

- a. Provides the dean with strategic advice on implementing policies and procedures affecting the governance and operation of the college.
- b. Provide advice to the dean regarding the implementation and execution of the financial plan and budget of the college.
- c. Brings before the college faculty any matter coming within its knowledge that needs the consideration or action of the college.

d. Executive Committee of Cabinet

Overview: The Executive Committee of Cabinet receives and acts on:

1. Recommendations from the Academic Standards Council regarding professional veterinary student petitions relative to courses of study and reinstatement/readmission
2. Recommendations of the Professional Student Judiciary Committee concerning violations of the honor code and other matters pertaining to professional conduct
3. Other items as needed; these may include approval of minor changes in the procedures of the Academic Standards Council, Council on Professional Education, or other committees; or items required by the university or Board of Trustees; or items deemed appropriate by the dean.

Membership and quorum:

1. Regular voting members consist of:
 - a) The dean who acts as chair
 - i. The dean may designate an alternate in cases of urgency
 - ii. The dean is non-voting unless needed to make quorum or to vote in situations of a tie

- b) The Chairs of the academic departments
 - i. Vice chairs (if applicable) may act as an alternate
 - c) The Associate Deans
 - i. If the item before Executive Committee is a recommendation from the Academic Standards Council or the Professional Student Judiciary Committee, the Associate Dean for Professional Programs will serve as a voting member provided the Chair of Academic Standards (or alternate), the Chair of Student Judiciary (or alternate), and/or the Assistant Dean for Student Success have served their roles in guiding the respective processes.
 - ii. The Associate Dean for Faculty Success and Planning, or designee, will serve as secretary for the Executive Committee
 - d) Additional voting members may be added as deemed appropriate; rationale for additional voting members shall be documented in the meeting notes
 - e) Quorum is 2/3 of voting membership
 - f) An affirmative vote is defined as a simple majority of quorum
2. Ex officio (non-voting) members
- a) For recommendations from Academic Standards Council: the Chair of Academic Standards Council and/or the Assistant Dean for Student Success
 - b) For recommendations from the Professional Student Judiciary Committee: the student representative to the Executive Committee and/or the Assistant Dean for Student Success
 - c) Others as deemed appropriate for the topic or situation

Duties and responsibilities:

1. Executive Committee will meet as necessary to receive and act on recommendations from the Academic Standards Council or the Professional Student Judiciary Committee.
 - a) Executive Committee will pre-review any documentary evidence provided by Academic Standards Council or the Professional Student Judiciary Committee. Executive Committee may also request additional relevant information.
 - b) At a request from the Chair of Academic Standards Council or additionally as Executive Committee deems appropriate, the full membership of Academic Standards Council may be invited to attend as Executive Committee considers recommendations.
 - c) Adequate time for thoughtful reflection and discussion should be allowed. This may require the scheduling of more than one meeting to address a specific issue.
 - d) If Executive Committee votes not to approve the recommendation from the Academic Standards Council or the Professional Student Judiciary Committee, a brief written summation of the key points must be provided.
2. Executive Committee will meet as necessary to receive and act on other items as necessary.

4. College Investigations Committee

Overview: In accordance with the Faculty Rule [3335-05-04](#), the College of Veterinary Medicine shall have a College Investigations Committee. The Investigations Committee follows the investigations process established in Faculty Rule [3335-05-04](#).

Membership:

- a. A standing committee, selected by the dean, will be comprised of five tenured or non-probationary clinical faculty with ranks of associate professor or professor from the College of Veterinary Medicine with at least one member from each department. As defined in Faculty Rule [3335-05-04](#), tenured faculty must comprise majority of the committee.
- b. Faculty members are appointed to three-year terms and may be reappointed for up to three consecutive terms following which they must rotate off for at least one year before being reappointed.
- c. A faculty member may not serve on a committee if the faculty member has conflicts with the respondent or complainant; conflicts are defined in Faculty Rule [3335-05-04](#). Voting members may include faculty with administrative roles as long as there is no conflict with the specific investigation under consideration.
- d. In certain cases, it may be appropriate to modify the composition of the standing committee through one or more of the following actions:
 - 1) Appoint ad hoc tenured or non-probationary clinical/teaching faculty of ranks of associate professors or professors to the committee.
 - 2) Appoint committee members from outside of the college.
- e. The Associate Dean for Faculty Success and Planning will serve as a non-voting chair to facilitate the committee's work and timeline.

Duties and responsibilities:

- a. Reviews formal complaints brought forward against faculty members following the process detailed in Faculty Rule [3335-05-04](#);
- b. Delivers to the dean a recommendation concerning the merits of the complaint;
 - 1) If there are dissenting views, the committee report should include the range of views of the committee membership;
- c. If the complaint is judged to have merit based on the process detailed in Faculty Rule [3335-05-04](#), the Committee will propose sanctions.

5. College Promotion and Tenure Committee

Overview: In accordance with Faculty Rule [3335-6-04\(C\)](#), the College of Veterinary Medicine shall have a standing Promotion and Tenure Committee. The purposes of the college Promotion and Tenure Committee are:

- a. To ensure that high standards of excellence are maintained in the college promotion and tenure process;
- b. To serve as an advisory body to the dean on matters concerning faculty promotion and/or tenure;

- c. To determine whether the departments have conducted a rigorous promotion and/or tenure review and reached a recommendation consistent with college and department policies, procedures, practices, and standards; and
- d. To determine and advise the dean where the weight of the evidence lies in promotion and/or tenure cases in which there is not a clear or consistent recommendation from the review conducted in the department.

Membership, duties, and responsibilities of the college Promotion and Tenure Committee are described in a separate document, "Appointments, Promotion, and Tenure Criteria and Procedures for the College of Veterinary Medicine."

6. College Staff Advisory Committee (CSAC)

Overview: College Staff Advisory Council serves to connect the college's staff to its leadership. The mission of the Council is to improve the culture, work-life, and learning environment within the College of Veterinary Medicine by ensuring that all staff have a voice, are engaged in, and influence decisions made by the college.

Membership:

- a. Executive Committee
 - 1) Chair
 - 2) Chair Elect
 - 3) Past Chair
 - 4) Secretary
- b. Council Members
 - 1) 10-20 CVM Staff Members
- c. Ex Officio
 - 1) Dean
 - 2) Human Resources Business Partner

Selection:

- a. Council Members
 - 1) Staff with 1 year as an employee of the College of Veterinary Medicine who are interested in joining the College Staff Advisory Council (CSAC) can be nominated by a current CSAC member or self-nominate to the Council by contacting the Executive Committee.
 - 2) Nominees will be presented to the Council and membership will be determined by a majority group vote.
- b. Executive Committee
 - 1) Current CSAC members can be nominated for the Executive Roles of Chair, Chair Elect, and Secretary by current CSAC members or self-nominated by the current CSAC member themselves.
 - 2) The role of Past Chair is appointed to the current Chair at the end of their term and does not need to go through the nomination and voting process.
 - 3) Nominees will be presented to the Council and membership will be determined by a majority group vote.

Terms

- a. Council members:
 - 1) Council member term dates will line up with the Ohio State University Fiscal Year Calendar with terms beginning on July 1st and ending on June 30th.
 - 2) Council members will serve a three-year term. Additional terms may be served under special circumstances that can be reviewed and voted upon by CSAC.

- b. Executive Committee members:
 - 1) The Secretary will serve a one-year term.
 - 2) The Chair Elect will serve a one-year term with the expectation that they will matriculate the role as Chair the following term.
 - 3) The Chair will serve a one-year term with the expectation that they will matriculate the role as Past Chair the following term.
 - 4) The Past Chair will serve a one-year term.
 - 5) If the council is without a Chair Elect, the Executive nomination process can be initiated directly for the Chair position to fulfill the role in the upcoming term.

Voting:

- a. Quorum: 2/3 of voting members.
- b. Voting: an affirmative vote is a simple majority of the voting members present. Abstentions are not votes.
- c. Voting electronically may be used if necessary.

Duties and responsibilities:

- a. CSAC:
 - 1) Represent staff to the college's leadership
 - 2) Provide a forum for issues important to staff, serve as a sounding board for college policies and procedures affecting staff, and advocate on behalf of the staff at the College and University level.
 - 3) At the end of the fiscal year, CSAC will invite the dean a meeting to hear a Summary Report of the CSAC's activities.

- b. Council members:
 - 1) All council members will convene once a month for a one-hour meeting.
 - 2) All council members are expected to attend 9 of the 12 meetings to remain on the council.
 - 3) If a member of council is unable to attend a meeting, they must contact a member of the Executive Committee to inform them of their upcoming absence.
 - 4) If a council member has missed their third meeting, they will be contacted by the Executive Committee to determine if their term should end early.

- c. Executive Committee Members
 - 1) Prior to the monthly council meeting, the Executive Committee will attend a one-hour planning session to discuss upcoming agenda, project updates, and college staff feedback to bring to the upcoming CSAC monthly meeting.

7. Council for Graduate Studies

Overview: Education in the fundamentals of research leading to MS and PhD degrees is an important mission of the College of Veterinary Medicine at The Ohio State University. The Council for Graduate Studies (CfGS) is responsible for administration of the graduate program. Members must be graduate faculty of the college who currently are active in graduate student training as evidenced by membership on MS or PhD student committees and mentoring of graduate students.

