

PATTERNS OF ADMINISTRATION

DEPARTMENT OF VETERINARY PREVENTIVE MEDICINE

The Ohio State University

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Pattern of Administration
Department of Veterinary Preventive Medicine
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Pattern of Administration

Department of Veterinary Preventive Medicine

I Introduction

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

This Pattern of Administration is subject to continuing revision. It must be reviewed and either revised or reaffirmed on appointment or reappointment of the Department Chair. However, revisions may be made at any time as needed. All revisions, as well as periodic reaffirmation, are subject to approval by the College office and the Office of Academic Affairs.

II Department Mission

The **mission** of the Department of Veterinary Preventive Medicine is the discovery and dissemination of knowledge to prevent and control disease in populations, to promote sustainable agricultural productivity, and to enhance the health of animals, humans, and the environment.

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

III Academic Rights and Responsibilities

In April 2006, the University issued a reaffirmation of academic rights, responsibilities, and processes for addressing concerns. This statement can be found on the Office of Academic Affairs website [Academic Rights and Responsibilities](#).

IV Faculty

The Department is composed of a diverse faculty who has formal appointments with varying major responsibilities in teaching, research, and service. Faculty members in the Department have appointments in the College of Veterinary Medicine, the Ohio State University Extension, the Ohio Agricultural Research and Development Center, and the University Laboratory Animal

Resources units. The Department recognizes that this diversity represents a valuable resource for the teaching, research, and service components of its mission and that in evaluation of a faculty member's contributions in these three areas, reasonable flexibility shall be exercised, balancing, where the case requires, heavier commitments and responsibilities in one area against lighter commitments and responsibilities in another.

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. Faculty members with a 50% or more compensated appointment, whose primary appointment is in the Department, 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.

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

The Department of Veterinary Preventive Medicine makes clinical appointments. Clinical faculty titles are Instructor-Clinical, Assistant Professor-Clinical, Associate Professor-Clinical, and Professor-Clinical of Veterinary Preventive Medicine. The appointment cap on clinical faculty is established in the [College Patterns of Administration](#). Clinical faculty may vote in all matters of Department governance except tenure-track appointment, promotion and tenure decisions and research faculty appointment and promotion decisions.

The Department of Veterinary Preventive Medicine makes research appointments. Research faculty titles are Research Assistant Professor, Research Associate Professor, and Research Professor. Research faculty can comprise no more than 20% of the tenure-track faculty. Research faculty may vote in all matters of Department governance except tenure-track appointment, promotion and tenure decisions and clinical faculty appointment and promotion decisions.

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

V Organization of Department Services and Staff

The administrative staff of the Department is organized to provide support, in collaboration with the College administrative personnel and resources, to teaching, service and scholarship, annual review process, residency training and graduate programs, reappointment, promotion and tenure processes, faculty searches, and additional support to meet the needs of the Department and the faculty. Additional support for teaching, purchasing, HR matters, travel, research grants, and other activities of the faculty is available through shared College resources. The Chair or designee has overall responsibility for appointing, supervising, and evaluating the Departmental staff.

VI Overview of Department Administration and Decision-Making

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

VII Department Administration

A Chair

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

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

- To have general administrative responsibility for Department programs, subject to the approval of the Dean of the College, and to conduct the business of the Department efficiently. This broad responsibility includes the preparation of a budget for College approval, management of funds and the hiring and supervision of faculty and staff.
- To encourage and promote the research, education, service and outreach activities of the Department and to recognize contributions in all such areas.
- To devise, plan and implement with the faculty members and the Dean a strategic plan for future development of the Department to foster excellence in all its missions, including encouraging excellence in research, discovery and scholarship of teaching.
- To monitor, evaluate, and improve instructional and administrative processes on an ongoing basis; to promote improvement of instruction by providing for the evaluation of each course when offered, including written evaluation by students of the course and instructors, and periodic course review by the faculty.
- To evaluate faculty members annually in accordance with both University and Department established criteria; to inform faculty members when they receive their annual review of their right to review their primary personnel file maintained by their Department and to place in that file a response to any evaluation, comment, or other material contained in the file.

