

PATTERN OF ADMINISTRATION  
FOR THE COLLEGE OF VETERINARY MEDICINE

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## **PATTERN OF ADMINISTRATION FOR THE COLLEGE OF VETERINARY MEDICINE**

### **I. INTRODUCTION**

Faculty Rule 3335-3-29 specifies that each college shall have a Pattern of Administration, approved by the Executive Vice President and Provost, and made available to all members of the faculty. 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 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.

### **II. MISSION, VISION, and VALUES of the COLLEGE of VETERINARY MEDICINE**

#### **A. Mission:**

We exist to benefit society and enhance the health and well-being of animals, people, and the ecosystem through innovation in research, education, 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 nation's best learning community for veterinary and comparative medicine - where our students are prepared for careers of excellence; our faculty and staff work collaboratively to research and solve problems of significance, create and share new knowledge, and advance both veterinary and human medicine; our team-based health system is the model for tertiary care for animals; we collectively advance the understanding of the power of the human-animal relationship and the positive health benefits of animals on people (zooeyia); and our alumni become the next generation of global leaders who also understand the importance of civic responsibility and our role in our communities.

**C. Values:** Shared values are the commitments made by the College's community regarding how work will be conducted. Our values in the College of Veterinary Medicine include:

- Excellence
- Collaboration
- Openness and Trust
- Efficiency in our Work
- Diversity in People and Ideas
- Empathy and Compassion
- Change and Innovation
- Integrity & Personal Accountability

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. This statement can be found on the Office of Academic Affairs website, <http://oaa.osu.edu/rightsandresponsibilities.html>. 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 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 consist of:
1. Tenure-track faculty with titles of instructor, assistant professor, associate professor, or professor
  2. Clinical faculty with titles of instructor – clinical, assistant professor – clinical, associate professor – clinical, or professor – clinical
  3. Research faculty with titles of research assistant professor, research associate professor, or research professor
  4. Associated faculty to include:

- a. Clinical practice titles, adjunct titles, visiting titles, and lecturer titles
  - b. Those on less than a 50% appointment to the university
5. Emeritus faculty
- a. Tenure track, clinical, or research faculty who, upon retirement, are recommended by the chair, the dean, and the executive vice president and provost for emeritus status

B. 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."

C. Faculty members with a 50% or more compensated appointment, whose TIU 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.

Clinical and research faculty may vote in all matters of college governance except promotion and tenure decisions of tenure-track faculty.

As defined by Board of Trustees 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 Board of Trustees Rule 3335-7-11 (Approved July 7, 2016).

D. Faculty are evaluated at least annually for progression in the promotion and tenure process, for compensation increases, and to update their job responsibilities and distribution of effort.

- E. Faculty will adhere to the policies of the college and university in the conduct of their academic and professional activities including outside consultation and professional practice. Faculty will comply with the requirements of the Ohio Ethics Law <http://ethics.ohio.gov/education/factsheets/ethicslaw.pdf> and, if engaged in the practice of veterinary medicine, will maintain full or limited licensure by the Ohio Veterinary Medical Board (<http://ovmlb.ohio.gov/>) as appropriate.

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; 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 leadership and participation on standing and *ad hoc* committees.

## V. ORGANIZATION OF COLLEGE SERVICES AND STAFF

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

The academic departments are:

- Veterinary Biosciences
- Veterinary Clinical Sciences
- Veterinary Preventive Medicine
  - The Department of Veterinary Preventive Medicine includes faculty administratively and fiscally associated with OSU Extension and the Food Animal Health Research Program at the Ohio Agricultural Research and Development Center (OARDC) in Wooster

The administrative units are Veterinary Medicine Administration and the Veterinary Health System.

Veterinary Medicine Administration incorporates the following services:

- The Dean's Office
- Executive Associate Dean
- Faculty and Staff Affairs, Inclusive Diversity and Planning
- Professional Programs
  - Career Management
  - Health & Wellness
  - Professional Program Support
  - Recruitment and Admissions
  - Teaching & Learning
- Research and Graduate Studies
  - Commercialization
  - Graduate Studies
  - Grants & Research Administration

- Administration
  - Budget & Finance
  - Facilities
  - Human Resources
  - Shared Business Center
- Advancement
  - Alumni Affairs
  - Communications & Marketing
  - Development
  - Events and Continuing Education
- Information Technology
  - Biomedical Media
  - Veterinary Information Systems

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

- Executive Director and Chief Medical Officer
- Veterinary Medical Center
  - Hospital for Companion Animals
  - Hospital for Farm Animals
  - Galbreath Equine Center
  - VMC Dublin
- Large Animal Services at Marysville
- Food Animal Services at the Ohio Department of Rehabilitation and Correction (As of currently approved document; changes likely pending proposed transition)
- Finley Farm
- Clinical Diagnostic Laboratories

## VI. OVERVIEW OF COLLEGE ADMINISTRATION AND DECISION MAKING

The College operates on the premise that all members of the faculty 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 manner of ways, decisions made with broad input are the preferred vehicle as often as possible. 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.

## 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).

## A. The Dean

1. The Dean shall be the administrative head of the college and shall carry out the duties prescribed in Faculty Rule 3335-3-29. The Dean will represent the faculty of the college in dealing with the university administration. The Dean shall establish policies that support the mission, goals, academic programs and service programs of the college in consultation with Cabinet (Associate Deans, Department Chairs, Veterinary Medical Center Director, and Chief College Officers) and faculty as well as other constituents and partners as relevant. 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.
2. 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. Discussions and input may occur through standing or ad-hoc committees, department meetings, and/or college-wide meetings.

## B. Other Administrators

The Dean shall appoint associate deans, directors, chief officers, and other administrative positions in consultation with Cabinet, 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. Current administrators listed below, with the addition of the department chairs, comprise Cabinet. 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.
- Associate Dean for Faculty & Staff Affairs, Inclusive Diversity, and Planning: develops and facilitates processes that support the career development and advancement of faculty and staff; serves as the College's Chief Diversity Officer and promotes diversity and inclusion in their broadest meanings; serves as the secretary of the college; supports the development and 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.
- 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.
- Chief Administrative Officer: serves as the college's Chief Financial Officer, oversees Human Resources, Shared Business Center (purchasing, travel and HR transactions), Shared Finance (accounting, budget and asset management) and supports coordination of facilities operations and capital planning; liaison with University Legal Affairs (business transactions and contracts/MOU's) and Risk Management
- 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, and event programs.
- Chief Information Officer: oversees the information technology systems and services of the college and Veterinary Health System; directs the Service Operations and Infrastructure and Enterprise Applications staff in Veterinary Information Systems and BioMedical Media; responsible for the following services: web development, access to electronic resources, college and hospital technical support, computing resources asset management, information systems security, hospital and research instrumentation communications, learning environment support and eLearning services, veterinary applications support, CVM network and servicer management, and BioMedical graphic design, illustration, and brand support.
- Director of the Veterinary Medical Center: the 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.

