

PATTERNS OF ADMINISTRATION

DEPARTMENT OF VETERINARY PREVENTIVE MEDICINE

The Ohio State University

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Pattern of Administration
Department of Veterinary Preventive Medicine
Revised:

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Pattern of Administration

Department of Veterinary Preventive Medicine

I. Introduction

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

This Pattern of Administration must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. In keeping with Faculty Rule [3335-3-35](#)(C)(2), within the first year of their appointment or reappointment, the Department Chair shall review the Pattern of Administration in consultation with the faculty. Any revisions shall be made with opportunity for broad faculty input, obtained through sharing draft revisions for review and comment and discussion during a regular or ad-hoc faculty meeting. At other times, revisions may be proposed by the Department Chair or recommended to the Department Chair by unit committees or members of the faculty. The process for revision is the same as above. All revisions, as well as periodic reaffirmation, are subject to approval by the College and the Office of Academic Affairs.

II. Department Mission

The mission of the Department of Veterinary Preventive Medicine is to advance the health, welfare, and wellbeing of animals, humans, and the environment through the discovery, application, and dissemination of knowledge that prevents and controls disease in populations, promotes sustainable agricultural productivity, and safeguards public health.

The mission incorporates three components: teaching, research, and service. The teaching mission of the Department is the education of graduate, professional, post-professional students, and outreach-education participants in effective disease prevention and control strategies to meet current and future societal needs in veterinary medicine and public health. The research mission of the Department is the discovery of knowledge leading to the development of methods to prevent and control disease, to maximize agricultural sustainability, productivity and efficiency, and to promote health, welfare, and wellbeing in animals, humans, and the environment. The professional service mission of the Department is to provide professional expertise to assist in the decision-making processes of animal and human health professionals and commercial organizations, as well as local, state, national, and international organizations as they endeavor to promote the health of animals, humans, and the environment.

III. Academic Rights and Responsibilities

In April 2006, the University issued a [reaffirmation](#) of academic rights, responsibilities, and processes for addressing concerns.

IV. Faculty and Voting Rights

Faculty Rule [3335-5-19](#) defines the types of faculty appointments possible at The Ohio State University and the rights and restrictions associated with each type of appointment. For the purposes of governance, the faculty of the Department includes faculty members with a 50% or more compensated appointment, whose tenure-initiating unit (TIU) is in the Department, and who hold an appointment as tenure-track, clinical, professional practice, or research faculty. These faculty shall have a full vote at faculty meetings and in faculty elections.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments made in this Department is provided in the [Departmental Appointments, Promotion, and Tenure document](#).

The Department of Veterinary Preventive Medicine makes tenure-track appointments with titles of Instructor, Assistant Professor, Associate Professor, or Professor. Tenure-track faculty may vote in all matters of departmental governance.

The Department of Veterinary Preventive Medicine makes clinical appointments. Clinical faculty titles are Clinical Instructor, Assistant Clinical Professor, Associate Clinical Professor, and Clinical Professor. Clinical faculty may vote in all matters of Department governance except tenure-track appointment, promotion, and tenure decisions and research faculty appointment, reappointment, and promotion decisions. Any clinical faculty member appointed by the unit may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

The Department of Veterinary Preventive Medicine makes professional practice appointments. Professional Practice faculty titles are Instructor of Practice, Assistant Professor of Practice, Associate Professor of Practice, and Professor of Practice. Professional practice faculty may vote in all matters of Department governance except tenure-track, clinical, or research appointment, promotion, and/or tenure decisions. Professional practice faculty may vote on professional practice faculty matters including appointment, reappointment, and promotion reviews. Any professional practice faculty member appointed by the unit may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in [Faculty Rule 3335-7-11\(C\)\(2\)](#).

The Department of Veterinary Preventive Medicine makes research appointments. Research faculty titles are Research Assistant Professor, Research Associate Professor, and Research Professor. Research faculty may vote in all matters of Department governance except tenure-track faculty appointment, promotion, and tenure decisions and clinical/professional practice faculty appointment, reappointment, or promotion decisions. Research faculty may vote on research faculty matters including appointment, reappointment, and promotion reviews.