- After consultation with the eligible faculty, to make recommendations to the College Dean regarding faculty appointments, re-appointments, promotions, dismissals, and matters affecting the tenure of members of the Department faculty in accordance with procedures set forth in Faculty Rule [3335-6](#) and this Department's Appointments, Promotion and Tenure Document.
- To ensure that all faculty members, regardless of their assigned location, are offered the Departmental privileges and defined responsibilities and tasks appropriate to their rank. The Chair should conduct these duties in a manner that promotes a high level of morale and collegiality.
- To maintain a curriculum vitae for all personnel teaching a course in the Department's curriculum.
- To see that adequate supervision and training are given to those members of the faculty, staff, and students who may benefit from such assistance.
- To schedule Departmental faculty meetings on a regular basis and to provide notice to the faculty of the meeting and the agenda in advance.
- To prepare the annual budget recommendations for consideration by the Dean. The Chair has ultimate responsibility for allocating resources in an optimal manner. The Chair's fiscal responsibilities include monitoring expenditures to ensure spending remains within the resources allocated to the Department and ensuring that operations comply with University expenditure policies including appropriate fiscal controls. The Chair maintains appropriate oversight of the activities of those faculty and staff that have fiscal responsibility.
- To assure that all students enrolled in all courses taught by Department faculty are offered the best possible academic experience and learning environment, are treated with respect, and have meaningful mechanisms available for discussing their program and academic experience in the Department.
- To provide leadership in developing and sustaining a positive, enriching, and satisfying working and learning environment that is characterized by civility and mutual respect toward others. The Chair will set a positive example and will be proactive in addressing any evidence of behavior contrary to the above.
- To ensure that a current copy of the Pattern of Department Administration; Appointments, Promotion and Tenure Guidelines; Strategic Plans for the Department; Minutes of Departmental Faculty Meetings; Departmental Policies, Procedures, Guidelines and Protocols; and documents pertaining to other necessary and important matters are maintained and accessible to Departmental faculty members.

- The Chair, in consultation with the Dean, Executive Associate Dean and Associate Dean of Research, is responsible for allocating Departmental office and research space based on the needs of the program and available resources.

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

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

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

B Other Administrators

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

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

C Committees

Much of the development and implementation of the Department's policies and programs is carried out by standing and ad hoc committees. The Chair is an ex officio member of all

Department committees and may vote as a member on all committees except the Committee of Eligible Faculty.

The Department has one standing committee with broad jurisdiction and specific representatives, the Committee of Eligible Faculty (CEF). The composition and responsibilities of the CEF are outlined in the Departmental Appointment, Promotion, and Tenure document. Other committees, referred to as Ad Hoc committees, will be appointed, as needed, at the Department Chair's discretion and shall be advisory to the Chair in areas of their purview following consultation with appropriate sources, including student groups. Examples of Ad Hoc Committees include search committees, associated faculty selection committees, special events committees, planning committees, special purchase committees and others that are not included above.

VIII Faculty Meetings

The Chair will provide to the faculty a schedule of Department faculty meetings at the beginning of each academic term. The schedule will provide for at least one meeting per semester. A call for agenda items and completed agenda will be delivered to faculty by email before a scheduled meeting. Reasonable efforts will be made to distribute the agenda by email prior to the meeting. Agenda items will be requested at the meeting and can be send to the Department Chair at any time. A meeting of the Department faculty will also be scheduled on written request of 25% of the Department faculty. The Chair will make reasonable efforts to have the meeting take place within one week of receipt of the request. The Chair will maintain and ensure availability of minutes of faculty meetings.

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

For purposes of discussing Department business other than personnel matters, and for making decisions where consensus is possible and a reasonable basis for action, a quorum will be defined as a simple majority of all faculty members eligible to vote.

Either the Chair or one-third of all faculty members eligible to vote may determine that a formal vote conducted by written ballot is necessary on matters of special importance. For purposes of a formal vote, a matter will be considered decided when a particular position is supported by at least a majority of all faculty members eligible to vote. Balloting will be conducted by mail or email when necessary to assure maximum participation in voting. When conducting a ballot by mail or email, faculty members will be given one week to respond.

When a matter must be decided and a simple majority of all faculty members eligible to vote cannot be achieved on behalf of any position, the Chair will necessarily make the final decision.

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

IX Distribution of Faculty Duties and Responsibilities

The Office of Academic Affairs requires Departments to have guidelines on the distribution of faculty duties and responsibilities (See the OAA [Policies and Procedures Handbook](#), Volume 1, Chapter 2, Section 1.4.3.).

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

The guidelines outlined here do not constitute a contractual obligation. Fluctuations in the demands and resources of the Department and the individual circumstances of faculty members may warrant temporary deviations from these guidelines. Assignments and expectations for the upcoming year are addressed as part of the annual review by the Department Chair.