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. Department Chairs

Department Chairs shall be selected and appointed by the Dean, in consultation with the faculty of the department. Each chair shall be appointed for a term of four years and shall be eligible for reappointment.

Chairs will have administrative responsibility and work with the relevant Associate Deans for assigning instruction, research, clinical practice, and administrative service in their respective units; will have general administrative responsibility for their programs; will be responsible for evaluation of programs and personnel; will serve as a liaison between the Dean and the departments; and will serve as members of Cabinet. Each Chair shall maintain records of all actions covered by the Pattern of Administration.

Department chairs are reviewed annually by the Dean. In consideration of reappointment, the Dean will seek broad input from the department and those that work closely with the department chair prior to making a decision for reappointment.

D. College-Wide Committees (including committees, councils, boards, and groups, as well as ad hoc committees required by the University)

Much of the development and implementation of the college's policies and programs is carried out by standing and *ad hoc* committees. 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. Advisory Committee on Information and Instructional Technology
3. Cabinet
  - a. Executive Committee
4. College Promotion and Tenure Committee
5. Council for Graduate Studies
6. Council for Professional Education
7. Council for Research
8. Dean's Staff Advisory Council
9. Diversity Committee
10. Faculty Council Working Group
11. Honors and Awards Committee
12. Investigation Committee

13. Salary Appeals Committee
14. Scholarship Committee
15. Student Leadership Group
16. VMC Board

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".

## VIII. FACULTY MEETINGS

Any matters concerning college policy which, in the opinion of the Dean or Cabinet, should be considered or acted upon by the faculty of the college, shall be presented by the Dean or designee for discussion. The college recognizes the scheduling challenges inherent in a faculty 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. 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. C.), 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. An affirmative vote is defined as a simple majority of those members of the faculty who cast a vote.

The Dean will preside over college-wide faculty and 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.

## IX. DISTRIBUTION ON FACULTY DUTIES AND RESPONSIBILITIES

Members of the faculty are expected to contribute to the instructional, research, and service missions of the College proportional to their appointment, responsibilities, and time and effort distribution. When a faculty member's contributions decrease in one area, additional activity in one or both of the other areas is expected. Fluctuations in the demands and resources of the department and individual circumstances of faculty members may also warrant changes. Assignments and expectations for the upcoming year are addressed as part of the annual review by the department chair.

The Office of Academic Affairs requires each Tenure Initiating Unit (TIU) to have

Guidelines on the distribution of faculty duties and responsibilities as described in the OAA Policies and Procedures Handbook, Volume 1, Chapter 2, Section 1.4.3 <http://oaa.osu.edu/policiesprocedureshandbook.html>.

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 even if they have no formal course assignment. On-duty faculty members should not be away from campus for extended periods of time unless on approved leave or approved travel.

A full-time faculty member's primary professional commitment is to The Ohio State University. 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 to ensure that no conflict of commitment exists. Information on faculty conflicts of commitments is presented in the OAA Faculty Conflict of Commitment policy <http://oaa.osu.edu/assets/files/documents/conflictofcommitment.pdf>.

#### A. Guidelines for Teaching Assignments

The university's policy with respect to faculty teaching load is set forth in the Office of Academic Affairs Policies and Procedures Handbook, Volume 1, Chapter 2, Sections 1.4.3 and 1.4.3.1 <http://oaa.osu.edu/policiesprocedureshandbook.html>. All tenured, tenure-track, and clinical faculty will be expected to contribute to their unit's teaching. College-wide guidelines will be used to establish and assess teaching loads in the college.

#### B. Special Assignments

Information on Special Assignments (SAs) is presented in the Office of Academic Affairs Policies and Procedures Handbook: Volume 1; Chapter 1; Section 1.8.1 <http://oaa.osu.edu/policiesprocedureshandbook.html>.

Faculty may request a SA, consistent with the TIU's requirements for SA proposals. The TIU head 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 the faculty member as well as the ability of the department to accommodate the SA at the time requested.

#### C. Parental Modifications of Duties

The College of Veterinary Medicine strives to be a family-friendly unit in its effort to recruit and retain high quality faculty members. To this end, the college is committed to parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption/fostering.

The faculty member requesting modifications of duties for childbirth/adoption/fostering and the TIU head 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 protective leave under the Family Medical Leave Act and/or the University's Paid Parental Leave policy. Please consult the college's Human Resource office to review leave options and available benefits.

## X. COURSE OFFERINGS AND TEACHING SCHEDULES

Curricular requirements for the program of study leading to a Doctor of Veterinary Medicine 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 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 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 – Biosciences, Clinical Sciences, and 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.

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 Volume 1; Chapter 1; Section 1.11 <http://oaa.osu.edu/handbook.html> and Office of Human Resources Policies / Forms website [www.hr.osu.edu/policies-forms](http://www.hr.osu.edu/policies-forms). The information provided below supplements these policies.

### A. Discretionary Absence

Faculty and staff members are expected to complete an Application for Leave form 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 department chairs retain the authority to disapprove a proposed absence when it will interfere with instructional or other commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. Under University Faculty Rule 3335-5-08, the Office of Academic Affairs must approve any discretionary absence longer than ten consecutive business days.

### B. Absence for Medical Reasons

When absences for medical reasons are anticipated, faculty and staff members are expected to complete an Application for Leave form as early as possible. When such absences are unexpected, the faculty member, or someone speaking for the faculty member, should let the relevant 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 (e.g., 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 <https://hr.osu.edu/policies-forms> (<https://hr.osu.edu>; Policies / Forms; Hours of Work and Leaves).

### 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 <https://hr.osu.edu/policies-forms> (<https://hr.osu.edu>; Policies / Forms; Hours of Work and Leaves).

### D. Faculty Professional Leave (FPL)

Information concerning faculty professional leaves is presented in the Office of Academic Affairs Policies and Procedures Handbook Volume 1; Chapter 1; Section

1.11 <http://oaa.osu.edu/handbook.html> and at <http://oaa.osu.edu/assets/files/documents/facultyprofessionalleave.pdf>. The Board of Trustees requires that every college and department have formal criteria for reviewing the merits of proposals, including procedures for peer review, for faculty professional leave submitted from faculty within their units. 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 department's Pattern of Administration.