A. Clinical Faculty Appointment Cap

As defined in Faculty Rule [3335-7-03](#), the percentage of clinical faculty as a percentage of tenure-track, clinical, professional practice, 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).

B. Research Faculty Appointment Cap

This department's number of research faculty will be no more than 20% of the number of tenure-track faculty, with research faculty positions always constituting a minority with respect to the number of tenure-track faculty in the unit. A majority vote of the department's tenure-track faculty is required to alter this appointment cap.

The Department of Veterinary Preventive Medicine makes associated faculty appointments. Associated faculty titles include tenure-track faculty on less than a 50% appointment, adjunct titles, clinical of practice titles, lecturer titles, and visiting titles. Associated faculty may participate in discussions regarding non-personnel matters; however, they may not vote on any matter. They may not participate in appointment, reappointment, promotion and/or tenure reviews.

Emeritus faculty in this Department are invited to participate in discussions on non-personnel matters, but may not participate in discussions regarding personnel matters, including promotion and tenure reviews, and may not vote on any matter.

Detailed information about the appointment criteria and procedures for the various types of faculty appointments is provided in the [Departmental Appointments, Promotion, and Tenure document](#).

V. Organization of Department Administrative Services and Staff

The administrative staff of the Department supports the Chair, faculty, staff, and students in carrying out the teaching, research/scholarship, and service missions of the Department. Key administrative duties include: managing the Chair/Vice-Chair calendars; managing Departmental office space and vehicle use; coordinating annual review and promotion and tenure processes; coordinating faculty and resident searches; and support for purchasing, travel, recruiting and collaborating with HR. Additional support may be available through shared College resources. The Chair or designee has overall responsibility for appointing, supervising (including assigning tasks), and evaluating the Departmental staff. Additionally, faculty should consider hiring dedicated staff to support complex and/or extensive administrative needs for their individual research programs using grant funding, as appropriate.

VI. Overview of Department Decision-Making

Policy and program decisions are made in a number of ways: by the Department faculty as a whole, by standing or special committees of the Department, or by the Chair. The nature and

importance of any individual matter determines how it is addressed. Department governance proceeds on the general principle that the more important the matter to be decided, the more inclusive participation in decision making needs to be. Open discussions, both formal and informal, constitute the primary means of reaching decisions of central importance. These discussions will serve as a reasonable basis for making decisions, ideally through consensus, and for action. In this context, consensus means that interested faculty have had the opportunity to discuss the matter, feel their position was heard, and are willing to align with the group's outcome. Consensus may involve some team members having reservations but agreeing to support the group's decision for the greater good.

VII. Department Administration

A. Chair

The primary responsibilities of the Chair are set forth in Faculty Rule [3335-3-35](#). This rule requires the Chair to develop, in consultation with the faculty, a Pattern of Administration with specified minimum content. The rule, along with Faculty Rule [3335-6](#), also requires the Chair to prepare, in consultation with the faculty, a document setting forth policies and procedures pertinent to promotion and tenure.

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

- To uphold expectations of the Leadership Philosophy:
 - Uphold Ohio State's [Shared Values](#) and engender trust through words and actions.
 - Care for people and create conditions for well-being and productivity.
 - Set clear direction and goals for their teams and align to the mission of the Department.
 - Solve problems and support their teams to adapt to changing contexts.
 - Drive cross-functional collaborations to advance goals of the Department.
 - Demonstrate commitment to continuous growth for themselves and their teams.
- To have general administrative responsibility for Department programs, subject to the approval of the Dean of the College, and to conduct the business of the Department efficiently. This broad responsibility includes acquisition and management of funds, and the hiring and supervision of faculty and Departmental staff.
- To prepare, after consultation with the faculty, annual budget recommendations for the consideration of the Dean of the college.
- To encourage and promote the research, education, service and outreach activities of the Department and to recognize contributions in all such areas.