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

A Teaching

All Department faculty members are expected to contribute to the Department's teaching as appropriate for their appointment, including courses in both the professional DVM and graduate curricula. Faculty members are also expected to advise professional and graduate students and supervise independent studies courses and student preparation of thesis and dissertations work as appropriate for their appointment.

Adjustments to the standard teaching assignment may be made in accordance with the College teaching metrics document.

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

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

B Scholarship

Research and discovery and the scholarship of teaching are important components of the Departmental mission. All faculty members whose appointments include research effort are expected to be engaged in scholarship as defined in the Department's Appointments, Promotion, and Tenure Document. Scholarship will be based upon a program of research that leads to national and international recognition. The focus and scope of a faculty member's research program should reflect individual interests as well as the Department's strategic research goals. The amount and nature of research productivity will vary according to a faculty member's specific appointment. For guidance on expectations based on their percentage research effort, faculty should refer to the [College Research Metrics document](#).

A faculty member who is actively engaged in scholarship is expected to publish regularly in appropriate high-quality peer-reviewed journals or in other venues, such as edited book chapters of similar quality and length as scientific manuscripts. In addition, all tenure-track or research faculty members or their graduate students should present the results of their research at regional, national or international meetings or workshops on a regular basis to solicit greater peer-review and enhance the overall recognition of the individual and the Department. Clinical faculty members are expected to advance clinical veterinary medicine through collaborative research and discovery and disseminating new clinical knowledge.

Although every faculty member is expected to demonstrate scholarly productivity, the amount and nature of this scholarly productivity will vary according to the faculty member's specific appointment. For guidance on expectations based on their assigned percentage research effort, faculty should refer to the College Research Metrics document. The criteria for assessing the quality of the research or scholarly program are found elsewhere in the Departmental [Appointments, Promotion and Tenure document](#).

Clinical faculty members are expected to contribute to the University's mission primarily via teaching and service, but scholarship is inherent in the expectations of faculty members. The criteria for assessing the quality of scholarship for faculty with clinical appointments are found in the Departmental [Appointments, Promotion and Tenure document](#).

C Professional Service

Faculty members are expected to be engaged in service to the Department, University, profession, and the community. Typically, this will include service on Department and College committees and committees outside of the College. The importance of contributions to administrative service typically increase with seniority. This pattern can be adjusted depending on the nature of the assignment (e.g. service as committee chair, service on a particularly time-intensive committee, organizing a professional conference, leadership in an educational outreach activity, service in an administrative position within the Department, College, or University). All faculty members are expected to attend and participate in faculty meetings, recruitment activities, and other Department events.

Tenure-track, clinical, and research faculty members with reduced FTE but with primary appointments in the Department are expected to provide professional service at a level appropriate for their appointment. Compensated associated faculty, including those with clinical practice titles, are expected to provide professional service at a level appropriate for their appointment.

D Clinical Faculty Appointment Cap and Governance Rights

The percentage of clinical faculty is regulated by the College Pattern of Administration. Any clinical faculty member appointed by the College may stand for election to serve as a representative in the University Senate subject to representation restrictions noted in the University Faculty Rules ([Faculty Rule 3335-7-11\(C\)\(2\)](#)).

E Special Assignments

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

Reasonable efforts will be made to award SA opportunities to all faculty members subject to the quality of faculty proposals, including their potential benefit to the Department or University, and the need to assure that sufficient faculty are always present to carry out Department work. The Chair will make a recommendation to the Dean regarding an SA proposal based on the quality of the proposal and its potential benefit to the Department or University and to the faculty member as well as the ability of the Department to accommodate the SA at the time requested.

F Parental Modification of Duties

The Department of Veterinary Preventive Medicine strives to be a family-friendly unit in its efforts to recruit and retain high quality faculty members. To this end, the Department is committed to adhering to the College of Veterinary Medicine's guidelines on parental modification of duties to provide its faculty members flexibility in meeting work responsibilities within the first year of childbirth/adoption. See the College Pattern of Administration for details.

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

X Course Offerings and Teaching Assignments

Curricular requirements for the program of study leading to the Doctor of Veterinary Medicine degree are the responsibility of the Associate Dean for Professional Programs with oversight and review process through the College Council on Professional Education. These requirements are communicated and managed through the Office of Professional Programs. The Department has responsibility for teaching assignments for some courses that are offered to students in the

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

Curricular requirements for the program of study leading to the MS or PhD degree are the responsibility of the Associate Dean for Research and Graduate Studies with oversight and review process through the College Council for Graduate Studies. These requirements are communicated and managed through the Graduate Program Coordinator. The Department has responsibility for teaching assignments for some courses that are offered to graduate students. The Chair will assign those teaching responsibilities to the faculty in a fair manner that will assure their appropriate completion.