Following peer-review, the FPL application and recommendation is sent to the Chair for review. Chairs shall review the application and forward only those recommended for approval to the Dean. The 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.

### XIII. SUPPLEMENTAL COMPENSATION AND PAID EXTERNAL CONSULTING ACTIVITY

Information on Faculty Supplemental Compensation and Paid External Consulting Activity are described in the Office of Academic Affairs Policies and Procedures Handbook Volume 1; Chapter 1; Section 1.12 <http://oaa.osu.edu/handbook.html>.

Policies on Faculty Supplemental Compensation are available at <http://oaa.osu.edu/assets/files/documents/facultycompensation.pdf>

Policies on Faculty Paid External Consulting are available at <http://oaa.osu.edu/assets/files/documents/paidexternalconsulting.pdf>

The College of Veterinary Medicine adheres to these policies in every respect. Faculty members are allowed to engage in paid external consulting to the extent that these activities are clearly related to the mission of the university and the expertise of the faculty member; provide direct or indirect benefits to the university and do not entail a conflict of interest or commitment, do not infringe on the university's intellectual property rights, and are not in violation of State of Ohio laws. The college expects faculty 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 relevant department chair regardless of the source of compensation. External consulting also must 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 department and college. In addition, it is university policy that faculty may not spend more than one business day per week on supplementally 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.

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 Chair in consultation with the Service 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

The university's policy with respect to financial conflicts of interest is available at the Office of Research Compliance, Regulations & Policies:

<http://orc.osu.edu/files/2013/02/Policy-on-Faculty-Financial-Conflict-of-Interest.pdf>. A conflict of interest exists if financial interests or other opportunities for tangible personal benefit may exert a substantial and improper influence upon a faculty member or administrator's professional judgment in exercising any university duty or responsibility, including designing, conducting or reporting research.

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

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 college with grievances should discuss them with the relevant Department Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible. If the grievance concerns the Department Chair, or if the Department Chair is not the appropriate contact for some other reason, the faculty member should bring the matter to the attention of the college human resources director or the dean. Content below describes procedures for the review of specific types of complaints and grievances.

##### A. Salary Grievances

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

Faculty members who are not satisfied with the outcome of the discussion with the department chair and wish to pursue the matter may be eligible to file a more formal salary appeal (see Office of Academic Affairs Policies and Procedures Handbook, <http://oaa.osu.edu/handbook.html>, Volume 1, Chapter 3, Section 2.0).

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

#### B. Faculty Misconduct

Complaints alleging faculty misconduct or incompetence should follow the procedures set forth in Faculty Rule 3335-5-04, <http://trustees.osu.edu>. See also College Investigation Committee in section VII.

#### C. Faculty Promotion and Tenure Appeals

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

#### D. Sexual Misconduct, Sexual Harassment, and Relationship Violence

The university's policy and procedures related to sexual misconduct, sexual harassment, and relationship violence are set forth in OHR Policy 1.15 <https://hr.osu.edu/policies-forms>; <https://hr.osu.edu>; Policies / Forms; General).

#### E. Student Complaints

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, 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 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 the Associate Dean for Professional Programs or the Associate Dean of Research and Graduate Studies or others with appropriate knowledge of policies and procedures when problematic situations arise.

The Committee on Academic Misconduct does not hear cases involving academic misconduct in professional colleges having a published honor code, Board of

Trustees Rule 3335-23-14 <http://trustees.osu.edu>. Some allegations against graduate students fall under the committee's jurisdiction.

F. Code of Student Conduct

The Code of Student Conduct is found in Board of Trustees Rule 3335-23, <http://www.trustees.osu.edu/rules/code-of-student-conduct/>.

G. Professional Veterinary Student Honor Code

The veterinary code of conduct and honor code are distributed to 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 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.

XVI. APPENDICES

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

## Appendix A: College-Wide Committees

### Index of committees

1. Academic Standards Council
2. Advisory Committee on Information and Instructional Technology
3. Cabinet
  - a) Executive Committee
4. College Promotion and Tenure Committee
5. Council for Graduate Studies
6. Council for Professional Education
7. Council for Research
8. Dean's Staff Advisory Council
9. Diversity Committee
10. Faculty Council (proposed for consideration)
11. Honors and Awards Committee
12. Investigation Committee
13. Salary Appeals Committee
14. Scholarship Committee
15. Student Leadership Group
16. VMC Board

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1. Academic Standards Council (Approved 071916)

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

Membership:

- a. Voting membership will be comprised by six faculty members, two from each academic department.
  - 1) Members will serve for three years and may be reappointed.
  - 2) 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. The Council Chair will serve for three years, and may be reappointed.
- b. *Ex officio* (non-voting) membership
  - 1) Associate Dean for Professional Programs
  - 2) Additional non-voting ex-officio members may serve on the Council as deemed appropriate by the Council membership.

Duties and responsibilities:

- a. 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. Advisory Committee on Information and Instructional Technology

Overview: Reporting to the Chief Information Officer and the Director for Teaching and Learning, the Advisory Committee for Information and Instructional Technology (ACIIT) provides a forum for reviewing, evaluating, and recommending strategies, plans, and policies for college information and instructional technology in order to support and advance college and university priorities. The work of the ACIIT is intended to further an information technology environment that supports and facilitates the accomplishment of college, university, and clinical goals. ACIIT solicits input as appropriate from college senior management, relevant college committees, advisory committees, and a wide range of college constituencies.

### Membership:

- a. 12-15 members; approximately 50% faculty and 50% staff
- b. Members are appointed by the Dean for 3 year terms
  - 1) May be reappointed
- c. Communicates with the constituent group they represent; considers the interests of the college as a whole and not an individual or group; and actively participation in committee meetings and assignments
- d. The Chief Information Officer and the Director of Teaching and Learning co-chair the committee

### Duties and responsibilities:

- a. Ensure that information and instructional technology strategies are aligned with the college's strategy
- b. Inform decisions about the focus and priority for the investment and use of information and instructional technology resources
- c. Ensure that appropriate information and instructional technology and related college resources are available to enable IT to deliver upon its expectation
- d. Provides governance for VIS and Biomedical Media projects
- e. Provides two-way communication and information share to the groups the committee members represent
- f. Promotes development of hybrid and online courses

## 3. Cabinet

Overview: Pursuant to University rule 3335-5-15 <http://trustees.osu.edu>, 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 with an Executive Committee comprised of the faculty members of Cabinet.