- To devise, plan, and implement a strategic plan for future development of the Department, with input from the faculty members and the Dean, to foster excellence in all its missions.
- To assign workload according to the Department's workload guidelines (see Section IX) and faculty appointment type and rank with consideration given to an individual's appointment, skills, experience, and capacity, as well as the needs and resources available within the department.
- To monitor, evaluate, and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both University and Department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their Department; and to place in that file a response to any evaluation, comment, or other material contained in the file.
- After consultation with the eligible faculty, to make recommendations to the Dean of the college regarding appointments, reappointments, promotions, dismissals, and matters affecting the work of members of the Department faculty, in accordance with procedures set forth in Faculty Rules 3335-6 and 3335-7 and this Department's Appointments, Promotion and Tenure Document.
- To see that all faculty members, regardless of their assigned location, are offered the privileges and responsibilities appropriate to their appointment type and rank; and, in general, to lead in maintaining a high level of morale.
- To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
- To see that adequate supervision and training are given to members of the faculty and staff.
- To facilitate and participate in prescribed academic program review processes, in collaboration with the Dean of the college and the Office of Academic Affairs.
- The Chair is responsible for allocating Departmental office space and advocating for laboratory research space for Departmental faculty with the Dean, Vice Dean, and/or Associate Dean of Research based on the needs of the program and available resources.

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

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

Following consultation with the faculty, the Chair is responsible for encouraging research and educational investigations; assigning teaching responsibilities; responding to faculty and staff grievances; representing the Department at the College's Cabinet meetings and on various University-wide committees and meetings; recruiting faculty, staff, and students; communicating and corresponding with alumni, clients, and other constituents; and participating in development activities.

B. Other Administrators

The Chair may appoint an Associate/Vice Chair as needed to conduct the business of the Department. The appointment, reappointment, and term of appointment are determined by the Chair, subject to approval of the Dean. The responsibilities of the Associate/Vice Chair are dictated by the Chair, and these will be described and documented at the time of appointment. The Associate/Vice Chair will assist the Chair in ensuring that all duties are completed with dispatch, efficiency, and with professionalism.

The Chair will consult annually with the Chief Medical Officer of the Veterinary Medical System to appoint a Director for the OSU Large Animal Services (LAS) ambulatory practice in Marysville. It is the responsibility of the Director to represent the collective views of the OSU LAS faculty and make recommendations to the Chair and the Vice Dean regarding matters within the OSU LAS practice. The Director will have general administrative responsibility, including leadership and guidance of the academic and clinical program of the OSU LAS subject to approval of the Chair and Vice Dean. Duties of the Director will be assessed and/or modified by the Chair and Vice Dean in accordance with the appointment and/or annual review letters.

C. Committees

Much of the development and implementation of the Department's policies and programs is carried out by standing and ad hoc committees. The Chair is an ex officio member of all Department committees and may vote as a member on all committees except the Committee of Eligible Faculty.

The Department has one standing committee with broad jurisdiction and specific representatives, the Committee of Eligible Faculty (CEF). The composition and responsibilities of the CEF are outlined in the Departmental Appointment, Promotion, and Tenure document. Other committees, referred to as ad hoc committees, will be appointed, as

needed, at the Department Chair's discretion and shall be advisory to the Chair in areas of their purview following consultation with appropriate sources, including student groups. Examples of ad hoc Committees include search committees, associated faculty selection committees, special events committees, planning committees, special purchase committees, and others that are not included above.

VIII. Faculty Meetings

The Chair will provide a schedule of Department meetings at the beginning of each academic term. The schedule will include at least one Departmental meeting including faculty, staff, and graduate students per quarter and monthly Departmental faculty meetings. A call for agenda items will be delivered to participants by email before a scheduled meeting. Reasonable efforts will be made to distribute the agenda by email prior to the meeting. Agenda items can be sent to the Department Chair at any time. An ad hoc meeting of the Department faculty may also be scheduled by the Chair or upon written request of 25% of the Department faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Chair will maintain and ensure availability of minutes of Departmental meetings and faculty meetings upon request.