Membership:

- a. Regular voting members consist of nine graduate faculty members who:
 - 1) Include at least one faculty member from each department with a preference, where possible, for equal representation from each department.
 - 2) Represent diverse areas of graduate training within the college.
 - 3) Are elected by the faculty of the department or appointed by the department chair.

- b. Ex officio non-voting members
 - 1) Associate Dean for Research and Graduate Studies
 - 2) Program Coordinator for the Office of Graduate Studies who acts as secretary of the Council, as well as departmental program coordinators who provide support for respective combined residency/graduate programs.
 - 3) One graduate student elected by majority vote of graduate students in the college, as graduate student interest permits.

Terms:

- a. Voting members:
 - 1) Three-years
 - 2) Members are limited to two consecutive terms
 - 3) Members may be reelected or reappointed after rotating off the Council for at least one year

- b. Graduate students:
 - 1) One year
 - 2) May be renewed

Council Chair:

- a. The Chair of the Council for Graduate Studies will be elected at the first meeting of the year (in April) from among the elected members.

Duties and responsibilities:

- a. Establishes and implements academic standards for the college's graduate program that align with the OSU Graduate School Assessment Plan
- b. Oversees admissions, advising and progress of graduate students in the program
- c. Creates and maintains the college graduate studies handbook
- d. Prepares and maintains an annual graduate studies calendar with important deadlines
- e. Considers and recommends action on courses proposed for graduate credit

- f. Appoints faculty for category M status on graduate faculty and nominates faculty for category P status; the CfGS reviews faculty every 5 years to evaluate if their graduate faculty status should be maintained or revoked based on individual faculty active graduate student training record and performance as evidenced by membership on MS and/or PhD student committees and matriculating graduate students.
- g. Works to promote and develop intramural and extramural funding resources to support graduate studies in the college
- h. Oversees the College's graduate student space allocation policy and recommends changes to the dean as necessary

The charter including procedures and criteria related to the Council for Graduate Studies can be found in Appendix C.

8. Council for Professional Education

Overview: The Council for Professional Education (CPE) is a standing committee of the College of Veterinary Medicine that governs the professional curriculum according to evidence-based pedagogical best practices and standards set by the college and the Council on Education of the American Veterinary Medical Association, which serves as the accrediting body for the college. The CPE provides leadership for curricular oversight including review, redesign, and development of new educational initiatives. The committee also facilitates integration and communication among the various course teaching teams and college departments, reviews curricular and related policy proposals, performs regular evaluation of the professional veterinary program (including its various component courses and instructors), and strives to improve the curriculum through the activities of its standing subcommittees (Year Teachers' Committees [I-III] and Clinical Teacher's Committee). The CPE is also responsible for assessment of learners and quality assurance of the program.

Membership:

- a. Voting members
 - 1) Chair of the Council
 - a) The CPE chair is selected by the Associate Dean for Professional Programs in consultation with the faculty member's department chair
 - 2) Six faculty who include at least one faculty member from each department with a preference, where possible, for equal representation from each department, chosen by their respective department chairs in consultation with the Associate Dean for Professional Programs
 - 3) At least one faculty representative from each of the Career Areas of Emphasis (CAE) chosen by their respective department chairs in consultation with the Associate Dean for Professional Programs (note: some faculty members of CPE may represent both a department and a CAE as a single individual)
 - 4) One representative from the Professional Identity Development or Communications Thread chosen by the Associate Dean for Professional Programs (if a staff member) or by their respective department chair, in consultation with the Associate Dean for Professional Programs (if a faculty member)

- b. Ex officio non-voting members
 - 1) Associate Dean for Professional Programs
 - 2) Director for Teaching and Learning
 - 3) Director of Professional Program Support
 - 4) Director of Clinical Skills Program
 - 5) Two DVM students from Student Council (one each from VME II and III)

Terms

- a. Voting members
 - 1) Three-years
 - 2) Members are limited to two consecutive terms
 - 3) Members may be reelected or reappointed after rotating off the CPE for at least 1 year
- b. Students will serve 1-year terms and may be reappointed

Subcommittees

- a. Subcommittee members may be drawn from the current membership of CPE or from the faculty of the college.
- b. The Year Teachers' I-III Subcommittees will be chaired by the Associate Dean for Professional Programs.
- c. The chair of the Clinical Teachers' Subcommittee will be a clinical faculty member who teaches in a final year rotation, chosen by their department chair in consultation with the Associate Dean for Professional Programs; this individual will serve a 3-year term, as for the chair of CPE (above).

Duties and responsibilities:

- a. Each Year Teachers' I-III Subcommittee will:
 - 1) Evaluate and provide recommendations on timing of courses
 - 2) Review mode of delivery and recommend any credit hour adjustments
 - 3) Act as a forum for sharing course feedback and review of struggling learners
 - 4) Share cohort performance feedback from the pre-clinical years to CPE
 - 5) Other tasks as assigned by CPE
- b. Clinical Teachers' Subcommittee will:
 - 1) Evaluate and provide recommendations for new rotations in accordance with curricular design principles and AVMA's COE standards
 - 2) Develop and evaluate student assessment tools and processes as required by AVMA COE and make recommendations for change to CPE
 - 3) Provide development of and input on policies that relate to the final year
 - 4) Oversee the coaching program and support of struggling learners
 - 5) Evaluate Career Area of Emphasis programs
 - 6) Share cohort performance feedback from the clinical year to CPE
 - 7) Other tasks as assigned by CPE

The charter, including procedures and criteria related to the Council on Professional Education, can be found in Appendix D.

9. Council for Research

Overview: As members of the university community, college faculty are responsible for fostering excellence in research. The Council for Research supports the Associate Dean for Research and Graduate Studies in programmatic development of the college research program, formulates policies and procedures to promote development of research programs within the college, communicates these policies to the faculty for approval, and implements approved policies.

Membership:

- a. Regular voting members consist of nine faculty who:
 - 1) Include at least one faculty member from each department with a preference, where possible, for equal representation from each department
 - 2) Represent diverse areas of research within the college
 - 3) Are elected by the faculty of the department or appointed by the department chair
- b. *Ex officio* non-voting members
 - 1) Associate Dean for Research and Graduate Studies
 - 2) Assistant Director for the Office of Research and Graduate Studies who acts as secretary of the Council for Research

Terms (voting members):

- a. Three-years
- b. Members are limited to two consecutive terms
- c. Members may be reelected or reappointed after rotating off the Council for at least 1 year

Chair: The Chair of the Council for Research will be elected at the first meeting of the year from among the Council's elected members.

Duties and responsibilities:

- a. Supports the Associate Dean for Research and Graduate Studies in developing and implementing an annual action plan based on the college strategic plan
- b. Provides broad discussion and generates ideas for programmatic development of the college research program
- c. Identifies research funds available to college faculty
- d. Maintains a research calendar with proposal submission deadlines and funding limitations
- e. Makes recommendations to the dean or designee, for the allocation of intramural research funds based on a competitive review process that evaluates the scientific merit of submitted proposals
- f. Makes recommendations to the dean for changes in the college's research space allocation policy
- g. Recommends individuals or committees for appointment by the dean as college liaisons with research bodies established within the university
- h. Reviews applications and makes recommendations to the dean for individuals to be considered for college or university research awards
- i. Reviews student applications for the summer research program
- j. The Chair, in consultation with committee members, sets the meeting agenda and the meeting frequency.

The charter including procedures and criteria related to the Council for Research can be found in Appendix E.

10. Faculty Council

The purpose of the Faculty Council of the College of Veterinary Medicine is to collect and discuss faculty concerns, to advocate for the faculty at all administrative levels (college and university), and to actively and directly participate in the decision-making and oversight process of the college. Shared governance requires full and open access to information regarding the operation of the college, and it is through the Council that this important communication between faculty and the college administration and the dean will occur.

Membership:

- a. Limited to voting faculty of the college as defined by this POA.
- b. Department chairs, department vice-chairs, Center Directors, deans, and associate and assistant deans are excluded from membership on Faculty Council while serving in their administrative positions.
- c. Faculty Council members and one alternate per department are to be elected by faculty members of each department by electronic ballot with a simple majority vote.
 - 1) Veterinary Biosciences: Up to two elected faculty members and one alternate
 - 2) Veterinary Clinical Sciences: Up to three elected faculty members and one alternate
 - 3) Veterinary Preventive Medicine: Up to two elected faculty members and one alternate

Officers:

- a. Officers are elected by the members of Faculty Council
 - 1) Request for nominations for Vice President/President Elect and Secretary and election of these officers will occur at the July meeting
 - 2) For each office, election will be conducted by secret ballot
- b. Officer selection
 - 1) Officers should rotate equally, as possible amongst the three departments
 - 2) Members may only serve as the President once per three-year term
 - 3) Officers may not be nominated or reelected to the same office after the conclusion of an elected term
- c. President
 - 1) Sets meeting agenda
 - 2) Conducts Faculty Council meetings
 - 3) Serves as one representative for meetings with the college administration
- d. Vice President/President-Elect:
 - 1) Assures that Council business is conducted according to the bylaws
 - 2) Conducts meetings in the absence of the President
 - 3) Serves as one representative for meetings with the College administration

- e. Secretary
 - 1) Maintains membership roster, tracks attendance, manages communication to Faculty Council members, records meeting minutes, posts meeting minutes to website, maintains a list of faculty concerns to be addressed as potential agenda items on the Faculty Council website
 - 2) Serves as one representative for meetings with the college administration

Terms:

- a. Members
 - 1) 3-years beginning July 1
 - 2) Terms may be extended by one-year when necessary to provide continuity of officers
 - 3) Faculty may be elected for an additional consecutive term
- b. Officers
 - 1) Term of office shall be one year
 - 2) Begins immediately after the July meeting of each year
 - 3) The Vice President/President Elect will advance to President at the next term

Duties and responsibilities:

- a. Meet monthly to review faculty suggestions and concerns
- b. Meet monthly with the dean to review faculty concerns, provide Faculty Council recommendations, and to receive updates from the dean
- c. Meet quarterly with all faculty in the college

11. Honors and Awards Committee

Overview: The committee meets several times a year to vote on various nominations for College of Veterinary Medicine alumnus, faculty, staff, and honorary awards.