Membership: Associate Deans, Department Chairs, Veterinary Medical Center Director, Chief Officers, and others as deemed necessary by the Dean. The Dean shall act as chair of Cabinet.

Duties and responsibilities:

- a. Advises the Dean on the strategic direction of the College and assists in the formulation and dissemination of policies and procedures affecting the governance and operation of the College
- b. Functions as the budget advisory committee to the Dean, and, as such, receives regular reports related to the financial position of the College and participates in tuition decisions, compensation policies and business strategies
- c. Bring before the College faculty any matter coming within its knowledge that needs the consideration or action of the College

a) Executive Committee of Cabinet

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

- Recommendations from the Academic Standards Council regarding professional veterinary student petitions relative to courses of study and reinstatement/readmission
- Recommendations of the Professional Student Judiciary Committee concerning violations of the honor code and other matters pertaining to professional conduct
- 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; non-salary faculty appeals (e.g. external activities); or items required by the university or Board of Trustees; or items deemed appropriate by the Dean.

Membership and quorum:

- a. Regular voting members consist of the faculty members on Cabinet:
  - 1) 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
  - 2) The Chairs of the academic departments
    - i. Vice chairs (if applicable) may act as an alternate
  - 3) 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 an *ex officio* member and will not be considered for quorum
- ii. The Associate Dean for Faculty & Staff Affairs, Inclusive Diversity, and Planning, or designee, will also serve as secretary for the Executive Committee
- 4) Additional voting members may be added as deemed appropriate; rationale for additional voting members shall be documented in the meeting notes
  - 5) Quorum is 2/3 of voting membership (adjusted as needed for a alternate designee for the Dean and/or a shift from voting member to *ex officio* for the Associate Dean for Professional Programs
  - 6) An affirmative vote is defined as a simple majority of quorum
- b. *Ex officio* (non-voting) members
- 1) For recommendations from Academic Standards Council: the Chair of Academic Standards Council
  - 2) For recommendations from the Professional Student Judiciary Committee: the student representative to the Executive Committee
  - 3) Others as deemed appropriate for the topic or situation

Duties and responsibilities:

- a. Executive Committee will meet as necessary to receive and act on recommendations from the Academic Standards Council or the Professional Student Judiciary Committee.
    - 1) 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.
    - 2) 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.
    - 3) 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.
    - 4) 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.
  - b. Executive Committee will meet as necessary to receive and act on other items as necessary
4. College Promotion and Tenure Committee

Overview: The college Promotion and Tenure Committee reviews the promotion, tenure and reappointment or renewal of faculty and makes recommendations to the Dean. The committee determines whether the department has conducted its

review and reached a recommendation in a manner consistent with university, college and department standards, criteria, policies and rules. In cases in which there is not a clear or consistent recommendation from lower levels of review, the committee determines where the weight of evidence lies.

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."

5. Council for Graduate Studies (Approved 080216)

Overview: Education in the fundamentals of research leading to MS and PhD degrees is an important mission of the college. The Council for Graduate Studies is responsible for administration of the combined 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
  - 1) Three graduate faculty members from each academic department appointed by the department chair or elected by the regular faculty of the department to serve three-year terms.
  - 2) One graduate student elected by majority vote of graduate students in the college to serve a one-year term.
- 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

Duties and responsibilities:

- a. Works to promote and develop extramural funding resources to support graduate studies in the college
- b. Maintains the college's graduate student space allocation policy and recommends changes to the dean as necessary
- c. Creates and maintains the college graduate studies handbook
- d. Prepares and maintains an annual graduate studies calendar with important deadlines
- e. Establishes and implements academic standards for the college's graduate program
- f. Oversees admissions, advising and progress of graduate students in the program
- g. Considers and recommends action on courses proposed for graduate credit
- h. Appoints faculty for category M status on graduate faculty and nominates faculty for category P status



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

6. Council for Professional Education (Approved 071916)

Overview: The CPE is a standing committee of the College of Veterinary Medicine that governs the conduct and management of the professional curriculum according to 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 is responsible for oversight and coordination of the College's veterinary professional education program. It provides leadership in curriculum development. It facilitates communication among the various course teaching teams and College departments, reviews new program proposals, carries out evaluation of the professional veterinary program, and strives to improve the curriculum through the activities of its standing subcommittees (Pre-Clinical and Clinical Committees).

Membership:

- a. Voting members
  - 1) Chair of the Council
  - 2) At least two representatives from each department
  - 3) At least one faculty representative from each of the four major Career Areas of Emphasis (CAEs) (Equine, Food, Mixed, and Small)
  - 4) One representative from the Professional Development Curriculum
- 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) Two students from Student Council
- c. Terms
  - 1) Voting members will serve 3-year terms, may be reappointed for one additional term but then must rotate off for at least one year before being appointed again.
  - 2) Students will serve 1-year terms and may be reappointed
- d. Subcommittees members may be drawn from current membership of CPE or from the faculty of the college. The chair of each subcommittee will be a member of CPE.

Duties and responsibilities: Each voting member of the Council will serve on one of two subcommittees: Pre-Clinical Subcommittee or Clinical Subcommittee.

- a. Pre-Clinical Subcommittee will review and make recommendations on existing and new preclinical core courses or electives and requests for changes in content taught, timing of courses, or credit hour adjustments.

- b. Clinical Subcommittee will approve new rotations, evaluate student assessment tools and processes as required by AVMA COE, oversee grading and attendance policies, and evaluate Career Area of Emphasis programs.

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

7. Council for Research (Approved 080216)

Overview: As members of the university community, college faculty are responsible for fostering excellence in research. The Council for Research 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 three regular faculty members from each academic department elected by the faculty of that department or appointed by the department chair for three-year terms
- b. *Ex officio* non-voting members
  - 1) Associate Dean for Research and Graduate Studies
  - 2) Program coordinator for the Office of Research who acts as secretary of the Council for Research

Duties and responsibilities:

- a. Identifies research funds available to college faculty
- b. Maintains a research calendar with proposal submission deadlines and funding limitations
- c. 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
- d. Makes recommendations to the Dean for changes in the college's research space allocation policy
- e. Recommends individuals or committees for appointment by the Dean as college liaisons with research bodies established within the University
- f. Reviews applications and makes recommendations to the Dean for individuals to be considered for College or University research awards
- g. Reviews student applications for the summer research program

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

## 8. Dean's Staff Advisory Council

Overview: The Dean's Staff Advisory Council serves to connect the College's staff to its leadership. The mission of the Council is to promote interests and act as an advocate for issues important to the staff.