Special policies pertain to voting on personnel matters, and these are set forth in the Department's [Appointments, Promotion and Tenure document](#).

Attendance at Departmental and faculty meetings is strongly encouraged. For purposes of discussing Department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote. However, discussion of Department business other than personnel matters will proceed regardless of whether a quorum is present. These discussions will serve as a reasonable basis for making decisions, ideally through consensus, and for action. In this context, consensus means that interested faculty have had the opportunity to discuss the matter, feel their position was heard, and are willing to align with the group's outcome. Consensus may involve some team members having reservations but agreeing to support the group's decision for the greater good. When a matter must be decided and consensus cannot be achieved, the Chair will make the final decision.

Either the Chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when quorum is achieved (i.e., two-thirds of the eligible faculty not on an approved leave of absence or an approved off-campus special assignment) and a particular position is supported by a simple majority of faculty members. Balloting will be conducted by email or other electronic means when necessary to assure maximum participation in voting. When conducting a ballot by email or electronically, faculty members will be given at least one week to respond. When a matter must be decided and a simple majority of faculty members eligible to vote cannot be achieved on behalf of any position, the Chair will necessarily make the final decision.

The Department accepts the fundamental importance of full and free discussion but also recognizes that such discussion can only be achieved in an atmosphere of mutual respect and civility. The Chair may either dismiss faculty or staff from meetings and/or end meetings if needed to maintain an atmosphere of mutual respect and civility. Normally, Department meetings will be conducted with no more formality than is needed to attain the goals of full and free discussion and the orderly conduct of business. However, Robert's Rules of Order will be invoked when more formality is needed to serve these goals.

IX. Distribution of Faculty Duties, Responsibilities, and Workload

Faculty roles and responsibilities are described in the initial letter of offer. Workload assignments and expectations for the upcoming year are addressed as part of the annual performance and merit review by the Department Chair based on Department needs as well as faculty performance, productivity, and career development.

All faculty members, except research faculty, are expected to contribute to the Department's teaching mission, including teaching in courses in the professional DVM and/or graduate curricula. The Chair is responsible for making teaching assignments on an annual basis and as necessary throughout the year to ensure sufficient teaching coverage. When determining teaching assignments for individual faculty members, the Chair will prioritize adequate coverage for VPM courses, lectures, and/or laboratories in the DVM professional curriculum (both pre-clinical and clinical) and core courses in VPM-associated graduate programs (i.e., the MPH-VPH program and the College of Food, Agriculture, and Environmental Sciences Masters of Environmental and Natural Resources Ecosystem Health Specialization). Teaching electives and courses in other colleges are a lower priority, and the Chair may advise faculty to reduce or eliminate these teaching responsibilities to ensure coverage for CVM and/or VPM courses. The Chair may decline to approve requests for adjustments in teaching contributions when approval of such requests is not judged to be in the best interests of the department.

During on-duty periods, faculty members are expected to be available for interaction with students, research, and Departmental meetings and events even if they have no formal course assignment. Every member of the faculty who is assigned instruction is expected to establish and maintain regular office hours in order to be available to students. On-duty faculty members should not be away from campus for extended periods of time unless on an approved leave (see Section XII) or on approved travel.

All faculty members are expected to be engaged in service to the Department, University, the veterinary profession, and the community. All faculty members are expected to attend and participate in Departmental and faculty meetings, serve on the Committee of Eligible Faculty (as appropriate based on appointment type and rank), serve as appropriate on a mentoring committee for an assistant or associate professor in the Department, and other Department committees and/or events as assigned.

Telework exception: Faculty members with responsibilities requiring in-person interaction are to work at a University worksite to perform those responsibilities. Telework and the use of remote, virtual meetings are allowed at the discretion of the Department Chair if such

work can be performed effectively and faculty members are able to fulfill their responsibilities. Telework will be encouraged under certain circumstances if it serves the needs of the Department, College, University, and/or community. The Department Chair has the discretion to require faculty to work on campus if there are concerns that responsibilities are not being fulfilled through telework.