Membership:

- a. Voting membership:
 - 1) Regular voting members consist of nine faculty members who:
 - a) Include at least one faculty member from each department with a preference, where possible, for equal representation from each department.
 - b) One member from each department will be requested each year for a new 3-year term on the Committee. If a member cannot be identified, a second representative from another department may be selected with the goal of rebalancing the composition in future years.
 - c) Are elected by the faculty of the department or appointed by the department chair.
 - d) An alternate may be selected if a member is unable to attend a meeting
 - 2) Department chairs

- b. Ex officio: the Associate Dean for Faculty Success & Planning serves to support the committee. The dean may designate an alternate if needed.

Chair of the Committee

- a. The Committee Chair will be selected from among the members by the Associate Dean for Faculty Success & Planning and submitted to the Committee membership for approval.
- b. The Chair will serve for three years. The Chair may be reappointed for a second term if the Council and Associate Dean for Faculty Success & Planning approve. This term is independent of the regular membership term.
- c. The Committee Chair will be responsible for conducting the Committee meetings and identifying areas for review of Honors & Awards within the college. The Associate
- d. Dean for Faculty Success & Planning may act as Chair in the absence of the Chair or the Committee may select a Vice-Chair.

Duties and responsibilities:

- a. Rank nominations for Distinguished Alumnus Awards and provide recommendations for award finalists to the dean
- b. Review nominations and provide input for Honorary Distinguished Alumnus Awards
- c. Vote on nominations for:
 - 1) Zoetis Distinguished Veterinary Teacher Award
 - 2) Charles C. Capen Teaching Excellence Award for Graduate Education
 - 3) Dean's Award for Creativity in Teaching
 - 4) William L. Ingalls Award for Exceptional Service
- d. Vote on, provide nominations, and/or provide input on other categories of honors and awards that might present themselves to the college
- e. Review processes for Honors and Awards selection in the college and suggest areas for new and/or revised awards

12. Salary and Non-Salary Appeals Committee

Overview: In accordance with Office of Academic Affairs requirements, the College of Veterinary Medicine shall have a college committee that reviews salary appeals. The College Salary and Non-Salary Appeals Committee is an ad-hoc committee that reviews salary appeals as well as appeals related to decisions regarding requests for external professional activities or faculty assignments.

Membership:

- a. The ad-hoc committee, selected by the dean, shall contain an odd-number of members and will be comprised of:
 - 1) One associate professor or professor (tenure-track or clinical) from each department
 - 2) Department Chairs from the departments other than that of the appellant

Duties and responsibilities:

- a. The Salary and Non-Salary Appeals Committee follows the appeals process established in the Office of Academic Affairs [*Policies and Procedures Handbook*](#).
- b. The appeals process begins with a request from a faculty member to their department chair.

- c. Non-salary Appeals shall follow a similar process albeit with a focus on external professional activities or faculty assignments.

13. Scholarship Committee

Overview: The Scholarship Committee evaluates scholarship applications for the College of Veterinary Medicine.

Membership and terms:

- a. Voting membership:
 - 1) 3-6 faculty with at least one faculty member from each department, who are appointed by their department chair in consultation with the Scholarship Committee Chair.
 - a) Faculty members are appointed to three-year terms and may be reappointed without term limit
 - 2) 2-5 staff members, who are invited to participate by the Scholarship Committee Chair in consultation with their managers.
 - a) Staff members are appointed to three-year terms and may be reappointed without term limit
 - 3) Associate Dean for Professional Programs or Assistant Dean for Student Success, as designated by the Dean, who chairs the Committee. The Dean may designate an alternate if needed.
- b. Non-voting membership:
 - 1) Staff member within Professional Programs who provides administrative support for the Scholarship Committee

Quorum: 2/3 of voting members

Voting: an affirmative vote is a simple majority of the voting members present

14. Veterinary Medical Center (VMC) Board

Overview: The VMC Board is advisory to the Veterinary Health System (VHS) executive director/chief medical officer and the VMC director.

Membership:

- a. Voting members
 - 1) Regular voting members consist of the clinical section heads, director of the Clinical Diagnostic Laboratories VHS executive director/chief medical officer (CMO), and VMC director.
 - 2) Voting members serve for the duration of their appointment as section head, CMO, or director.
 - 3) Section heads may send substitutes to board meetings in their absence. Substitutes, appointed by section heads, are allowed to vote.
- b. The VMC director chairs the VMC board.

Duties and responsibilities:

- a. Participates in strategic planning for the VMC
- b. Reviews financial activities of the VMC
- c. Reviews marketing activities of the VMC
- d. Reviews major initiatives
- e. Considers VMC facilities management issues
- f. Makes recommendations regarding investment in capital equipment and technology
- g. Makes recommendations regarding VMC fees
- h. Makes recommendations, with input from the Medical Records Committee, regarding medical records procedures
- i. Makes recommendations, with input from the Standard Operating Procedure Committee, regarding VMC operational procedures

15. Wellbeing Committee

Overview: The Wellbeing Committee advises, facilitates, and establishes programs and proposes policies relating to improvement of the wellbeing of students, staff, and faculty throughout the College of Veterinary Medicine and serves as a hub for communication for wellbeing programming. The committee is informed by current best practices pertaining to wellbeing as well as striving to align with programmatic goals of the American Veterinary Medical Association and the American Association of Veterinary Medical Colleges.

Membership:

- a. Voting Members
 - 1) Staff Co-Chair of the Committee
 - 2) Faculty Co-Chair of the Committee
 - 3) Member of College Staff Advisory Committee (CSAC) Leadership
 - 4) At least four faculty, with preference with at least one faculty representative from each of the following: Veterinary Biosciences, Veterinary Preventive Medicine, Veterinary Clinical Sciences large animal/supporting services, and Veterinary Clinical Sciences small animal/supporting services
 - 5) Two staff representatives from Professional Programs
 - 6) Two staff representatives from the Veterinary Medical Center
 - 7) One student representative from Student Council
 - 8) One student representative from SAVMA
 - 9) A representative with Buckeye Wellness Innovator (BWI) designation
 - 10) A representative with a trainee (resident, intern, fellow, and/or graduate student) designation
 - 11) Selection Process:
 - a) If the position is not specifically designated, members follow a self-nomination and approval process.
 - b) If several nominations exist, the committee will vote to fill the position(s).
 - c) Members may represent two areas e.g. CSAC and professional programs, or BWI and staff member)
- b. Non-Voting (Ex-officio) Members

- 1) Director of the Be Well Initiative selected by the dean
 - 2) Assistant Dean of Student Success (this position may be reevaluated for need once the committee has strong membership)
 - 3) Director of Strategic Initiatives
- c. Selection Process for Co-Chair positions
- 1) Co-Chairs may be designated by the dean or selected by the committee
 - 2) If the position is not designated by the dean, the following process is used for co-chair selection
 - a) A co-chair must be a current or former member of the committee
 - b) Members may self-nominate or be nominated
 - c) The committee votes to approve or select the nomination(s)
 - d) Co-chairs serve a 3-year term with option to renew
- d. Terms (voting members)
- 1) Faculty and staff serve 3-year terms with the option to renew
 - 2) Trainees serve a 1-year term with the option to renew
 - 3) DVM students serve a 1-year terms with the option to renew
- e. Voting
- 1) Quorum: 2/3 of voting members
 - 2) Voting: an affirmative vote is a simple majority of the voting members present. Abstentions are not votes.
 - 3) Electronic voting may be used if necessary
- f. Duties and Responsibilities
- 1) Identify and propose initiatives and policies that will develop, foster and nurture faculty, staff, and student wellbeing. Wellbeing will be defined using the 9 dimensions of wellbeing (Social, Financial, Occupational, Intellectual, Spiritual, Physical, Mental/Emotional, Creative, and Environmental).
 - 2) Educate about the importance of wellbeing to programmatic excellence.
 - 3) Promote initiatives supporting the wellbeing of the CVM community.
 - 4) Communicate proposed initiatives and status updates to Dean's Cabinet biannually.
 - 5) Provide an assessment of the current wellbeing of the CVM Community through a variety of metrics (surveys, focus-groups, informal conversations)

Appendix B: Charter of the Academic Standards Council

A. TITLE

The body described in this document will be titled the Academic Standards Council.

B. MISSION OF THE ACADEMIC STANDARDS COUNCIL

The College Academic Standards Council serves to uphold the academic standards of the professional medical education program in the College of Veterinary Medicine and advises the Executive Committee on student progression, readmission and reinstatement related to the DVM program. Students may be dismissed if, after due consideration and due process, they have failed to maintain a satisfactory level of academic performance and proficiency.