### Membership:

- a. 10-16 staff members representing different areas of the College are chosen by the Dean following nomination by current members of the Dean's Staff Advisory Council and/or Cabinet
- b. Members may serve up to three consecutive years and may be reappointed after rotating off the Council for at least 1 year
- c. The Associate Dean for Faculty and Staff Affairs, Inclusive Diversity, and Planning, or designee, chairs and facilitates meetings

### Duties and responsibilities

- a. Represent staff to the College's leadership
- b. Provide a forum for the active exchange of ideas and input regarding issues important to staff

## 9. Diversity Committee

### Overview:

The Diversity Committee develops strategies and actionable items to foster a community of inclusion within the College.

### Membership:

- a. Chair of the Committee: Associate Dean for Faculty & Staff Affairs, Inclusive Diversity, and Planning or faculty member appointed by Dean from among the representatives of the committee
- b. Vice Chair of the Committee: chosen from faculty representation on the committee or, if a faculty member serves as chair, the Associate Dean for Faculty & Staff Affairs, Inclusive Diversity, and Planning may serve as Vice Chair
- c. Includes at least 2 faculty members from each department (may include a faculty chair/vice chair)
- d. 3-5 staff members
- e. 3-5 students, to include both professional and graduate students
- f. Other members may be added as needed on an *ad hoc* or longer basis

### Duties and responsibilities:

- a. Identify and propose activities and mechanisms that will develop, foster and nurture cultural competencies.
- b. Educate and promote education about the importance of diversity to programmatic excellence.

- c. Advance partnerships with our community and peers to identify and implement best practices for our college.
- d. Help guide policy and programmatic initiatives that will further an inclusive environment within our college that makes all people – faculty, staff, students and others – feel comfortable and feeling they belong in our college family.

#### 10. Faculty Council Working Group

Overview: A faculty council (and/or alternatives) is being considered for development by the faculty through an elected working group comprised of two members each from Veterinary Biosciences and Veterinary Preventive Medicine and three members from Veterinary Clinical Sciences. If the faculty decide to adopt a Faculty Council model (or an alternative), the membership and responsibilities will be further defined by the faculty working group.

##### Membership:

- a. Seven faculty members elected as follows:
  - 1) Veterinary Biosciences: Two elected faculty members
  - 2) Veterinary Clinical Sciences: Three elected faculty members
  - 3) Veterinary Preventive Medicine: Two elected faculty members
- b. A Working Group chair may be elected by the Faculty Council Working Group

Duties and responsibilities: Serve as representatives of the college faculty to develop a recommendation regarding the development of a Faculty Council model or an alternative and to present this recommendation to the faculty.

#### 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:

- c. Voting membership:
  - 1) Three faculty members from each department serve 3 year terms and may be reappointed
  - 2) Department chairs
- d. Non-voting membership: the Associate Dean for Faculty & Staff Affairs, Inclusive Diversity, and Planning serves as the Chair of the Committee. Dean may designate an alternate if needed.

Duties and responsibilities:

- a. Rank nominations for Distinguished Alumnus Awards and provide recommendations for award finalists to the Dean
- b. Provide nominations and 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

## 12. Investigation Committee

Overview: In accordance with the Faculty Rule 3335-5-04, the College of Veterinary Medicine shall have a College Investigation Committee. The Investigation Committee will receive formal complaints made against regular and associated faculty members.

### Membership:

- a. A standing committee will be comprised of 3-5 tenured associate or full professors from the College of Veterinary Medicine with at least one member from each department.
  - 1) Faculty members are appointed to three year terms and may be reappointed.
  - 2) Voting members may include faculty with administrative roles as long as there is no conflict with the specific investigation under consideration.
  - 3) A faculty member may not serve on a committee if the faculty member has a personal or professional relationship with the respondent or complainant.
- b. 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 associate or full professors to the committee
  - 2) Appoint committee members from outside of the College
  - 3) Include the Associate Dean of Faculty & Staff Affairs, Inclusive Diversity, and Planning or the Executive Associate Dean as a non-voting Chair of the Committee to facilitate the process

### Duties and responsibilities:

- a. Reviews formal complaints brought forward against faculty members following the process detailed in Faculty Rule 3335-5-04
- b. Delivers to the Dean a recommendation concerning the merits of the complaint

- 1) The committee report may include dissenting views
- c. If the complaint is judged to have merit based on clear and convincing evidence, the Committee will propose sanctions

### 13. Salary Appeals Committee

Overview: In accordance with Office of Academic Affairs requirements, the College of Veterinary Medicine shall have College Salary Appeals Committee. The College Salary Appeals Committee is an ad-hoc committee.

#### Membership:

- a. The ad-hoc committee will be comprised of
  - 1) Two associate or full professors (tenure or clinical track) from each department
    - i. Members may include faculty with administrative roles.
  - 2) Department Chairs from the departments other than that of the appellant.

#### Duties and responsibilities:

- a. The College Salary Appeals Committee follows the appeals process established in the Office of Academic Affairs Policies and Procedures Handbook <http://oaa.osu.edu/handbook.html> Volume 1; Chapter 3 Appeals; 2.0 Faculty Salary Equity Appeals Process
- b. The appeals process begins with a request from a faculty member to their Department Chair.

### 14. Scholarship Committee

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

#### Membership:

##### Voting membership:

- a. 3-5 faculty with at least one faculty member from each department
  - 1) Faculty members are appointed to three year terms and may be reappointed
- b. 2-4 staff member
  - 1) Staff members are appointed to three year terms and may be reappointed
- c. Associate Dean for Professional Programs who chairs the Committee. The Dean may designate an alternate if needed.

##### Non-voting membership:

- d. Staff member within Professional Programs who acts as secretary for the Scholarship Committee

## 15. Student Leadership Group

Overview: The Student Leadership Group provides student perspective to the Dean on relevant issues within the College and profession and implements activities that will enhance the life experience of students in the college.

Membership: The Student Leadership Group is comprised of student representatives from the veterinary professional, graduate, and Veterinary Public Health programs. The composition may vary depending on student interest and current goals but shall at minimum include:

- a. Presidents and one elected member from each veterinary professional class
- b. 1-3 members of each veterinary professional class chosen by the Student Leadership Group Advisors from student self-nominations
- c. 1-3 members from the College's Graduate Student Association
- d. Up to 3 additional graduate students chosen by the Student Leadership Group Advisors from student self-nominations
- e. 1-2 members from each Veterinary Public Health cohort
- f. SCAVMA President
- g. The Associate Dean for Faculty and Staff Affairs, Inclusive Diversity, and Planning, or designee, chairs and facilitates meetings

Duties and responsibilities:

- a. Meet regularly with the Dean and/or designee to provide input on topics relevant to students in the College
- b. Develop and implement activities to support Student Life, Health & Wellness, Career Management, Town Halls, and other student-centered events.