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines.

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

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

A. Tenure-Track Faculty

Tenure-track faculty members are expected to contribute to the university's tripartite mission of teaching, research, and service. When a faculty member's contributions decrease in one of these three areas, additional activity in one or both of the other areas is expected.

1. Teaching

All tenure-track faculty members are expected to contribute to the Department's teaching mission, including courses in both the professional DVM and graduate curricula. Faculty members are also expected to advise professional and graduate students and supervise independent studies courses and student preparation of thesis and dissertations work. All tenure-track faculty members must provide both formal instruction and advising over the course of each academic year.

The standard teaching workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the University [workload guideline](#). Adjustments to the standard teaching assignment may be made to account for teaching a new class, the size of the class, whether the class is taught on-line or team-taught, and other factors that may affect the preparation time involved in teaching the course.

The standard teaching assignment may also vary for individual faculty members based on their research and/or service activity. Faculty members who are especially active in research can be assigned an enhanced research status that includes a reduced teaching assignment. Likewise, faculty members who are relatively inactive in research can be assigned an enhanced teaching status that includes an increased teaching assignment. Faculty members who are engaged in extraordinary service activities (to the Department, College, University, and in special circumstances professional organizations within the discipline) can be assigned an enhanced service assignment that includes a reduced teaching assignment.

Faculty members with OSU Extension (OSUE) appointments are expected to develop and deliver Extension teaching programs to constituents in Ohio as appropriate for their appointment.

2. Research

Research and discovery and the scholarship of teaching are important components of the Departmental mission. All tenure-track faculty members are expected to be engaged in research as defined in the Department's [Appointments, Promotion, and Tenure Document](#). The focus and scope of a faculty member's research program should reflect individual interests as well as the Department's strategic research goals and lead to national and/or international recognition for the faculty member. The standard scholarship workload expectation for full-time tenure-track faculty members is 40-50% time allocation to total workload according to the university [workload guideline](#).

A faculty member who is actively engaged in research is expected to publish in appropriate high-quality peer-reviewed journals or in other venues, such as edited book chapters of similar quality and length as scientific manuscripts. In addition, all tenure-track faculty members should present the results of their research at regional, national or international meetings or workshops on a regular basis to solicit greater peer-review and enhance the overall recognition of the individual and the Department. Faculty engaged in basic or applied research are expected to attract extramural funding. When appropriate to the field of inquiry, faculty members are also encouraged to seek appropriate opportunities to obtain patents and engage in other commercial activities stemming from their research.

The criteria for assessing the quality of the research program are found elsewhere in the Departmental [Appointments, Promotion and Tenure document](#).

3. Professional Service

Tenure-track faculty members are expected to be engaged in service to the Department, University, profession, and the community. Typically, this will include

service on Department, College, and University committees. The importance of contributions to administrative service typically increase with seniority. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the Department, College, or University). All faculty members are expected to attend and participate in Departmental and faculty meetings, serve on the Committee of Eligible Faculty (as appropriate based on rank), serve on a mentoring committee for an assistant or associate professor in the Department, and other Department committees and/or events as assigned.

The standard service workload expectation for full-time tenure-track faculty members is 10-20% time allocation to total workload according to the university [workload guideline](#). Service loads should be discussed and agreed to during annual performance and merit reviews. When heavy service obligations are primarily volunteer in nature, the Department Chair is not obligated to modify the service load of the faculty member (reduce teaching and/or scholarly obligations). If, however, a heavy service load is due to the faculty member's unique expertise, perspective, or voice, this should be noted in the annual performance review letter, considered when distributing the faculty member's other duties, and taken into account for the annual merit compensation process. The Department Chair should also consider this additional service burden in managing equity of service loads among faculty.

Tenure-track faculty members with reduced FTE but with primary appointments in the Department are expected to provide professional service at a level appropriate for their appointment.