C. DEFINITION OF THE ACADEMIC STANDARDS COUNCIL

The Academic Standards Council is a standing committee of the College of Veterinary Medicine and represents the voting faculty of the College of Veterinary Medicine as defined in the college's Pattern of Administration. It is composed of six faculty members as described in section E.1. The Associate Dean for Professional Programs and Assistant Dean for Student Success will serve as a non-voting ex-officio member. Additional non-voting ex-officio members may participate on the Council as deemed appropriate by the Council membership and based on documented need.

D. MODIFICATIONS OF THE CHARTER OF THE ACADEMIC STANDARDS COUNCIL

The Charter of the Academic Standards Council can be modified: 1) as part of a revision of the entire Pattern of Administration; or 2) through an independent modification of the Charter by a simple majority vote of the faculty of the College of Veterinary Medicine participating in a ballot vote according to the procedures of the college; or 3) for minor changes, through the initiation of the Academic Standards Council with approval by the Executive Committee.

E. MEMBERSHIP OF THE ACADEMIC STANDARDS COUNCIL

1. Membership

- a. Voting membership will be comprised by six faculty members appointed by department chairs in consultation with the Associate Dean for Professional Programs and will include at least one member from each academic department. Membership must include at least two representatives who teach in the preclinical curriculum and two representatives who teach in the clinical curriculum. Two members will be appointed "at large" by the department chairs in consultation with the Associate Dean for Professional Programs.
- b. The Council will be composed of a diverse population of members to ensure adequate representation of the student population.
- c. The Associate Dean for Professional Programs and Assistant Dean for Student Success will serve as non-voting ex-officio members.
- d. Additional non-voting ex-officio members may serve on the Council as deemed appropriate by the Council membership and based on documented need.

- e. Members will serve in such a way as to uphold the academic performance standards of the college (see section G below).

2. Terms of Service

- e. Members will serve a three-year term.
- f. Terms will be staggered such that two members will be appointed or reappointed each year.
- g. Members may be reappointed for a second term. Members may return to the Council after serving two terms provided they have rotated off the Council for at least 3-years.
- h. The council year will coincide with the academic year.

3. Council Chair

- e. The Council Chair will be selected from among the members by the Associate Dean for Professional Programs and submitted to the Council membership for approval.
 - 3) The Chair will serve for three years. The Chair may be reappointed for a second term if the Council and Associate Dean for Professional Programs approve. This term is independent of the regular membership term.
 - 4) The Council Chair will be responsible for conducting the normal business of the Council and presenting the written recommendations of the Council to the Associate Dean of Professional Programs and the Executive Committee. The Council Chair will select a sub-chair to act in the absence of the Chair.

F. PROCEDURES

1. Meetings

- a. Frequency of meetings
- b. As required to review student progress, but at least once per semester.

2. Quorum

- c. A quorum will consist of two thirds of the voting members.
- d. A motion passes when the majority vote is positive. Abstentions are not votes.
- e. The Council Chair will not vote except as required to make a quorum or break a tie vote.
- f. The Council sub-chair, when acting as the Chair, will not vote except as required to make a quorum or break a tie vote.

G. ACADEMIC RESPONSIBILITIES OF THE COUNCIL

- 1. The Council upholds the minimum academic standards for veterinary medical students as established by the faculty of the College of Veterinary Medicine (University Rule 3335-9-23A). The curriculum consists of nine semesters numbered sequentially, Semester One through Semester Nine, and will be referred to as such in this document.

a. Grades

- 1) Only grades of core and elective courses required in the curriculum of the College of Veterinary Medicine will be used in computing the cumulative G.P.A. of students. Once

students have scheduled elective courses, these courses form part of the required veterinary medical curriculum for the student in question. In order to be eligible for graduation, a student must maintain a minimum cumulative G.P.A. of 2.50 and fulfill all other requirements.

- 2) A student will be considered to be in Good Academic Standing when their cumulative G.P.A. meets or exceeds the Cumulative G.P.A. as described in G.1.b.1) and G.1.b.2) below and is not on academic probation.

b. Academic probation

- 1) If, at the end of Semester One, a student achieves a cumulative G.P.A. of less than 2.25 but at least 1.75, the student will be notified of their academic status and placed on probation.
- 2) At the conclusion of Semester Two and each semester thereafter, a student who achieves a cumulative G.P.A. of less than 2.50 but at least 2.00, will be notified of their academic status and placed on probation.
- 3) At least once prior to the conclusion of any semester during which a student is on probation, that student must schedule a meeting with their probation advisor before being allowed to begin the next semester. Formal documentation will be submitted to the Associate Dean for Professional Programs or their designee. The probation advisor will review the student's academic progress and, as needed, provide advice to the student for improving their performance.

c. Academic Progress

- 1) The Associate Dean for Professional Programs, in consultation with the Academic Standards Council, may accept applications for supplemental privileges from students who fail a core or elective course (as per the supplemental privileges policy).
- 2) Supplemental examination is a privilege and not a right. Consideration of granting this examination will be given upon review of the academic record and in consultation with the course leader.
- 3) If after consideration, a student is deemed ineligible for a supplemental examination, they will be dismissed from the program.
- 4) In order to transition into the clinical environment a student must have a cumulative G.P.A. of 2.50.
- 5) The Associate Dean for Professional Programs in consultation with the Academic Standards Council and appropriate course leaders will determine an appropriate plan for academic remediation for students whose G.P.A. is less than 2.50 at the end of Semester Six.

- 6) For a student transitioning into the clinical environment (end of Semester Six), once a student has met the requirements for academic remediation, if their cumulative GPA is still below 2.50, the student may progress based upon a review and recommendation from the Council. If a student is not allowed to progress, the student will be allowed a maximum of four semesters to attain a cumulative GPA of at least 2.50 or they will be dismissed from the college.
 - 7) Students must have a cumulative GPA of 2.50 or greater in their preclinical courses, as well as satisfactory performance in all final year courses, to graduate.
- d. Marginal Clinical Performance in a Rotation
- 1) Each rotation is required to give formative and summative feedback to students when appropriate and ideally, with consistency, at the midway point of the rotation. In person discussion is ideal but if schedules do not permit, descriptive, written feedback with specific behavioral examples of “what is working well” and “what could be even better yet” is also acceptable. The goal is to give any student the opportunity to improve his/her performance to a satisfactory level prior to completion of the rotation.
 - 2) Students who receive a C+, C or C- for a graded rotation, or an unsatisfactory in a satisfactory/unsatisfactory rotation, will be flagged as having unsatisfactory clinical performance for that specific rotation. This will initiate the following steps:
 - a) The rotation team leader or designated clinician(s), and/or the Associate Dean for Professional Programs, or other designee, will meet with the student to provide feedback.
 - b) For graded rotations, the team leader for the rotation has the option of asking the student to repeat the rotation. Both the original and the repeat grade will appear on the official transcript. A grade of B- or better is required for the repeat rotation to be considered passing. The original marginal performance will still count as one of the 3 marginal grades in determination of dismissal as described in v. below.
 - c) For satisfactory/unsatisfactory rotations, the student must either repeat the rotation, or successfully complete a rotation-level remediation plan related to correcting specific outcome deficits, in order to receive a satisfactory grade. The original rotation “U” grade will be replaced by the new “S” grade on the transcript. The original rotation grade of unsatisfactory will still count as one of the 3 grades in determination of dismissal as described in v. below.
- e. Marginal Performance in the Final Year Program
- 1) Final year students have a single course in each semester that contains all their clinical rotations for that semester nested within. Students who receive 3 unsatisfactory rotation performance grades, or who receive 2 unsatisfactory rotation performance grades in the same rotation (as defined in G.1.d.2) above), must undergo a review for either program-level remediation or dismissal.

- a) The Associate Dean of Professional Programs in consultation with the faculty from the rotations who gave unsatisfactory performance grades and other select designees (e.g. clinical coaching team) will develop a program-level remediation plan or recommend dismissal. A program-level remediation plan may include repeating part or all of the senior year, and/or other action steps as deemed necessary to correct identified deficits.
 - b) The drafted program-level remediation plan will be submitted to the Academic Standards Committee for review, and ultimately reviewed and approved by the College Executive Committee.
 - c) During the time the program-level remediation plan is under development, the student may be placed on temporary leave from clinical rotations. This is at the discretion of the Associate Dean for Professional Programs.
 - d) Any student who fails to fulfill the requirements of the program-level remediation plan will be dismissed from the college.
 - e) Once dismissed, the student may petition for readmission and his/her petition will be considered by the Academic Standards Council, and ultimately by the college Executive Committee for further review and approval.
- f. Dismissal: Preclinical Curriculum
- 1) If at the end of Semester One a student achieves a cumulative G.P.A. of less than 1.75 and is unable to correct this G.P.A. via the supplemental privileges policy, the student will be dismissed from the college.
 - 2) At the conclusion of Semester Two, and each semester thereafter, a student who fails to maintain a cumulative G.P.A. of at least 2.00 and is unable to raise this G.P.A. via the supplemental privileges policy will be dismissed from the college.
 - 3) A student who earns a final grade of E or U in a core or elective course at any time during the program, if unable to raise their grade by supplemental examination will be dismissed from the college.
 - a) Students are responsible for knowing their own standing scholastically in reference to the published regulations and standards of the university and of their college or school. A posted grade (including electronic posting) will be considered sufficient notification, provided that an explanation of how grades are determined is documented in the course syllabus.
 - 4) A student may be dismissed from the college for violation of the Honor Code with sufficient malice according to the findings of the Judiciary Council or by administrative decision. All findings of the Judiciary Council and all administrative decisions must be approved by the Executive Committee before recommended sanctions are implemented if the recommendation is for dismissal.