## 16. 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. Regular voting members consist of the clinical section heads, director of the Clinical Diagnostic Laboratories VHS executive director/chief medical officer, and VMC director.

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



Approved: 7/19/2016

## 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 advise the Executive Committee on student petitions for readmission due to academic failure and petitions for reinstatement following voluntary withdrawal from the college. 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 regular faculty as defined by University Rule 3335-5-19, <http://trustees.osu.edu>. It is composed of six faculty members, two from each academic department. The Associate Dean for Professional Programs will serve as a non-voting ex-officio member. Additional non-voting ex-officio members may serve on the Council as deemed appropriate by the Council membership.

### 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 regular 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. The department chairs, in consultation with the Associate Dean for Professional Programs, will appoint six faculty members to the Council, two from each academic department.
- b. The Associate Dean for Professional Programs will serve as a non-voting ex-officio member.
- c. Additional non-voting ex-officio members may serve on the Council as deemed appropriate by the Council membership.
- d. Members will serve in such a way as to uphold the academic performance standards of the College (see section F below).

2. Terms of Service
  - a. Members will serve three-year terms.
  - b. Terms will be staggered such that two members will be appointed or reappointed each year.
  - c. Members may be reappointed.
  - d. The committee council year will coincide with the academic year.
3. Council Chair
  - a. The Council Chair will be selected from among the members by the Associate Dean of Professional Programs and submitted to the Council membership for approval.
    - i. The Chair will serve for three years. The Chair may be reappointed for as many terms as the membership approves.
4. Quorum
  - a. A quorum will consist of 2/3 of the voting members.
  - b. A positive vote is secured when a majority of the votes cast are positive/affirmative. Abstentions are not votes.
  - c. The Council Chair will not vote except as required to make a quorum or break a tie vote.

#### F. ACADEMIC RESPONSIBILITIES OF THE COUNCIL

The curriculum consists of nine semesters numbered sequentially, one-nine; and will be referred to as such in this document.

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, <http://trustees.osu.edu>)
  - a. Grades
    - i. Only grades of core and elective courses required in the curriculum of the College of Veterinary Medicine will be used in computing the point-hour ratios of students. Once students have scheduled elective courses, these courses become 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 point-hour ratio of 2.50 and fulfill all other requirements.
    - ii. A student will be considered to be in Good Academic Standing when their cumulative G.P.A. meets or exceeds the cumulative point hour ratio as described below and is not on academic probation.
  - b. Academic Probation
    - i. If, at the end of the Semester One, a student achieves a cumulative point-hour ratio of less than 2.25 but at least 1.75, the student will be

- notified of their academic status and placed on probation.
- ii. At the conclusion of Semester Two and each semester thereafter, a student who achieves a cumulative point-hour ratio of less than 2.50 but at least 2.00, will be notified of their academic status and placed on probation.
  - iii. A student who earns a final grade of E in an elective course will be placed on probation for the following semester.
  - iv. 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 advisors before being allowed to begin the next semester. The probation advisors (Associate Dean for Professional Programs and one member of the Academic Standards Council) will review the student's academic progress and, as needed, provide advice to the student for improving their progress. Students on probation may schedule electives only upon approval of both probation advisors.
  - v. A student on academic probation at the conclusion of Semester Six will not be permitted to proceed to Semester Seven and clinics without completing appropriate academic remediation. The Academic Standards Council may choose one of the two remediation options below:
    - a) Academic Remediation: Option One
      - 1) A student must achieve a cumulative GPA of at least 2.50 in order to advance to Semester Seven. Elective courses cannot be used to achieve the required GPA.
      - 2) Courses for academic remediation will be selected in consultation with the probation advisors and approved by the Academic Standards Council.
      - 3) A student earning a grade of less than B- grade in a remediated course will be dismissed from the college. A grade of B- or better in any course that is retaken will be averaged with the original grade with the exception of first year courses, in which the repeated grade or grades will replace the original grade for up to 3 first-year courses.
      - 4) Under Option One, a student will be allowed a maximum of four semesters to attain a cumulative GPA of at least 2.50 or will be dismissed from the college.
    - b) Academic Remediation: Option Two
      - 1) The Academic Standards Council, in consultation of the student's academic advisors, will review the academic record of the student to determine where academic deficiencies exist.
      - 2) The Academic Standards Council will solicit input regarding the student's performance from the Team Leaders of core courses where an academic deficiency has been identified.
      - 3) Based on the identified academic deficiencies, the Academic

Standards Council will determine an appropriate timeframe and method of assessment for the student to demonstrate that the identified deficiencies have been remedied.

- 4) If a student has met the requirements for academic remediation and their cumulative GPA is below 2.50, the student may be allowed to enter clinical rotations based upon the recommendation of the Council.
- 5) Students must have a cumulative GPA of 2.50 or higher to graduate. At the end of Semester Nine, a student who entered clinics having chosen option two will be allowed a maximum of two semesters to attain a cumulative GPA of at least 2.50 or will be dismissed from the college.

c. Marginal Clinical Performance

- i. Each rotation is encouraged to give feedback to students when appropriate and ideally 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 acceptable. The goal is to give a student the opportunity to improve their performance to a satisfactory level prior to completion of the rotation.
- ii. 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 marginal clinical performance for that rotation. This will initiate the following steps:
  - a) The rotation team leader or designated clinician(s) and the Associate Dean of Professional Programs, or other designee, will meet with the student to provide feedback.
  - b) For rotations that use letter grades, the team leader for the rotation has the option of requiring 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 three marginal grades in determination of dismissal as described in iii. below.
  - c) For rotations evaluated as satisfactory/unsatisfactory, the student must repeat the rotation and receive a satisfactory grade. The original rotation grade will be replaced by the new grade on the transcript. The original rotation grade of unsatisfactory will still count as one of the three grades in determination of dismissal as described in section iii below.
- iii. Students who receive three marginal performance grades as defined in section ii above, or receive two marginal performance grades in the same rotation, must undergo a review for clinical remediation or dismissal.
  - a) The Associate Dean of Professional Programs in consultation with

the faculty from the rotations who gave marginal performance grades and other select designees as needed will develop a clinical remediation plan or recommend dismissal. A remediation plan may include repeating part or all of the senior year and/or other action steps as deemed necessary.