4. Special Assignments

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

Untenured faculty may be provided an SA for research for one semester during their probationary period. Reasonable efforts will be made to award SA opportunities to all tenure-track faculty members subject to the quality of faculty proposals, including their potential benefit to the Department, College, or University, and the need to assure that sufficient faculty are always present to carry out Department work. The Department Chair may convene an ad hoc committee to provide a peer review of the proposed special assignment. The purpose of this review is to evaluate the merits of the proposal in light of the professional development of the faculty member and the advancement of the academic mission of the Department and College. The ad hoc committee will recommend to the Chair if the proposal should be approved or not. The Chair will make a recommendation to the Dean regarding an SA proposal based on the quality of the proposal; its potential benefit to the Department, College, or

University and the faculty member; and the ability of the Department to accommodate the SA at the time requested.

B. Clinical Faculty

The Department of Veterinary Preventive Medicine appoints clinical faculty. These appointments exist for faculty members who focus principally on the education needs for the Department. The standard workload expectations for full-time clinical faculty members are 60-90% teaching, 5-20% scholarship, and 5-20% service. Clinical faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Clinical faculty members are expected to advance veterinary medicine through collaborative scholarship, discovery, and disseminating new knowledge. The criteria for assessing the quality of scholarship for faculty with clinical appointments are found in the Departmental [Appointments, Promotion and Tenure document](#). Clinical faculty members with reduced FTE but with primary appointments in the Department are expected to provide professional service at a level appropriate for their appointment.

C. Professional Practice Faculty

The Department of Veterinary Preventive Medicine appoints professional practice faculty. These appointments exist for faculty members who focus principally on the education needs for the Department. The standard workload expectations for full-time professional practice faculty members are 60-90% teaching, 5-20% scholarship, and 5-20% service. Professional practice faculty members are expected to contribute to the university's mission via teaching and service, and to a lesser extent scholarship. Professional practice faculty members are expected to advance veterinary medicine through collaborative scholarship, discovery, and disseminating new knowledge. The criteria for assessing the quality of scholarship for faculty with professional practice appointments are found in the Departmental [Appointments, Promotion and Tenure document](#). Professional practice faculty members with reduced FTE but with primary appointments in the Department are expected to provide professional service at a level appropriate for their appointment.

D. Research Faculty

Research faculty members are expected to contribute to the university's mission via research. In accord with Faculty Rule [3335-7-34](#),

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

Standard workload expectations for full-time research faculty members are 0-5% teaching (student mentoring), 90-100% research, and 0-5% service, depending on specific

expectations as spelled out in the letter of offer. Research faculty members should present the results of their research at regional, national or international meetings or workshops on a regular basis to solicit greater peer-review and enhance the overall recognition of the individual and the Department. Research faculty members with reduced FTE but with primary appointments in the Department are expected to provide professional service at a level appropriate for their appointment.

E. Associated Faculty

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

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

Compensated associated faculty, including those with clinical practice titles and excluding those with visiting titles, are expected to provide professional service at a level appropriate for their appointment. Expectations for compensated visiting faculty members will be based on the terms of their appointment and are comparable to that of tenure-track faculty members except that service is not required.

F. Modification of Duties

The Department of Veterinary Preventive Medicine strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the Department is committed to adhering to the College of Veterinary Medicine's guidelines on modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering, or care for an immediate family member who has a serious health condition, or a qualifying exigency arising out of the fact that the employee's immediate family member is on covered active duty in a foreign country or call to covered active duty status. See the [College Pattern of Administration](#) for details. See also the OHR [Parental Care Guidebook](#) and the Parental Leave Policy in Section XII.

The faculty member requesting a modification of duties and the Department Chair should be creative and flexible in developing a solution that is fair to both the individual and the unit while addressing the needs of the University. Expectations must be spelled out in an MOU that is approved by the Dean.