- 5) Due to the design of the first three years of the professional curriculum, mastery of the material at each stage is required for successful completion of the next stage. Thus, dismissal from the college for any reason during the first three years requires that the student discontinue their program of study and, if readmitted, return at the class rank indicated in their readmission approval.

g. Dismissal: Clinical Curriculum

- 1) The structure of the curriculum changes from sequential to concurrent in the fourth year and is comprised of three courses with multiple rotations nested underneath each one. Fourth-year courses and rotations do not require successful completion of one course or rotation to progress on to another course or rotation in the curriculum. A student who receives 3 unsatisfactory grades across their rotations or who achieves 2 unsatisfactory grades in the same rotation is no longer eligible to progress and must complete a program-level remediation plan.
 - a) A fourth-year student who fails to meet the requirements for a program-level remediation plan will be dismissed and may petition for readmission.
 - b) Upon readmission, a fourth-year student who failed to meet the requirements for a program-level remediation plan will be required to achieve a satisfactory grade in all rotations with a previous unsatisfactory performance. The student will be required to repeat the rotation at a time that is mutually acceptable to all parties and determined to be in the best interest of both the student and the clinic schedule.
 - c) A student who has been readmitted to the college by the Executive Committee may be subject to special requirements as recommended by the Academic Standards Council and as approved by the Executive Committee.
 - d) Upon readmission, a fourth-year student who does not earn a satisfactory completion of the components of their program-level remediation plan will be dismissed from the college. This student can no longer petition for re-admission.
 - e) As a result of readmission to the program after a dismissal during the fourth-year, the anticipated time to graduation may need to be extended to complete all fourth year rotations and components of the program-level remediation plan.
- 2) Training students in patient care is an essential part of the veterinary education program. The professional assessment and reporting by a clinician of patient endangerment or neglect on the part of a veterinary student may result in the student being suspended from clinical obligations pending an investigation of the allegations by the Judiciary Council.
- 3) A student may be dismissed from the college for violation of the Honor Code with sufficient malice according to the findings of the Judiciary Council or by administrative decision. All findings of the Judiciary Council and all administrative decisions that

recommend dismissal must be approved by the Executive Committee before recommended sanctions are implemented.

2. The Council reviews student petitions for readmission or reinstatement and makes recommendations to the college Executive Committee.
 - a. Readmission (of a student who was dismissed previously)
 - 1) A student who has been dismissed from the College of Veterinary Medicine for failure to maintain the academic standards of the college may petition the Academic Standards Council for readmission. Petition forms are available in the college's Office of Professional Program Support.
 - 2) A student who petitions for readmission after dismissal for failure to maintain academic standards must have the petition reviewed by the Academic Standards Council and approved by the Executive Committee.
 - 3) A student who has been readmitted to the college by the Executive Committee may be subject to special requirements as deemed appropriate by the Executive Committee.
 - 4) A student who has been dismissed as the result of earning a grade of E or U in a core course will be required to repeat that course earning a passing grade of D- or better, or "S" in a pre-clinical course, and a satisfactory grade in a clinical rotation, to advance in the program upon readmission. In considered instances and with appropriate justification, the Council may vote to waive the requirement to repeat certain courses.
 - 5) A student who has been dismissed due to low academic performance resulting in a cumulative G.P.A. below the accepted threshold will normally be required to retake any core course at the time it is regularly offered in which a grade lower than C or where U was earned and earn a passing grade of D- or better, "or S" before course completion will be accepted and the student allowed to progress in the professional program. In considered instances, the Council may vote to waive the requirement to repeat certain courses or to repeat them at regularly scheduled times with appropriate justification.
 - 6) If a preclinical course must be repeated, the grade earned may replace the original grade for the purpose of calculating the cumulative G.P.A. (up to a maximum of 3 semester courses) if the student submits an application for Grade Forgiveness through the Registrar. If readmission requirements stipulate that any preclinical course above the three forgiven must be repeated, the grades earned in the original and repeated course will both be included in the cumulative G.P.A. In either case, any repeated course grade will appear on the student's permanent record along with the original grade. Forgiven grades, those not included in the cumulative G.P.A. will be denoted with a symbol on the transcript. The credit hours in repeated courses will not count toward graduation.
 - 7) The student who is readmitted is held to the same academic standards as are all other students for all courses.

- 8) A student who is readmitted will sign a Readmission Acceptance Form indicating agreement, in full, to the conditions of readmission. A student who fails to comply with the conditions of their readmission will be dismissed from the college.
 - 9) Starting at the end of the semester in which a student was dismissed, the student will normally have 24 months to submit a petition for readmission. If 24 months or more have elapsed since dismissal and the student wishes to pursue a career in veterinary medicine, the student must normally reapply to the program through the admissions process. If this option is pursued, all previous coursework in the program will not be eligible for determining matriculation.
- b. Reinstatement (of a student who voluntarily withdrew previously)
- 1) Pre-clinical Curriculum: A student who voluntarily withdraws from the college during Semesters One through Six may petition for reinstatement through the Academic Standards Council to the Executive Committee. A student is considered to have withdrawn from the college if they are not enrolled in any elective or core course during an academic semester.
 - a) A reinstatement petition must normally be submitted within 24 months starting at the end of the semester in which the withdrawal occurred.
 - b) If 24 months or more have elapsed since withdrawal and the student wishes to pursue a career in veterinary medicine, the student must normally reapply to the program through the admissions process. If this option is pursued, all previous coursework in the program will not be eligible for determining matriculation.
 - 2) Clinical Curriculum: A student who voluntarily withdraws from the college during Semesters Seven through Nine may petition for reinstatement through the Academic Standards Council to the Executive Committee. A student is considered to have withdrawn from the college if not enrolled in any clinical rotation during an academic semester.
 - a) Starting at the conclusion of the semester in which the student withdrew, the student will have one semester to petition for reinstatement.
 - b) If more than one semester has passed, starting at the end of the semester in which the withdrawal occurred, the student must petition the Academic Standards Council for readmission to the college.
3. It is expected that each student will normally complete all degree requirements of the program within 4 years; on occasion, this timeline may be formally extended as the result of officially approved academic or clinical remediation plans. A request for other temporal extensions will be evaluated by the Academic Standards Council and forwarded to the Executive Committee for final action. If a student has not completed all requirements within 6 years from their first day of the program, they will be dismissed from the college unless a formal extension to the timeline has been approved by the Executive Committee.

4. The Council reports on all activities to the college's Executive Committee.
5. The Council maintains appropriate records of its activities and actions and provides the Dean with a brief summary upon request.

APPENDIX C: CHARTER OF THE COUNCIL FOR GRADUATES STUDIES

A. TITLE

The body chartered by the document will be titled the Council for Graduate Studies

B. MISSION OF THE COUNCIL FOR GRADUATE STUDIES (CfGS)

1. Definition of the Council for Graduate Studies

The Council for Graduate Studies is a standing committee representing the faculty that promotes the graduate education mission of the College of Veterinary Medicine. Due to the significant differences in the size of departments, we cannot ensure equal numerical representation from each department. However, the preference is to have voting membership of the Council composed of three graduate faculty members from each academic department with a requirement of at least one faculty member from each department. Council faculty members will be elected by the faculty of their respective departments or be appointed by the department chair, depending on the rules of the department. Ex-officio members include one graduate student in the college graduate program (Section D.2.b.), the Associate Dean for Research and Graduate Studies (Section D.2.c.), and the Program Coordinator for the Office of Graduate Studies (Section D.2.f.).

2. Mission of the Council for Graduate Studies

To promote and facilitate learning in the fundamentals of research leading to Master's and Doctor of Philosophy Degrees has been an important mission of the College of Veterinary Medicine and The Ohio State University since its charter as a Land Grant Institution under the Land Grant College Act of 1862.

This charter, established by the faculty of the college, empowers the CfGS to formulate policies and procedures to promote graduate training in research within the college leading to advanced degrees, to communicate these policies to the faculty for their approval and to implement approved policies. This council will not abridge the right of the individual faculty member to pursue an area of investigation in a manner of their choosing that is in keeping with accepted standards of research, or abridge a faculty member's freedom to publish the results of such research.

C. MODIFICATION OF THE CHARTER OF THE COUNCIL FOR GRADUATE STUDIES

- 1. The Charter of the Council for Graduate Studies can be modified as part of a revision of the entire Pattern of Administration or through an independent modification to the charter by a simple majority vote of the faculty of the College of Veterinary Medicine participating in a ballot vote according to the procedures of the college.**
 - a. Amendments to the Charter can be brought forth by any faculty member of the college. Amendments will be made available to each faculty member. The proposed amendments will be open for comments for at least four weeks before presentation to the faculty for ballot vote.**

D. MEMBERSHIP OF THE COUNCIL FOR GRADUATE STUDIES

1. Qualifications

- a. Voting members must be Graduate Faculty of the College of Veterinary Medicine who currently are active in the graduate training program as evidenced by membership on MS or PhD student committees or mentoring of graduate students.