- b) The remediation plan will be submitted to the Academic Standards Council and ultimately the college Executive Committee for review and approval.
- c) During the time the clinical remediation plan is under development, the student may be placed on temporary leave from clinical rotations.
- d) Any student who fails to fulfill the requirements of the remediation plan will be dismissed from the college.
- e) The student may petition for readmission. The petition for readmission will be considered by the Academic Standards Council.

#### d. Dismissal

- i. If at the end of the Semester One a student achieves a cumulative point-hour ratio of less than 1.75, the student will be dismissed from the college.
- ii. At the conclusion of Semester Two, and each semester thereafter, a student who fails to maintain a cumulative point-hour ratio of at least 2.00 will be dismissed from the college.
- iii. A student on probation receiving a grade of C- or less in a core course will be dismissed from the college.
- iv. A student who earns a final grade of E in a core course at any time during the program 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.
- v. 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.
- vi. Because the structure of the curriculum changes from sequential to concurrent in the fourth year, a fourth-year student who earns a grade of E in a core course may petition the Council to continue in the curriculum.
  - a) Fourth-year courses are taught concurrently and therefore successful completion of one course is not necessarily required for completion of another course in the curriculum.

- b) A fourth-year student who earns a grade of E in such a course can petition for continuation provided the following conditions are met:
      - 1) The student has not previously been on academic probation,
      - 2) The student has not earned a grade of D or E in any core course, and
      - 3) The student has not previously been dismissed for poor academic performance
    - c) A fourth-year student who earns a grade of E in a clinical rotation 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.
    - d) A fourth-year student allowed to continue under these conditions who does not earn a grade of B- or better in the repeated courses will be dismissed from the college.
    - e) A fourth-year student who is dismissed due to marginal clinical performance, as defined in (F.1.c.ii.) can petition for continuation as described in (F.1.d.vi.b) above.
  - vii. 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.
  - viii. 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. All findings of the Judiciary Council must be approved by the Executive Committee before recommended sanctions are implemented.
  - ix. A student who requests readmission after dismissal for any of the above reasons must have the request approved by the Executive Committee.
- 2. The Council reviews student petitions for readmission or reinstatement and makes recommendations to the College Executive Committee.
  - a. Readmission
    - i. A student who has been dismissed from the College of Veterinary Medicine for poor academic performance may petition the Academic Standards Council for readmission. Petition forms are available in the college's Office of Professional Program Services.
    - ii. 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.
    - iii. A student who has been dismissed as the result of earning a grade of E in a core course will be required to repeat that course with a grade of C or better in a pre-clinical course and a grade of B- or better in a clinical rotation to advance in the program upon readmission. In considered instances, the Council may vote to waive the requirement to repeat

- certain courses with appropriate justification from the Academic Standards Committee.
- iv. A student who has been dismissed due to low academic performance resulting in a cumulative point-hour ratio below the accepted threshold will be required to retake any core course in which a grade lower than C is earned and earn a grade of C or higher 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 with appropriate justification.
  - v. If a first-year course must be repeated, the grade earned, if C or higher, will replace the original grade for the purpose of calculating the cumulative point-hour ratio (up to a maximum of 3 semester courses). If readmission requirements stipulate that any course other than a first-year course must be repeated (or greater than ten credit hours), the grade earned in the repeated course, if C or higher for pre-clinical courses and B- or better for clinical rotations, will be averaged with the original grade to establish a new cumulative point-hour ratio. In either case, any repeated course grade will appear on the student's permanent record along with the original grade. The credit hours in repeated courses will not count toward graduation. This grade criterion only relates to courses the readmitted student is required to repeat as a condition of readmission.
  - vi. The student who is readmitted is held to the same academic standards as are all other students for all other courses.
  - vii. 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.
- b. Reinstatement
- i. 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) A reinstatement petition must be submitted within two years starting at the end of the semester in which the withdrawal occurred.
    - b) If two years or more has elapsed, starting at the end of the semester in which the withdrawal occurred, the student must petition for readmission to the college.
  - ii. 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. The Council reports on its activities to the College Executive Committee.
4. 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**

#### **1. Definition of the Council for Graduate Studies**

The Council for Graduate Studies is a standing committee representing the regular faculty of the College of Veterinary Medicine. The Council is composed of three graduate faculty members from each academic department, and one graduate student in the College graduate program (See Section D-2-a and D-2-b of this document). Council members will be elected by the regular faculty of their respective departments or be appointed by the department chair, depending on the rules of the department. Two *ex-officio* members also serve on the Council as advisory, non-voting members (See section D-2-b and D-2-d of this document).

#### **2. Mission of the Council for Graduate Studies**

Education 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 regular faculty of the College, empowers the Council for Graduate Studies in the College of Veterinary Medicine 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 regular 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 regular

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 regular faculty for ballot vote.

#### D. MEMBERSHIP OF THE COUNCIL FOR GRADUATE STUDIES

##### 1. Qualifications

- a. 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

- a. Three Graduate Faculty members from each academic department in the College will be appointed by their department chairs or elected by the regular faculty of that department according to the rules of the department. One member from each department will be elected each year for new terms on the Council to complete the department quota of members on the Council. 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 Council for Graduate Studies will be notified of newly elected members by March 1 (i.e., one month before the start of their term of service). 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. The graduate student representative (voting member) on the Council for Graduate Studies will be elected by a majority vote of the graduate students in the College graduate program to serve a one-year term. The elected graduate student representative must have spent at least two consecutive semesters in the College graduate program. The College 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. 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 subarea designees listed in D 2-e.
- e. To improve the efficiency of the Council, the Chair may also appoint the following subarea designees among the members of the CfGS.
- i. Fellowship/Awards Designee: advises and assists the Chair on fellowship and award nominations.
  - ii. Admissions Designee: reviews application materials compiled and provides recommendations to the Chair and the Program Coordinator on the admission of the applicants.
  - iii. Curriculum/Graduate Course Designee: reviews materials related to new courses and areas of specialization and provides recommendations to the Chair.
  - iv. Academic review designee: reviews student annual reports and advises the Program Coordinator and the Chair on related issues and concerns.
  - v. Additional ad hoc designees (appointed as needed):
    - 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.
    - 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.
    - 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.)

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.