X. Course Offerings, Teaching Assignments, and Grade Assignments

Curricular requirements for the program of study leading to the Doctor of Veterinary Medicine degree are the 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 Department has responsibility for teaching assignments for some courses that are offered to students in the

professional program. The Chair will assign those teaching responsibilities to the faculty in a fair manner that will assure their appropriate completion.

Curricular requirements for the program of study leading to the MS or PhD degree are the responsibility of the Associate Dean for Research and Graduate Studies and the Assistant Dean for 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 Department has responsibility for teaching assignments for some courses that are offered to graduate students. The Chair will assign those teaching responsibilities to the faculty in a manner that will assure their appropriate completion.

Curricular requirements for the program of study leading to the MPH degree in Veterinary Public Health are the responsibility of the Director of the Veterinary Public Health Program in consultation with the Department's MPH-VPH Committee and the College of Public Health. These requirements are communicated and managed through the Graduate Program Coordinator. The Department has responsibility for teaching the core courses and elective courses that are offered to MPH-VPH students. The Chair will, in consultation with the Director, assign those teaching responsibilities to the faculty in a manner that will assure their appropriate completion.

A scheduled course that does not attract the minimum number of students required by Faculty Rule [3335-8-16](#) will normally be cancelled and the faculty member scheduled to teach that course will be assigned to another course for that or a subsequent semester.

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

XI. Allocation of Department Resources

It is the responsibility of the Department Chair to equitably and fairly distribute Department services and resources (fiscal, human, and physical) in a manner that assures the fiscal and academic health of the Department and optimizes the achievement of Departmental goals.

The Chair will discuss the Department budget at least annually with the faculty and attempt to achieve consensus regarding the use of funds across general categories. However, final decisions on budgetary matters rest with the Chair following the approval of the Dean and/or the Vice Dean.

The Chair oversees the allocation of office space for faculty, staff, and graduate students in the Department. Shared office space will be assigned to staff and graduate students as it is available. Faculty should make efforts to request office space for staff and/or their graduate students as soon as possible. Desk space for graduate students will be reassessed each academic year.

Research space will be allocated by the Associate Dean for Research and Graduate Studies, in consultation with the Dean, or as designated by the Dean and/or Vice Dean, on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change. The Department Chair will advocate for laboratory research space for Departmental faculty, as appropriate.

The allocation of salary funds is discussed in the Departmental [Appointments, Promotion and Tenure document](#).

XII. Leaves and Absences

The University's policies and procedures with respect to leaves and absences are set on the Office of Human Resources [Policies and Forms website](#).

A. Discretionary Absence

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

B. Absence for Medical Reasons

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

C. Unpaid Leaves of Absence

The University's policies with respect to unpaid leaves of absence and entrepreneurial leaves of absence are set forth in [OHR Policy 6.45](#).

D. Faculty Professional Leave

Information on faculty professional leaves is presented in the [OAA Policy on Faculty Professional Leave](#). The information provided below supplements these policies.

The Department Chair may convene an ad hoc committee to provide a peer review of the proposed FPL. The purpose of this review is to evaluate the merits of the proposal in light of the professional development of the faculty member and the advancement of the academic mission of the Department and College. The ad hoc committee will recommend to the Chair if the proposal should be approved or not.

The Chair will make a recommendation to the Dean regarding an FPL proposal based on the quality of the proposal; its potential benefit to the Department, College, or University and the faculty member; and the ability of the Department to accommodate the FPL at the time requested.

E. Parental Leave

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

XIII. Additional Compensation and Outside Activities

Information on additional compensation is presented in the OAA [Policy on Faculty Compensation](#). Information on outside activities is presented in the University's [Policy on Outside Activities and Conflicts](#). The information provided below supplements these policies.

As outlined in the OAA policy, guidelines and reporting requirements for outside activities do not apply to professional activities that reflect normal and expected public service activities of faculty and that do not entail compensation beyond reimbursement for expenses and/or a nominal honorarium.

Faculty members are encouraged to engage in paid outside activities to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty member, provide direct or indirect benefits to the University and/or CVM, and do not entail a conflict of interest as defined in the [Policy on Outside Activities and Conflicts](#).