2. Methods of Selection and Terms

- a. A total of nine Graduate Faculty members with a at least one faculty member from each department and a preference for equal representation of three from each department in the college.
 - 1) Members will be appointed by their department chairs or elected by the faculty of that department according to the rules of the department.
 - 2) One member from each department will be requested each year for a new 3-year term on the Council. If a member cannot be identified, a second representative from another department may be selected with the goal of rebalancing the composition in future years.
 - 3) The term of service for all members will be for three consecutive years beginning April 1 and ending March 31. Elections will occur in the winter and will be conducted by the office of each department chair. The CfGS will be notified of newly elected members by March 1 (i.e., one month before the start of their term of service).
 - 4) Those elected will be referred to as "members" in this document. Members who cannot attend a meeting of the Council for Graduate Studies will not be permitted to send a substitute.
- b. As graduate student interest permits, the graduate student representative on the CfGS will be elected by a majority vote of the graduate students in the college graduate program to serve a one-year term as an ex-officio member.
 - 1) The elected graduate student representative must have spent at least two consecutive semesters in the college graduate program.
 - 2) The college's Graduate Student Association will conduct elections by ballot during Spring Semester. A call for nominations will be announced by written communication at least two weeks before the election.
 - 3) The term of office becomes effective the first day of Summer Semester.
- c. The Dean or designated representative (henceforth identified as the Associate Dean for Research and Graduate Studies, unless otherwise stated) will be an advisory ex-officio member of the Council for Graduate Studies.
- d. A Chairperson of the Council will be elected at the first meeting of the year (in April) from among the elected members of the Council for Graduate Studies. With the approval of the Council, the Chair may appoint a Co-chair among the CfGS members. The Co-chair will lead the meetings in the absence of the Chair and may assume a role of one the sub-area designees listed in D.2.e.

- e. To improve the efficiency of the Council, the Chair may also appoint the following sub-area designees among the members of the CfGS.
- 1) Fellowship/Awards Designee: advises and assists the Chair on fellowship and award nominations.
 - 2) Admissions Designee: reviews application materials compiled and provides recommendations to the Chair and the Program Coordinator on the admission of the applicants.
 - 3) Curriculum/Graduate Course Designee: reviews materials related to new courses and areas of specialization and provides recommendations to the Chair.
 - 4) Academic review designee: reviews student annual reports and advises the Program Coordinator and the Chair on related issues and concerns.
 - 5) Additional ad hoc designees (appointed as needed):
 - a) Program Assessment Designee: Coordinates the process for CfGS to develop standards for initial and continuing graduate faculty membership in the program. Designs survey material with assistance of the Program Coordinator to answer university assessments, 5-year review of program faculty and recommendations concerning continuing membership.
 - b) Policy Assessment Designee: advises and develops action items to address issues related to the handbook, policies, and templates for the development of the program. Reviews documents and proposals, executes the revisions requested by CfGS to produce the finalized document.
 - c) Recruitment designee: Makes recommendations to CfGS to coordinate student recruitment (including underrepresented minority student recruitment) efforts with the assistance of the Program Coordinator; makes recommendations on funding opportunities (grants, fellowships, etc.)
 - 6) Each Designee may lead the discussion in their specific area during the CfGS meetings, when input from the entire CfGS related to any particular fellowships, applicants, courses and/or areas of specialization is considered necessary.
- f. The Program Coordinator for the Office of Graduate Studies will be an ex-officio member of, and act as the Secretary of the Council. The Secretary will complete and maintain records of meetings and move for their review and acceptance at the following meeting. The Secretary will prepare official correspondence and retain copies for Council records.
- g. Departmental Program Coordinators who provide support for respective combined residency/graduate programs will serve as ex-officio members

E. RIGHTS AND RESPONSIBILITIES OF THE COUNCIL FOR GRADUATE STUDIES

The purpose of Council is to establish and implement policies and procedures regarding the graduate studies program within the college. This Committee serves as the administrative unit of the graduate faculty for most matters concerning graduate students and graduate courses in the college including admission, transfer, dismissal, program approval, waivers, etc. Actions taken by the committee are subject to approval, modification, or reversal by a majority vote of all the voting Graduate Faculty members. The specific areas of responsibility of the Council are to:

1. Create and maintain the College Graduate Studies Handbook. Changes in the Graduate Studies Handbook may be proposed by any active member of the Council for Graduate Studies. Proposals for change should be submitted to the current Chair of Council for action. Changes in the Graduate Studies Handbook require approval by a simple majority of all active members of the Council for Graduate Studies. The Graduate Handbook will be made available to the faculty on the college's web site and in the Office of Research and Graduate Studies. The Graduate Handbook will include, but is not limited to, descriptions of the following:
 - a. Program Overview and General Information
 - b. Admissions Procedures and Requirements
 - c. Graduate Studies Guidelines
 - d. Master's Degree Program
 - e. Doctor of Philosophy Program
 - f. Combined Degree Program
 - g. Transferring into the CVM Graduate Program
2. Prepare and maintain an annual graduate studies calendar that contains specific due dates for all documents relating to enrollment, thesis and dissertation, fellowships, graduation, candidacy examination and course requirements (add, drop, etc) which is distributed regularly via listserv to all students and faculty.
3. Serve as an advisory body to the Dean and representative regarding the promotion and advancement of graduate studies in the college.
4. Be responsible for developing, implementing and monitoring the procedures for the fair distribution of funds to support graduate studies in the college.
5. Maintain the college's Graduate Student Space Allocation Policy and make recommendations to the Dean for amendment of that document. The Council will develop and implement a procedure for assigning space to graduate students and post-doctoral fellows using space currently assigned as graduate student office space.
6. Direct the Graduate Studies Coordinator to compile a yearly compendium of graduate students in the program, their progress, space assignment, and advisor.
7. Direct the Graduate Studies Coordinator to maintain and update a reference document containing the Charter and Graduate Studies Handbook of the Council for Graduate Studies; accessible via the college website.

8. Formulate rules and procedures relevant to the Graduate Program according to the policies established by the Council for Research and the Council for Graduate Studies.
9. Consider and recommend action on courses and curricula proposed for graduate credit to the Council for Research and the Council for Graduate Studies.
10. Establish procedures for assigning and changing graduate advisors.
11. Consider and act on student petitions that pertain to its rules, and consider and recommend actions to the Council on Research.
12. Appoint faculty for Graduate Faculty Category M membership and nominate faculty for Graduate Faculty Category P membership, according to the policies set by the Graduate School for Graduate Faculty membership. The CfGS reviews faculty every 5 years to evaluate if their graduate faculty status should be maintained or revoked based on individual faculty active graduate student training record and performance as evidenced by membership on MS and/or PhD student committees and mentoring and matriculating graduate students.
13. Specify admission criteria and credentials that are in addition to those required by the Graduate School.
14. Establish college requirements for admission to graduate programs in agreement with the rules and policies of the Graduate School and OSU Admissions Department and make admission recommendations. Establish and implement academic standards for the college's graduate program that align with the OSU Graduate School Assessment Plan.
15. Specify and monitor conditions that must be satisfied by students admitted in the conditional classifications.
16. Approve intra-University transfers and consider and act upon requests from students to transfer into the college's graduate program.
17. Recommend approval of graduate courses to be transferred from another university.
18. Review the academic performance of graduate students and determine reasonable progress in collaboration with the advisor and advisory committee and recommend action if necessary to alleviate problems or deficiencies in a graduate student's academic progress.
19. Establish rules and procedures for the conduct of the Doctoral Candidacy Examination.
20. Establish rules and procedures for selecting the Dissertation Committee and may establish rules and procedures for selecting the Final Oral Examination Committee.
21. Determine if students are eligible to hold Graduate Associate appointments.

F. RELATIONSHIP OF THE COUNCIL FOR GRADUATE STUDIES AND THE DEPARTMENT AND COLLEGE ADMINISTRATIONS

1. The faculty and the dean share a common desire and responsibility to enhance graduate study activities and related endeavors in the college. A partnership to achieve this goal requires that each party possess specific rights and responsibilities.
2. Rights and Responsibilities of the Faculty
 - a. The faculty, as represented by the CfGS, will be vested with the rights and responsibilities described in Section E of this Charter and will be responsible for implementing and evaluating the procedures of the Council for Graduate Studies.
3. Rights and Responsibilities of the Department Chairs
 - a. The three department chairs will have the right of consultation with the Council for Graduate Studies in all matters relating to distribution of resources.
 - b. The department chairs can request to meet with the Council for Graduate Studies annually to discuss graduate program development.
4. Rights and Responsibilities of the Dean
 - a. The dean will appoint a representative (typically the Associate Dean for Research and Graduate Studies) as a permanent ex-officio member of the Council for Graduate Studies.
 - b. The dean or representative will be responsible for seeing that the policies and procedures established by the Council for Graduate Studies are carried out.
 - c. The dean or representative will chair any faculty meetings dealing with modifications to the Charter of the Council for Graduate Studies.
 - d. The dean or representative will approve and administer funds designated for graduate studies.
 - e. The dean may enlist help from the Council for Graduate Studies in preparation of appropriate grants and progress reports.

APPENDIX D: CHARTER OF THE COUNCIL FOR PROFESSIONAL EDUCATION

A. TITLE

The body chartered by this document will be titled the Council for Professional Education (CPE)

B. DEFINITION

Overview: The Council for Professional Education (CPE) is a standing committee of the College of Veterinary Medicine that governs the professional curriculum according to evidence-based pedagogical best practices and standards set by the college and the Council on Education of the American Veterinary Medical Association, which serves as the accrediting body for the college. The CPE provides leadership for curricular oversight including review, redesign, and development of new educational initiatives. The committee also facilitates integration and communication among the various course teaching teams and college departments, reviews curricular and related policy proposals, performs regular evaluation of the professional veterinary program (including its various component courses and instructors), and strives to improve the curriculum through the activities of its standing subcommittees (Year Teachers' Committees [I-III] and Clinical Teachers' Committee). The CPE is also responsible for assessment of learners and quality assurance of the program.