XI Allocation of Department Resources

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

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

The allocation of office space will include considerations such as achieving proximity of faculty in subdisciplines and productivity and grouping staff functions to maximize efficiency.

Research space will be allocated by the Associate Dean for Research and Graduate Studies, in consultation with the Dean, or as designated by the Dean, the Executive Associate Dean, on the basis of research productivity including external funding and will be reallocated periodically as these faculty-specific variables change.

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

XII Leaves and Absences

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

A Discretionary Absence

Faculty are expected to complete a travel request or an [Application for Leave form](#) well in advance of a planned absence (for attendance at a professional meeting or to engage in consulting) to provide time for its consideration and approval and time to assure that instructional and other commitments are covered. Discretionary absence from duty is not a right and the Chair retains the authority to disapprove a proposed absence when it will interfere with

instructional or other comparable commitments. Such an occurrence is most likely when the number of absences in a particular semester is substantial. [University Faculty Rules](#) require that the Office of Academic Affairs approve any discretionary absence longer than 10 consecutive business days (See Faculty Rule [3335-5-08](#)) and must be requested on the [Application for Leave form](#).

B Absence for Medical Reasons

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

C Unpaid Leaves of Absence

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

D Faculty Professional Leave

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

Following peer-review, the FPL application and recommendation are sent to the Chair for review. The Chair will review the application and forward only those recommended for approval to the Dean. The Chair will make a recommendation to the Dean regarding an FPL proposal 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

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

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

Faculty members are encouraged to engage in paid external consulting to the extent that these activities are clearly related to the mission of the University and the expertise of the faculty

member, provide direct or indirect benefits to the University and/or CVM, and do not entail a conflict of interest as defined in the University Conflict of Interest Policy.

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

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.

Faculty with an administrative position (for example, Chair, Associate/Assistant Dean, Center Director) remain subject to the Policy on Faculty Paid External Consulting and with appropriate approval, are permitted to engage in paid external work activities. However, faculty members with administrative positions are not permitted to accept compensation/honoraria for services that relate to or are the result of their administrative duties and responsibilities.

Should a Departmental faculty member wish to use a textbook or other material that is authored by the faculty member and the sale of which results in a royalty being paid to him or her, such textbook or material may be required for a course by the faculty member only if (1) the Chair and Dean or designee have approved the use of the textbook or material for the course taught by the faculty member, or (2) an appropriate committee of the Department or College reviews and approves the use of the textbook or material for use in the course taught by the faculty member.

XIV Financial Conflicts of Interest

Information on faculty supplemental compensation is presented in the University's [Policy on Faculty Financial Conflict of Interest](#). 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.

XV Grievance Procedures

Members of the Department with grievances should discuss them with the Chair who will review the matter as appropriate and either seek resolution or explain why resolution is not possible.

Content below describes procedures for the review of specific types of complaints and grievances.

A Salary Grievances

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

- differences in years of service and years in rank
- productivity in teaching, research, and service
- centrality of the person's work to the academic unit
- past/present administrative duties
- market factors
- other factors set forth as legitimate bases for salary determination in this document or otherwise consistently communicated and applied in hiring and merit salary increase decisions

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

Faculty members who are not satisfied with the outcome of the discussion with the Chair and wish to pursue the matter may be eligible to file a more formal salary appeal (the Office of Academic Affairs [Policies and Procedures Handbook](#)).

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

B Faculty Misconduct

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

C Faculty Promotion and Tenure Appeals

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

D Sexual Misconduct

The University's policy and procedures related to sexual misconduct are set forth in [OHR Policy 1.15](#).

E Staff Grievances

Staff may present grievances about working conditions, treatment by others or other problems which, if true would warrant remedial action. The Chair or their designee will investigate the situation to determine the validity of the grievance and refer to the Office of Human Resources as appropriate.

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

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 for Research and Graduate Studies or others with appropriate knowledge of policies and procedures when problematic situations arise. In particular, evidence of academic misconduct must be brought to the attention of the [Committee on Academic Misconduct](#) (see also Faculty Rule [3335-23-05](#)).

G. Code of Student Conduct

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

H. 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.