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 also 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 regular 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..
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.
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

The faculty, as represented by the Council for Graduate Studies, 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**

The CPE is a standing committee of the College of Veterinary Medicine that governs the conduct and management of the professional curriculum according to 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 is responsible for oversight and coordination of the College's veterinary professional education program. It provides leadership for improvement and innovation in curriculum development and delivery. The CPE facilitates communication among the course teaching teams and College departments, reviews new program proposals, carries out evaluation of the professional program, and strives to improve the curriculum through the activities of its standing subcommittees, the Pre-Clinical and Clinical Subcommittees. 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 insure a high quality veterinary professional program for students of the College by providing a mechanism for 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 is based. 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 regular 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 regular faculty member in the College, as defined by University Rule 3335-5-19, (<http://trustees.osu.edu>).



## E. MEMBERSHIP

1. Voting members:
  - a. Faculty Chair of the Council
  - b. At least two faculty representatives from each department
  - c. At least one faculty representative from each of the four major Career Areas of Emphasis (CAEs) (Equine, Food, Mixed, and Small)
  - d. One representative from the Professional Development Curriculum
2. Non-voting members, who will be accorded all other rights and responsibilities of membership, will consist of the following:
  - a. Associate Dean for Professional Programs
  - b. Director for Teaching and Learning
  - c. Director of Professional Program Support
  - d. Two students from Student Council
3. Terms of Membership
  - a. All voting members will serve 3-year terms with the option to renew one additional term. Members return to the committee after rolling off for one year. If a member desires to stay on longer than 2 terms, they may do so if approved by the Associate Dean for Professional Programs, Faculty Chair and the representative's department chair.
  - b. The Faculty Chair will be selected by the Associate Dean for Professional Programs in collaboration with the respective department chair. Renewal terms will be the same as those for other voting members.
  - c. Students will serve 1-year terms and may serve additional terms.
4. Officers will consist of the following:
  - a. The Chair of the CPE will be a Faculty member with Curriculum Committee experience who will serve a 3-year term and will be responsible for:
    - i. chairing CPE meetings
    - ii. 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 or alternate designated by the CPE Chair and will be responsible for:
    - i. 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.
    - ii. being the administrative contact for the CPE standing committees

- iii. appointing chairs for the Pre-Clinical Subcommittee and Clinical Subcommittee
  - iv. functioning as liaison with the College Administration
- c. The secretary will be the Director of Professional Program Support and will be responsible for:
- i. scheduling, distributing agendas for, and taking minutes of the CPE meetings
  - ii. maintaining CPE records
  - iii. performing other duties as requested by the CPE

## F. OPERATION 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 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 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 2 subcommittees.

#### a. Pre-Clinical Subcommittee

##### i. Membership

- (A) The Pre-Clinical Subcommittee will consist of at least seven members:
- (1) Chair of the subcommittee who is a member of the CPE. This chair is appointed by the Vice-Chair of CPE.
  - (2) One faculty member from each Department and 3 additional faculty members who may be drawn from current membership of

CPE or from the faculty of the College as deemed appropriate. Members are selected with consultation with Department Chairs, Associate Dean for Professional Programs and the CPE Chair.

- (3) One student from student council. This person is chosen in consultation with the student council president and Associate Dean for Professional Programs.
- (4) *Ex officio* one of the following: Associate Dean for Professional Programs, Chair of Council on Professional Education, or Director for Teaching and Learning
- (B) The appointed members of the Pre-Clinical subcommittee and the appointment of the Chair will be approved by the CPE.
- (C) The Associate Dean for Professional Programs will serve as the administrative contact for the Pre-Clinical subcommittee.

ii. Functions and responsibilities

- (A) Reviews pre-clinical core and elective courses in the veterinary professional education curriculum
- (B) Considers proposals for changes in the pre-clinical veterinary professional education curriculum
- (C) Serves as a venue for discussion of educational principles and best practices
- (D) Reports its activities to the CPE at each meeting

b. Clinical Subcommittee

i. Membership

- (A) The Clinical Subcommittee will consist of at least seven members:
  - (1) Chair of the subcommittee who is a member of the CPE. This chair is appointed by the Vice-Chair of CPE
  - (2) Faculty members who are members of a clinical rotation teaching team to 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 with consultation with Department Chairs, the Associate Dean for Professional Programs and the CPE Chair.
  - (3) One student from student council. This person is chosen in consultation with student council president and Associate Dean for Professional Programs
  - (4) *Ex officio* one of the following: Associate Dean for Professional Programs, Chair of Council on Professional Education, or Director for Teaching and Learning
- (B) The appointed members and the appointment of the Chair will be approved by the CPE.

(C) The Associate Dean for Professional Programs will serve as the administrative contact for the Clinical subcommittee.

ii. Functions and responsibilities

(A) Approves and coordinates Clinical (Core and Elective) courses in the veterinary professional curriculum, including off-site externship experiences.

(B) Works with the CPE to establish policies relating to the clinical veterinary curriculum when necessary

(C) Reports its activities to the CPE at each meeting.

c. Ad hoc committees

i. 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.

ii. Functions and responsibilities

(A) Completes special assignments as deemed necessary by the Chair of the CPE and the Associate Dean for Professional Programs

(B) Provides progress reports to the CPE

(C) Completes 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 regular faculty of the College of Veterinary Medicine. As defined by University Rule 3335-5-19, <http://trustees.osu.edu/rules/university-rules/chapter-3335-5-faculty-governance-and-committees.html>, regular faculty includes tenure-track, clinical and research faculty appointments. The Council is composed of three regular faculty members from each academic department elected by the regular faculty of that 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 regular 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, <http://trustees.osu.edu>

#### **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, <http://trustees.osu.edu> 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 regular 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, <http://trustees.osu.edu>

### **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 regular 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 regular 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 regular faculty for ballot vote.

#### D. MEMBERSHIP OF THE COUNCIL FOR RESEARCH

1. Qualifications
  - a. Members must be regular 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. Three regular faculty members from each academic department in the College will be elected by the regular faculty of that department or appointed by the department chair. Untenured faculty members nominated for election will be approved by the department chair before the election. One new member from each department will be elected each year for new terms on the Council to complete the department quota of members on the Council. 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. Members who cannot attend a meeting of the Council for Research will not be permitted to send a substitute.
  - b. 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.
  - c. 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.

- d. The Program Coordinator for the Office for Research 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 CVM website or 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 regular 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 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 benefactor. 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 be a regular faculty member in the College of Veterinary Medicine. Potential applicants who are not regular faculty members of the College may petition the Council for principal investigator status, which Council approves by majority vote. 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.

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.

9. 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.
10. 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.
11. 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.
12. Recommend that individuals or committees be appointed by the Dean as College liaisons with Centers, Institutes, and other research bodies established within the University.
13. Acknowledge the research achievements of the College and its faculty on a regular basis.
14. 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.

15. 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

1. 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.

2. 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.

3. 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.