Consultation that is performed off-site requires an application for leave.

It is University policy that faculty may not spend more than one business day per week on additionally compensated activities and external consulting combined. 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.

Faculty with an administrative position (for example, Chair, Associate/Assistant Dean, Center Director) remain subject to the [Policy on Outside Activities and Conflicts](#) and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members

with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

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

XIV. Financial Conflicts of Interest

Information on faculty supplemental compensation 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

Members of the Department with grievances should discuss them with the Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. Content below describes procedures for the review of specific types of complaints and grievances. Members of the Department should consult the Dean and/or Vice Dean if the Department Chair is named or has a conflict of interest in the grievance.

A. Salary Grievances

A faculty or staff member who believes that his or her salary is inappropriately low should discuss the matter with the Chair. The faculty or staff member should provide documentation to support the complaint and take into account the following reasons for differences in salary:

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

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

When appropriate, salary equity adjustments will be funded from annual raise monies available during the annual raise cycle to the extent possible. Minimum hourly student and Graduate Associate salaries are set by Human Resources and the Graduate School, respectively. If a student employee feels their salary is inappropriately low, they should discuss the issue first with their direct supervisor and refer the issue to the Office of Human Resources (for hourly students) or the Graduate Program Coordinator CVM-GradProgramCoordinator@osu.edu (for Graduate Associate titles) if the issue cannot be resolved.

Faculty members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter may be eligible to file an appeal with the college's Salary and Non-Salary Appeals Committee. A formal salary appeal can also be filed with the Office of Faculty Affairs (see the Office of Academic Affairs [Policies and Procedures Handbook, Chapter 4, Section 2](#)).

Staff members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter should contact [Employee and Labor Relations](#) in the Office of Human Resources.

B. Faculty and Staff Misconduct

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

Any student, faculty, or staff member may report complaints against staff to the Department Chair. The [Office of Employee and Labor Relations](#) in the Office of Human Resources can provide assistance with questions, conflicts, and issues that arise in the workplace.

C. Faculty Promotion and Tenure Appeals

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

D. Harassment, Discrimination, and Sexual Misconduct

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

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 Assistant Dean for Graduate Studies, or the Department Chair, the Associate Dean or the Chair will first ascertain whether or not the students require confidentiality. If confidentiality is not required, the Associate Dean or the Chair will investigate the matter as fully and fairly as possible and provide a response to both the students and any affected faculty. If confidentiality is required, the Associate Dean or the Chair will explain that it is not possible to fully investigate a complaint in such circumstances and will advise the student(s) on options to pursue without prejudice as to whether the complaint is valid or not. See Faculty Rule [3335-8-23](#).

Faculty complaints regarding students must always be handled strictly in accordance with University rules and policies. Faculty should seek the advice and assistance of the Associate Dean for Professional Programs or the Assistant Dean for Graduate Studies or others with appropriate knowledge of policies and procedures when problematic situations arise.

G. Academic Misconduct

The Code of Student Conduct is found in [Board of Trustees Rule 3335-23](#).

1. Graduate Students

Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) hears most cases involving academic misconduct for graduate students, as long as they do not involve research misconduct. Accordingly, faculty members will report any instances of academic misconduct to the Assistant Dean for Graduate Studies, who will involve the Committee on Academic Misconduct, if appropriate, or will otherwise follow the department's or other relevant entity's procedures.

2. Professional Students

Board of Trustees Rule [3335-23-15](#) stipulates that the [Committee on Academic Misconduct](#) does not hear cases involving academic misconduct in professional colleges having a published honor code. The [veterinary code of conduct](#) and [honor code](#) are distributed to professional students in the veterinary student handbook and available on the College website. The Associate Dean for Professional Programs serves in an advisory capacity for the College's student council. The Student Judiciary Council is a standing committee of the Student Council and holds hearings for allegations of honor code violations. The Associate Dean for Professional Programs and at least one voting faculty advisor also attend these hearings. All proceedings are strictly confidential.