The CPE serves as an advisory body to the dean through the Associate Dean for Professional Programs and the Executive Committee on decisions related to the veterinary professional education program.

C. MISSION

The mission of the CPE is to ensure delivery of a high-quality veterinary professional program that meets or exceeds the standards put forth by the American Veterinary Medical Association's Council for Education (AVMA COE). The CPE provides oversight, coordination, and evaluation of the veterinary professional program and a mechanism for implementing substantive improvements in the program.

D. MODIFICATION

The Charter is approved by the faculty of the college and is the official document for the operation of the veterinary professional educational program. The Charter of the CPE can be modified as part of a revision of the entire Pattern of Administration or through an independent modification to the charter by a simple majority vote of the faculty of the College of Veterinary Medicine participating in a ballot vote according to the procedures of the college. Amendments to the Charter can be brought forth by any voting faculty member in the college, as defined by University Rule 3335-5-19.

E. MEMBERSHIP

1. Voting members
 - a. Chair of the Council
 - b. Six faculty who include at least one faculty member from each department with a preference, where possible, for equal representation from each department, chosen by their respective Department Chairs in consultation with the Associate Dean for Professional Programs

- c. At least one faculty representative from each of the Career Areas of Emphasis (CAE) chosen by their respective Department Chairs in consultation with the Associate Dean for Professional Programs (note: some faculty members of CPE may represent both a department and a CAE as a single individual)
 - d. One representative from the Professional Identity Development or Communications Thread chosen by the Associate Dean for Professional Programs (if a staff member) or by their respective Department Chair, in consultation with the Associate Dean for Professional Programs (if a faculty member)
- 2. Ex officio non-voting members
 - a. Associate Dean for Professional Programs
 - b. Director for Teaching and Learning
 - c. Director of Professional Program Support
 - d. Director of Clinical Skills Program
 - e. Two DVM students from Student Council (one each from VME II and III)
- 3. Terms
 - a. Voting members
 - 1) Three-years
 - 2) Members are limited to two consecutive terms
 - 3) Members may be reelected or reappointed after rotating off the CPE for at least 1 year
 - b. Students will serve 1-year terms and may be reappointed
- 4. Subcommittees
 - a. Subcommittee members may be drawn from the current membership of CPE or from the faculty of the college.
 - b. The Year Teachers' I-III Subcommittees will be chaired by the Associate Dean for Professional Programs.
 - c. The chair of the Clinical Teachers' Subcommittee will be a faculty member who teaches in a final year rotation, chosen by their Department Chair in consultation with the Associate Dean for Professional Programs; this individual will serve a 3-year term, as for the chair of CPE (above).
- 5. Officers will consist of the following:
 - a. The Chair of the CPE will be a faculty member with CPE experience who will serve a 3-year term and will be responsible for:
 - 1) Chairing CPE meetings.
 - 2) Developing the agenda with assistance from the Associate Dean for Professional Programs and the Director of Professional Programs Support.
 - 3) Making operational decisions, such decisions being subject to review and change by vote of the CPE.
 - b. The Vice-Chair will be the Associate Dean for Professional Programs and will be responsible for:
 - 1) Conducting meetings and other business in the absence of, or at the request of, the CPE Chair. In the absence of the Chair, the Vice-Chair becomes a voting member.
 - 2) Being the administrative contact for the CPE standing committees.

- 3) Appointing the chair of the Clinical Teachers' Subcommittee
- 4) Functioning as liaison with college administration.
- c. The secretary will be the Director of Professional Program Support and will be responsible for:
 - 1) Scheduling, distributing agendas for, and taking minutes of the CPE meetings.
 - 2) Maintaining CPE records.
 - 3) Performing other duties as requested by the CPE.

F. OPERATIONS OF THE CPE

1. Meetings

- a. Meetings of the CPE will be held monthly as a mechanism for discussions of program oversight and coordination.
- b. Additional meetings may be called by the Chair as deemed necessary or within seven days after receiving a request from at least 10% of the voting members.
- c. A meeting agenda will be sent by the secretary to all CPE members approximately one week in advance of each meeting.
- d. The quorum required to discuss and vote on CPE matters is two-thirds of the voting membership.
- e. A positive vote is secured when a majority of the votes cast are positive/affirmative. Abstentions are not votes. In case of a tie-vote, the Vice-Chair will cast the deciding vote.
- f. In some circumstances, an electronic vote may be conducted.
- g. The minutes of all meetings at which votes were taken will contain the names of persons attending the meeting.
- h. Actions and activities of the CPE will be reported to Cabinet and the departments and will be available to faculty and students of the college through minutes of CPE meetings.
- i. Robert's Rules of Order will govern the conduct of CPE meetings.

2. The CPE will be organized into multiple subcommittees.

a. Year I-III Teachers' Subcommittees

1) Membership

- a) Each Year I-III Teachers' Subcommittee will consist of the course leaders and block leaders within that particular year of the professional program.
- b) The Year Teachers' I-III Subcommittees will be chaired by the Associate Dean for Professional Programs.
- c) Ex officio may include the following: Associate Dean for Professional Programs, Chair of Council on Professional Education, Director of Professional Programs Support, Director of Clinical Skills, and Director for Teaching and Learning.

- d) The Associate Dean for Professional Programs will serve as the administrative contact for each Year Teachers' Subcommittee.

2) Functions and responsibilities. Each Year Teachers' I-III Subcommittee will:

- a) Evaluate and provide recommendations on timing of courses.
- b) Review mode of delivery and recommend any credit hour adjustments.
- c) Act as a forum for sharing course feedback and review of struggling learners.
- d) Share cohort performance feedback from the pre-clinical years to CPE.
- e) Other tasks as assigned by CPE.

b. Clinical Teachers' Subcommittee

1) Membership

- a) The Clinical Teachers' Subcommittee will consist of one representative from each rotation (or section) across the final year of the professional program.
- b) Faculty members of the Subcommittee will include a minimum of one faculty member from each academic department; faculty may be drawn from current membership of CPE or from the faculty of the college as deemed appropriate. Members are selected in consultation with Department Chairs, the Associate Dean for Professional Programs, and the CPE Chair.
- c) The chair of the Clinical Teachers' Subcommittee will be a faculty member who teaches in a final year rotation, chosen by their Department Chair in consultation with the Associate Dean for Professional Programs; this individual will serve a 3-year term.
- d) Ex officio includes the following: Associate Dean for Professional Programs, Chair of Council on Professional Education, Director for Professional Programs Support, Director of Clinical Skills, and Director for Teaching and Learning
- e) The Associate Dean for Professional Programs will serve as the administrative contact for the Clinical Teachers' Subcommittee.

2) Functions and responsibilities

- a) Evaluate and provide recommendations for new rotations in accordance with curricular design principles and AVMA's COE standards.
- b) Develop and evaluate student assessment tools and processes as required by AVMA COE and make recommendations for change to CPE.
- c) Provide development of and input on policies that relate to the final year.

- d) Oversee the coaching program and support of struggling learners.
- e) Evaluate Career Area of Emphasis program.
- f) Share cohort performance feedback from the clinical year to CPE.
- g) Other tasks as assigned by CPE.

c. Ad hoc committees

1) Membership

- a) The Chair of the CPE and the Associate Dean for Professional Programs will appoint faculty members, including members of the CPE and veterinary students, to ad hoc committees as necessary.

2) Functions and responsibilities

- a) Complete special assignments as deemed necessary by the Chair of the CPE and the Associate Dean for Professional Programs.
- b) Provide progress reports to the CPE.
- c) Complete final summary reports with recommendations to the CPE.

APPENDIX E: CHARTER OF THE COUNCIL FOR RESEARCH

A. TITLE

The body chartered by the document will be titled the Council for Research

B. MISSION OF THE COUNCIL FOR RESEARCH

1. Definition of the Council for Research

The Council for Research is a standing committee, which represents the faculty of the College of Veterinary Medicine. The Council is composed of nine voting faculty members who:

- a. Include at least one faculty member from each department with a preference, where possible, for equal representation from each department;
- b. Represent diverse areas of research within the college;
- c. Are elected by the faculty of the department or appointed by the department chair depending on the rules of the department.

Two ex-officio members also serve the Council for Research as advisory, non-voting members (See section D-2-b and D-2-d of this document). The faculty of the College of Veterinary Medicine established the Council for Research by the powers granted them in Chapter 3335-1-04, Sections B and D, of the Bylaws of the Board of Trustees of The Ohio State University.

2. Mission of the Council for Research

Research is the pursuit of fundamental knowledge about the nature and behavior of living systems and the application and translation of that knowledge to extend healthy life and reduce the burden of illness for animals and people. Research has been a traditional mission of The Ohio State University since its charter as a Land Grant Institution under the Land Grant College Act of 1862. The Rules of the University Faculty, under Chapter 3335-5-01, Section C, delineate research as one of the responsibilities of the faculty. The faculty of the College of Veterinary Medicine as members of the university community, are responsible for fostering excellence in research.

This charter, established by the faculty of the college, empowers the Council for Research in the College of Veterinary Medicine to formulate policies and procedures to promote the development of research programs within the college, to communicate these policies to the faculty for their approval and to implement these approved policies. This council will not abridge the right of the individual faculty member to pursue an area of investigation in a manner of their choosing that is in keeping with accepted standards of research, or abridge a faculty member's academic freedom to publish the results of such research, pursuant to University Rule 3335-5.

C. MODIFICATION OF THE CHARTER OF THE COUNCIL FOR RESEARCH

1. The Charter of the Council for Research can be modified as part of a revision of the entire Pattern of Administration or through an independent modification to the charter by a simple majority vote of the voting faculty of the College of Veterinary Medicine participating in a ballot vote according to the procedures of the college.

- a. Amendments to the charter can be brought forth by any voting faculty member of the college. Amendments will be made available in writing to each faculty member. The proposed amendments will be open for comments for at least four weeks before presentation to the faculty for ballot vote.

D. MEMBERSHIP OF THE COUNCIL FOR RESEARCH

1. Qualifications

- a. Members must be voting members of the faculty with demonstrated research expertise. Council members are not to act as advocates for specific grant applicants, but rather are to determine the scientific merit of all grants submitted in each competition and thereby foster high quality research programs within the college.

2. Methods of Selection

- a. The Council will be comprised of nine faculty who
 - 1) Include at least one faculty member from each department with a preference, where possible, for equal representation from each department;
 - 2) Represent diverse areas of research within the college;
 - 3) Are elected by the faculty of the department or appointed by the department chair depending on the rules of the department.
 - i. Faculty members at the rank of assistant professor who are nominated for election will be approved by the department chair before the election.
- b. Yearly, each department will be requested to identify one new member for the Council. If a member cannot be identified, a second representative from another department may be selected with the goal of rebalancing the composition in future years.
- c. The term of service for all members will be for three consecutive years beginning September 1 and ending August 31. Election or appointment will occur in the spring and will be conducted by the office of each Department Chair. The Council for Research will be notified of newly elected members by August 1 (i.e., one month before the start of their term of service). Those elected will be referred to as "members" in this document.
 - 1) Members are limited to two consecutive terms.
 - 2) Members may be reelected or reappointed after rotating off the Council for at least 1 year.
 - 3) Members who cannot attend a meeting of the Council for Research will not be permitted to send a substitute.
- d. The dean or designated representative (typically the Associate Dean for Research and Graduate Studies, unless otherwise determined by the dean) will be an advisory ex officio member of the Council for Research.
- e. A Chairperson of the Council will be elected at the first meeting of the year from among the elected members of the Council for Research. With the approval of the

Council, the Chairperson may appoint a Co-chair from among the Council members. The Co-chair will lead the meetings in the absence of the Chairperson.

- f. The Assistant Director for the Office for Research and Graduate Studies will act as the Secretary of the Council for Research. The Secretary will complete and maintain records of meetings and move for their review and acceptance at the following meeting. The Secretary will prepare official correspondence and retain copies for Council records.

E. RIGHTS AND RESPONSIBILITIES OF THE COUNCIL FOR RESEARCH

The mission of this Council is to establish and implement policies and procedures for the promotion of research within the college. The specific areas of responsibility of the Council are to:

1. Promote research, including the development of new faculty-initiated programs and the promotion of collaborative efforts within the college, the university, its Centers, Institutes, and the community.
2. Create and maintain documents describing the procedures by which the Council for Research operates (i.e., Procedures of the Council for Research). These documents will be made available to the faculty upon request or by digital access via the college website or CVM Community as appropriate. The documents will include, but are not limited to, descriptions of the following:
 - a. The sources of funds, an approximation of total funds in each source, and funding limits per grant.
 - b. The format for grant applications.
 - c. The procedures for submission and evaluation of grants applications.
 - d. The method of notification of results of review of applications and awards.
 - e. The method of communication of the activities and actions of the Council for Research to the dean and faculty.
 - f. The time limits of awards and methods for accounting of funds.
3. Prepare and maintain an annual research calendar which contains proposal submission deadlines and funding limitations (total, equipment, salaries) which will be available to the faculty in the Office for Research and on the college's website.
4. Serve as an advisory body to the dean and the dean's representative regarding the acquisition and utilization of research resources and the development of college research programs.
5. Identify funds (internal and external) available to the college faculty with which to perform research and associated endeavors, such as research training of graduate students, and assure that these resources are used according to the stated intentions of the endowment or fund donor. The Council for Research will be informed of the stated intentions of the benefactor by the dean or representative. The Council for Research, through the Secretary, will inform the faculty of the sources of available research funds, provide an approximation of total money available in each of these funds and list any restrictions. The Council for Research will establish fund limitations for each funding source and these limits will be included in the annual research

calendar. Finally, the Council for Research will notify the faculty of the availability of new, special or dedicated funding opportunities as they occur throughout the year.

6. Recommend the distribution of research funds through a competitive grant-in-aid procedure. Proposals will be solicited from eligible faculty. An individual designated as the principal investigator may submit a proposal. This individual is responsible for the scientific and technical direction of the proposed project and for the submission of annual and final reports. There may be only one principal investigator per application. Each faculty member may be principal investigator of a maximum of two active intramurally-funded grants at any one time. Grants are considered active until a final report has been submitted to the Office for Research. The principal investigator must have a primary faculty appointment in the College of Veterinary Medicine. Other individuals associated with the proposed research may be included as co-investigators, collaborators, technical personnel, or consultants. Each faculty member may only be principal investigator on one proposal for each funding cycle from each funding source.
7. Determine the scientific merit of all proposals submitted for funding by an impartial and objective review and provide prioritized recommendations for funding to the Associate Dean for Research and Graduate Studies. A written critique will be returned to all applicants.
8. The primary objective is to fund high quality scientific investigations. Council accomplishes this task by making recommendations to the dean (or designated representative; Associate Dean for Research and Graduate Studies) on allocating intramural funds, including USDA Formula Funds, Equine Funds, Canine Funds, Paladin Funds, Barber Funds and other funding sources that may arise. The Council strives to fund as many qualified projects (based on review) and as many faculty as possible. The funds may be used for both basic and clinically-relevant research projects. The projects may be well designed pilot investigations, small projects with defined objectives, or partial funding for larger projects with documentation of receipt of additional funds providing complete funding for the proposed study. The funds also may be used to support graduate student research projects, projects that have a limited availability for funding by other sources, or projects that assist faculty members to change their focus of research. Projects should lead to publications in peer-reviewed journals. Priority will be given to projects that support endeavors of junior faculty and projects that have the potential to attract future extramural support.
9. Council has not strictly ranked funding priorities beyond the top priority of funding high quality scientific research, because each member of Council must make an independent assessment of the academic merits and relevance of proposals submitted for review, as well as their interpretation of the importance of funding junior faculty and other priorities. These guidelines serve to emphasize the general direction in which Council wishes to proceed in the allocation of limited dollars. Careful consideration of each grant and the circumstances of each funding cycle will dictate final decisions on funding priority scores.
10. Define the accounting requirements for research funds. Research proposals are to be funded for a defined period of time. Annual progress reports, final reports and requests for extension of the time of funding must be made as defined and requested in the document Procedures of the Council for Research. The principal investigator is responsible for accurate and complete accounting records.

11. Maintain and make recommendations to the dean for amendment of the college's Research Space Allocation Policy. The Council may be charged with maintaining and reviewing guidelines and policy recommendations, maintaining inventory, ensuring form compliance with the Office for Research, and distributing information to faculty regarding process and forms.
12. The Secretary will compile a yearly compendium of all grants (both intramural and extramural) awarded to investigators with appointments in the College of Veterinary Medicine, inform the faculty in a timely manner of this document's availability and ensure its distribution on request. The compendium listing will include principal investigators (grouped according to the tenure initiating unit of the college), title of study, funding source, duration of funding and amount funded.
13. Recommend that individuals or committees be appointed by the dean as college liaisons with Centers, Institutes, and other research bodies established within the university.
14. Acknowledge the research achievements of the college and its faculty on a regular basis.
15. Review applications for individuals to be considered for research awards granted by the college or university and forward their recommendations to the dean (or designated representative) for approval. Examples of such awards are the Pfizer Animal Health Award for research excellence, The David White Research Award, and the Gertrude Hoeger Biomedical Research Awards.
16. Review and rank student applications and abstracts for the Veterinary Student Summer Research Program.

F. RELATIONSHIP OF THE COUNCIL FOR RESEARCH AND THE COLLEGE ADMINISTRATION

The faculty and the dean share a common desire and responsibility to enhance the research activities and related endeavors in the college. A partnership to achieve this goal requires that each party possess specific rights and responsibilities.

1. Rights and Responsibilities of the Faculty

The faculty, as represented by the Council for Research, will be vested with the rights and responsibilities described in Section E of this Charter and will be responsible for implementing and evaluating the procedures of the Council for Research.

2. Rights and Responsibilities of the Dean

- a. The dean will appoint a representative (typically the Associate Dean for Research and Graduate Studies) as a permanent ex-officio member of the Council for Research.
- b. The dean or representative will be responsible for seeing that the policies and procedures established by the Council for Research are carried out.

- c. The dean or representative will report funding actions in writing to the Chairperson of the Councils for Research and explain any deviation from the recommendations of the Council for Research.
- d. The dean or representative will chair any faculty meetings dealing with modifications to the Charter of the Council for Research.
- e. The dean and representative will approve and administer the grants and disburse the funds to investigators whose projects are recommended for funding.
- f. The dean may enlist help from the Council for Research in preparation of appropriate grants and progress reports.
- g. The dean may enlist help from the Council for Research in the evaluation, formation, and acquisition of research facilities and programs within the College of Veterinary Medicine.